



HEALTHIER PLANET
HEALTHIER PEOPLE

OUR PLAN
GREEN
FOR GREEN
2021/22 - 2023/24

Contents

03	Welcome to 'Green for Green'	17	Our Areas of Focus
04	Our Vision	19	Our Sustainability Focus
04	Our Mission	20	Our People
06	Our Community	23	Our Operations & Sustainable Models of Care
07	Our Strategic Goals	26	Medicines
07	Our Planet Matters	28	Our Travel and Transport
08	Our Commitment	31	Sustainable Supplies and Procurement
09	Our Sustainability Journey	33	Our Facilities (Estate Management and Utilities)
11	Our Green Plan Development	35	Building Our Future
11	The United Nations Sustainable Development Goals	37	Green Space and Biodiversity
12	Our Ambition and Vision for Our Green Plan	38	Adapting to climate change
13	Our Baseline & Plan for Change	39	Our Resources and Finance

Welcome to 'Green for Green'

Our 'Green for Green' Plan sets out and describes our journey for sustainable development. South Western Ambulance Service NHS Foundation Trust (SWASFT) has responsibility for the provision of ambulance services across an area of 10,000 square miles which is 20% of mainland England. The Trust covers the counties of Cornwall and the Isles of Scilly, Devon, Dorset, Somerset, Wiltshire, Gloucestershire and the former Avon area (Bristol, Bath, North and North East Somerset and South Gloucestershire).

SWASFT provides vital healthcare services to those who visit, live and work in the South West of England. Like the NHS more widely, SWASFT is aware that in providing these services we emit greenhouse gases, contributing to air pollution and climate change which have

negative health impacts for current and future generations.

The NHS is the biggest employer in the country, responsible for around 4% of the country's carbon emissions and over 7% of the economy, meaning it has an essential role to play in responding to climate change and opportunities to lead the way in embracing the new future.

SWASFT is absolutely committed to this agenda. Transport is a core component to the provision of our services and while in the short term we will continue to use diesel vehicles to deliver patient care, we will be looking for opportunities to reduce our carbon impact from our: buildings, fleet and our workforce travel, medicines and anaesthetic gases, and supply chain. We will also be staying

very close to the developments in the market and technology to review our Double Crew Ambulances (DCAs) in line with national procurement to move to greener vehicles as soon as is reasonably practicable.

SWASFT will also be working to ensure the organisation is planning ahead to adapt to and prepare for climate change.

SWASFT is delighted that many of our people are committed to this agenda as evidenced in recent team workshops, surveys and through those who have signed up to be our 'Green Champions'.

This plan draws together work streams from across the organisation which will contribute to moving SWASFT to a cleaner, greener, net zero future.

Our Vision

“ Exceptional patient care delivered by exceptional people ”

Our Mission

“ To respond to quickly and safely to patients’ emergency and urgent care needs at every stage of life to reduce anxiety, pain and suffering ”

This Green Plan creates the basis and foundation to ensure inclusion of sustainability in all aspects of our service delivery, future developments and fundamentally of high quality patient care.

Sir Simon Steven, NHS Chief Executive during the launch of the ‘Net Zero NHS’ stated...

“ The Climate Emergency is also a health emergency. Unabated it will disrupt care and affect patients and the public at every stage of our lives. With poor environmental health contributing to major diseases, including cardiac problems, asthma and cancer, our efforts must be accelerated ”

SWASFT recognises the impacts of climate change and takes step each year to prepare and respond to the consequence of adverse weather events arising from the effect of climate change. Adverse weather events have the potential to impact on the organisations ability to respond quickly and effectively to patients, so mitigating the impacts of climate change is fundamental to our sustained response as a healthcare provider.

Our Community

The Trust serves a total population of over 5.5 million and is estimated to receive an influx of over 23 million visitors each year. The operational area is predominantly rural but also includes large urban centres including Bristol, Plymouth, Exeter, Bath, Swindon, Gloucester, Bournemouth and Poole.

The Trust has 94 ambulance stations, two clinical hubs, four air ambulance bases and two Hazardous Area Response Teams (HART), which provide specialist support to major incidents.

The Trust employs over 4,000 mainly clinical and operational staff

(including Paramedics, Emergency Care Practitioners, Advanced Technicians, Ambulance Care Assistants and Nurse Practitioners) plus GPs and around 2,785 volunteers (including community first responders, BASICS doctors, fire co-responders and volunteer PTS drivers).

Commissioned by seven Clinical Commissioning Groups which are developing to become Integrated Care Systems the business of the Trust is centred around the primary core service of emergency ambulance services, but also effectively delivers the Tiverton Urgent Care Centre.

Emergency Ambulance Services (999 A&E)

The '999 service' requires clinical hubs, including call handling facilities, initial triage (clinical assessment), advice, filtering, signposting and call allocation or dispatch capabilities. The 999 services provides an emergency response to patients and healthcare professional calls that are likely to require treatment and / or immediate transport to a hospital or other facility.

Tiverton Urgent Care Centre

Tiverton Urgent Care Centre is supported

by a team of highly qualified GPs and nurse practitioners and provides treatment for a host of minor injuries and ailments.

The Trust is committed to working with its local partners to address local challenges and improve services for patients and, as a regional provider, spans 17 acute trusts, six partnership trusts, numerous community hospitals and urgent care services and seven sustainability and transformation partnerships. In addition the Trust works in partnership with numerous other organisations including local police and fire and rescue services.

Our Strategic Goals

Strategic Goal 1: Every Patient Matters

Delivering compassionate, clinically effective care across all Trust services that is safe, responsive and provides confidence and reassurance to patients and their families.

Strategic Goal 2: Every Team Member Matters

Delivering strong, inclusive and caring leadership to a team made up of the right people, with the right skills, values and behaviours.

Strategic Goal 3: Every Pound Matters

Delivering robust financial discipline, including reduced variation and increased productivity and efficiency, to ensure "healthy" finances.

Our Planet Matters

SWASFT recognises that the activity we undertake and the services we provide for the people of the South West and impacts on our environment. Our Green Plan sets out our formal recognition

that 'OUR PLANET MATTERS'.

Our Green Plan is our plan to help SWASFT bring together actions across the organisation which will contribute

to net zero, reduce our impact on the environment and help to achieve sustainable change.



Our Commitment

The Trust recognises it has an environmental impact and this plan reaffirms the Board commitment to Environmental Sustainability.

The Trust also recognises that its operations carry an environmental risk; these risks are managed and included in the Trust's Risk Management process.

What have we done?

- SWASFT's aim to provide exceptional care delivered by exceptional people shows a strong commitment to delivery of social benefit, and the Trust's Strategic Goals aim to deliver this care in a cost effective manner.
- SWASFT Board is committed to

environmental sustainability with leadership and Board accountability through the Chief Finance Officer for the Trust's delivery our sustainability ambition.

- The Trust discharges its sustainability activity through corporate organisational engagement through the Environment and Sustainability Group, chaired by the Chief Finance Officer and with representation from across all directorates and teams.
- SWASFT develops its environmental workplace through expertise and advice from its full-time Environment and Sustainability Manager.
- SWASFT also supports patient, community and people engagement events including environmental sustainability.

What do we want to achieve?

- To have clear responsibility for sustainability at Board level.
- Board approved Green Plan.
- All our people to be aware of SWASFT's commitment to sustainable development.
- All roles to carry expectation of considering sustainable development as part of planned change.
- Reduction of environmental impact across all areas of SWASFT.

How will we measure it?

- Sustainability included within job descriptions and meeting agendas.
- By developing baselines, indicators and workplans to deliver this plan.

- Corporate responsibility targets put in place (energy, waste, water, recycling, travel etc.)

How can we achieve it?

- Ensuring sustainability built into all aspects of SWASFT activity, meeting agendas, and business cases.
- Sustainability champions put in place across the Trust to help with communication and engagement and to support action locally towards achieving targets.
- Targets and progress towards delivering this plan regularly reported to the Board.

Our Sustainability Journey

The term 'Green' or 'Greener' has been widely adopted to describe actions which benefit the environment. In 2020 the NHS launched 'Greener NHS' to work with NHS employees and volunteers, NHS trusts and partners, to reduce the NHS impact on public health and environment, to save money, and to reach net zero.

'Net Zero' is the term used to describe operating with net zero emissions. For SWASFT this would mean that all fleet, staff travel, buildings, supply chain would have 'net zero' greenhouse gas emissions.

In practice this is likely to be achieved by a combination of factors for instance: generating some energy on site, some energy off site, offsetting, using electric vehicles etc.

In line with the wider NHS, SWASFT aims to achieve this target by 2040 and where practicable identify areas of our operation which are 'Net Zero' earlier than 2040.

'Sustainable development' is development or change that meets the needs of the current generation without compromising the ability of future generations to meet their needs.

It is also considered to be development that considers the environmental, social and financial benefits and impacts of any actions, or development that considers People, Planet and Profit.

Since the Trust is not profit making, we can consider sustainable development as change that considers Our Patients, Our People (Our Team Members) and Our Pounds (Financial considerations).



SUSTAINABLE DEVELOPMENT GOALS



Our Green Plan Development

The creation of our Green Plan began in 2019 using the NHS Sustainable Development Unit's Sustainable Development Assessment Tool (SDAT).

The SDAT consists of around 300 statements which have been used

to benchmark the Trust's sustainable development progress.

The plan has been developed through the leadership our Environmental Sustainability Group and all colleagues were invited to contribute to its

development.

Our colleagues were asked to provide views on the issues of sustainability which were important to our team members via surveys which were open in October 2019 and March 2021.

The concept and development of our 'Green Champions' commenced in February 2021 and all staff were invite to participate in workshops which were held in March 2021. A further workshop for our Council of Governors was also held in November 2021.

The United Nations Sustainable Development Goals

The Sustainable Development Assessment Tool is also linked to the United Nations Sustainable Development Goals (SDGs).

These 17 goals were adopted by all United Nations member states in 2015 and aspire to provide a shared blueprint for peace and prosperity for people

and the planet, now and into the future.

At SWASFT we are privileged to operate in the South West of England in the UK. We also recognise the global impact our organisation has on the planet.

As a result we have linked the creation of

our 'Green Plan' and our priorities to the Sustainable Development Goals.

This in turn, enables us to recognise our efforts in sustainability and that it creates opportunity for us to impact on the sustainability of the planet, and take steps to improve our environment for the benefit of generations across

the world.

Following the launch of the Greener NHS Programme in 2021 the plan has been updated to ensure NHS Net Zero requirements are addressed and these are shared with you through 'Our Green Plan'.



Our Ambition and Vision for Our Green Plan

SWASFT is very aware of the links between the service we provide, and the impacts to climate change and the environment some of which directly impact on patient health. SWASFT is absolutely committed to reducing its environmental impact and where possible enhancing environmental benefits.

This plan supports SWASFT's delivery of our Transformation Programme and overall strategy and aims to bring into one document, our ambition and vision to become a greener organisation and work towards sustainable development

and in doing so meet delivery of the requirement to become a Net Zero NHS by 2040.

The Green Plan sets out the broad framework for this ambition which will enable the development of specific dedicated and detailed schemes at a local and thematic level.

In delivering this ambition the Trust will look to work with its NHS partners, Integrated Care Systems and wider public and private organisations to deliver on its commitment to sustainability over the coming years.

Our Baseline & Plan for Change

Reducing our carbon footprint and greenhouse gas emissions

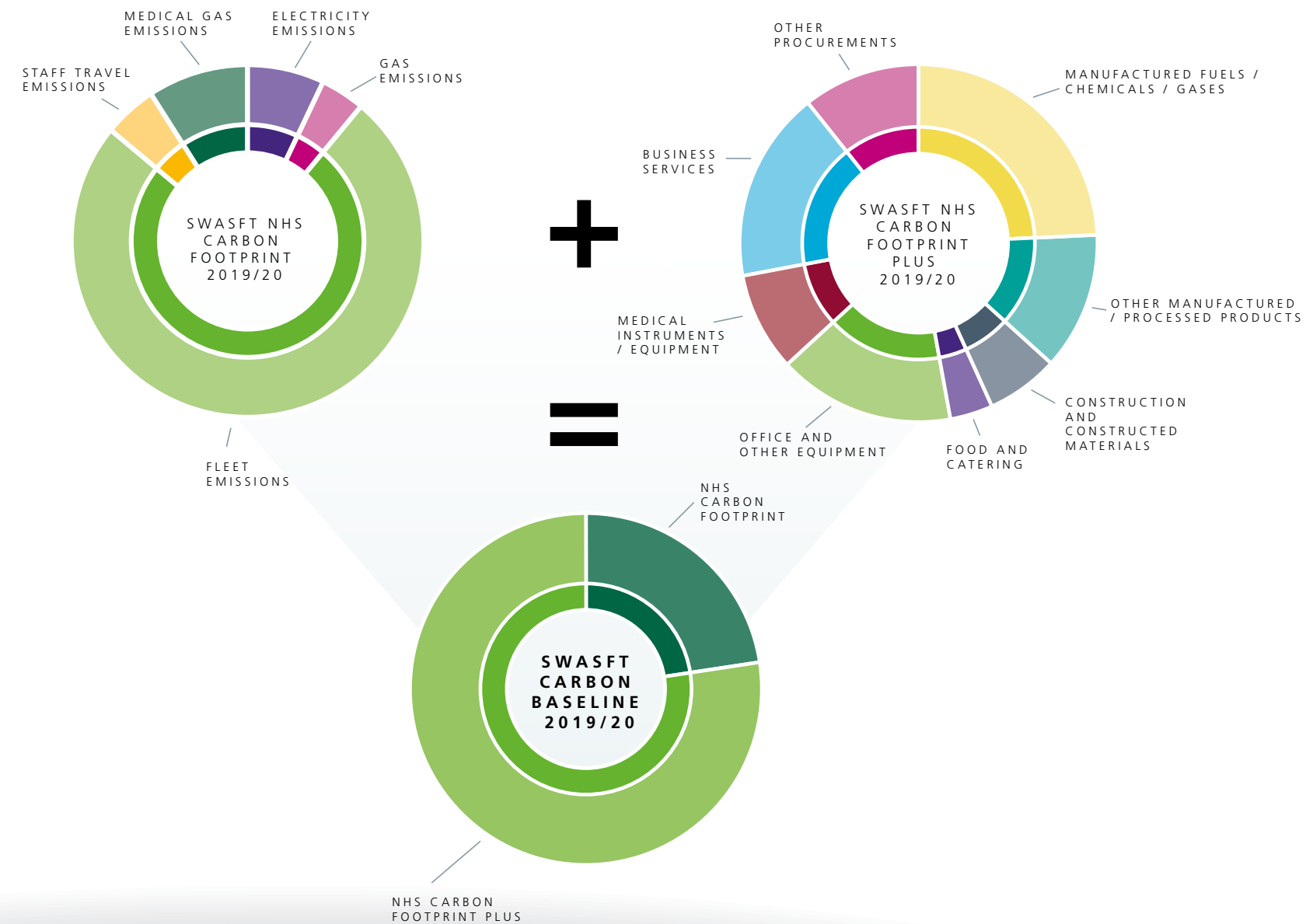
The Trust recognises the importance of understanding its carbon footprint, and making progress towards a Net Zero future in line with NHS requirements. The Trust has developed a 'Carbon baseline'.

The SWASFT carbon footprint is derived from those areas of activity directly in the Trust's control, such as heating and powering buildings, vehicle fuel and staff travel, and medical gases.

The SWASFT Carbon Footprint Plus is calculated from those areas which are indirectly related to SWASFT activity, this includes the Carbon Footprint generated by the activities which are created for SWASFT to undertake its activities as a 999 Emergency Ambulance services and provider of NHS funded emergency and urgent care.

The biggest contributor to the SWASFT Carbon Footprint Plus is derived from its supply of equipment, services, vehicles and consumables.





What have we done?

- Developed our Carbon Baseline as a footprint from a 2019/20 baseline.
- We monitor our fleet and workforce travel.
- We monitor utilities and waste on a monthly basis.
- Reduced the volume of waste being incinerated by using an 'offensive' waste stream where possible.
- We provide data for the Trust's annual report.
- We complete an annual estates return to the NHS.
- Introduced digital technology for business to reduce the need for our people to travel to meetings.

What do we want to achieve?

- Ensure we understand the carbon impact of our service.
- Achieve a net zero service by 2040 in line with NHS requirements.

How will we measure it?

- We will monitor data on our utilities, fleet, workforce travel, and waste streams.
- Utilise NHS reporting tools to monitor our carbon footprint.

How can we achieve it?

- Continue to monitor and work towards reducing our carbon footprint.
- Monitoring and reporting on workforce travel and operational

travel.

- Considering carbon impact when procuring goods and services.
- Focussing on reducing energy demand at sites with large usage.
- Increasing our workforce literacy regarding carbon cost of different waste streams.
- Monitoring emissions from medical gases and air conditioning plant.
- Reviewing our travel policy to reduce high carbon travel choices.
- Investigate carbon offset opportunities.
- Reducing our use of nitrous oxide.

We want ...

- To publish our carbon footprint and report on it annually.
- To produce a Green Travel Plan.
- To review the Travel and Subsistence

Policy to ensure active travel and public transport are encouraged.

- To develop 'carbon literacy' for all senior managers to make sustainable development core to our decision making.
- To ensure new buildings and new fit outs are completed to NHS Net Zero standards wherever practicable.
- To appoint a lead for nitrous oxide use reduction.

What does this mean for our people?

- Our people will be more aware of SWASFT's priorities for carbon reduction and more engaged in the process.
- Our people will be proud to work for an organisation who is taking responsibility for acting on carbon reductions.



Our Areas of Focus

Our Green Plan sets out key statements around core themes required for all NHS Organisations in their delivery of sustainable development. The Trust has set out its priorities for 2021/22 as;

Our Priorities for 2021/22

- Trust Board endorsement of our Green Plan.
- Confirmation of our Board level Executive Lead for sustainability.
- Support and inclusion in our systems level plans.
- Ensure all our energy is purchased from renewable sources.
- Review our use of anaesthetics to benchmark our potential to reduce the nitrous oxide emissions from our activities.
- Review the purchase of Trust 'grey fleet vehicles' (non-frontline response) to ensure these are 'ultra-low emission vehicles (ULEVs) or zero emission vehicles (ZEVs).
- Develop a Trust 'Green Travel Plan' to support active travel and public transport for our patients and others.



Our Sustainability Focus

This section of our 'Green Plan' highlights our nine priority areas. In each case we have shared some of our environmental sustainability achievements to date.

We have also set out our aspirations for the next three years more broadly. These are covered in the sections 'where we can do more... we want...'

Our Digital Transformation is integral to our development and sustainability. As it is core to each and every area of activity, we have chosen to demonstrate this by incorporating digital developments into each and every one of our individual priority areas.

Many Trusts will also be setting out their sustainability ambition around food and

nutrition. At SWASFT we do not provide food as part of care services, in the way that patients might experience whilst receiving care in a hospital setting.

We have therefore chosen to incorporate this into Our Supplies and Procurement as our food and nutrition relates only to that which is offered to our workforce, primarily through the provision of food vending units.

It is envisaged that throughout the three years of this Green Plan, we will continue to shape and develop individual and specific schemes which are consistent with NHS initiatives and which further support our NHS Systems to deliver our collective sustainability goals.



Our People

The Trust recognises that our people are crucial to the delivery of our urgent and emergency care services.

In line with the Trust's strategic goal: Every team member matters through the leadership of Our People Directorate and our cultural development aims to secure

- The Right People.
- With the Right Skills and
- The Right Values & Behaviours.

The Trust recognises that our people operate in a stressful environment and provides via its staying-well service:

- Counselling.
- Physiotherapy.
- Support to stop smoking.
- Advice and information on eating healthy.
- Access to financial and legal support.
- Quiet areas.

The Trust is working to improve our

people's well-being and is actively working on improving workforce retention which will both reduce spend on recruitment and induction and lead to more settled teams. Having settled teams, experienced colleagues and a stable workforce helps to provide a positive and healthy environment in which our people can work.

What have we done?

Equality Diversity and Inclusion

- We are the first ambulance service to achieve Disability Confident Leader status.
- We have a new focus in the creation and recruitment of a Head of Equality Diversity and Inclusion.
- We have developed mechanisms to monitor and identify any area of our workforce where we are under-represented and have an active recruitment programme to address

this.

- We are running recruitment events in Bristol to address our under-representation of Black & Minority Ethnic (BAME) group employees in that area.
- We have established team and people forums/networks/working groups in relation to our BAME and LGBTQ+ colleagues, our working carers, we have run Menopause Cafes to raise awareness and education and recently set up a Gender Equality network.
- We have joined Stonewall Diversity Champions and have submitted to the Equality Index.
- We are developing a review process which will assist in embedding Equality Diversity and Inclusion into everything we do.
- We are members of the National Ambulance LGBT Network and were the most improved service from Oct 2018 – Oct 2019.

- Development and use of Electronic Staff Records (ESR) for online digital learning and development.

Engagement

- We have a whistleblowing policy and a Speak Up campaign.
- We have introduced people centred processes.
- We have improved the utilisation of informal resolution techniques.
- We have established engagement groups for Staying Well development and equality issues.
- Freedom to Speak Up campaign – our people are encouraged to and informed of how to raise issues, concerns or ideas.
- In 2020 we received our highest response level to date to the NHS Annual Staff Survey (75%).

Health & Wellbeing

- We are committed to the well-being

of our people and have a Staying-Well Service which we are constantly reviewing, developing and evolving to be as effective as possible.

- We have grown our Peer Support Network; and trained over 150 Mental Health First Aiders.
- We have introduced two Outreach Support Workers who are focussed on supporting those individuals who have been most affected by the Covid-19 pandemic.

Workforce

- We have teamed up with NHS England & Improvement (NHS E/I) on their Ambulance Retention Programme. An expert team from NHS Improvement are working with us to look into improving the retention of our Emergency Call handlers in the Clinical Hub environment.
- We have developed a cohesive

induction and on boarding programme for all new starters to the Trust.

- We run an annual student conference in Bristol so that graduate paramedics have an introduction to the organisation so they make an informed decision to take up a position with us.
- We have developed a leadership programme, to support our leaders in the roles, which is ultimately to support our people.
- We have three established groups as part of our Invest in Yourself campaign. A Knit for Wellbeing Group, a SWASFT Book Club, and the Green Champions.

What do we want to achieve?

- A diverse workforce that reflects society.
- A culture of inclusion amongst all our

- Improved engagement levels.
- To provide as much support as possible to our people and to create a healthy working environment for everyone.
- To mitigate isolation, loneliness and anxiety amongst our people when they are not working or at work.
- A more stable call-taking workforce in our clinical hubs.
- To reduce attrition.
- To create deeper and meaningful relationships and a sense of belonging.
- A culture of compassionate leadership.
- A happier, healthier workforce.
- To be an employer of choice.

How will we measure it?

- Through workforce diversity monitoring.

- Though our people speaking up about issues or concerns.
- Monitoring the utilisation of our support networks.
- Monitoring the instances where we have reviewed services, policies, procedures with an enhanced focus on Equality, Diversity and Inclusion impact.
- Through survey responses.
- Monitor attrition and retention data.

How can we achieve it?

- Working with Stonewall to advise on best Equality, Diversity and Inclusion practices.
- Develop innovative initiatives to ensure we have a diverse workforce that accurately reflects society.
- Continually engaging with our people on things that affect their employee experience.
- Continually look for additional or



Our Operations & Sustainable Models of Care

- improved health and wellbeing schemes.
- Provide information and advice on how to live a healthier lifestyle.
- Develop a consistent and effective induction package for all new people.
- Embed an inclusion review process which ensures that Equality, Diversity and Inclusion are a consideration with every change and introduction we make to the organisation.
- Continue to work in partnership with the Equality Steering Group and all our people networks/forums/working groups.
- Continue to communicate all the good work on all aspects of our people strategy.
- By April 2020, 350 of our leaders will have completed a five day leadership programme. We have developed an introduction to leadership for future leaders and will run regular leadership programmes for all leaders that are

- new in post.
- Where we can do more... we want...**
- To provide a portfolio of proactive events and activities to promote happy, health and fit people
 - To achieve more positive responses in the Annual Staff Survey in terms of leadership, Health and & Wellbeing and engagement.
 - To have reoccurring annual engagement and environmental events such as the Green Spaces Initiative, Christmas Decorations Competition, Annual Apprentice of the Year Award.
 - To have a Wellbeing Support Worker in every County across the trust.
 - To have a Green Champion for every station / office to lead on small scale environmental and sustainability projects such as Warp-it and effective recycling practices.

- To incorporate environment and sustainability training into staff training packages.
- What does this mean for people?**
- Our people will feel more engaged and connected.
 - Creation of a positive and healthy working environment / culture.
 - Happier and longer careers with SWASFT.
 - A reduction in workforce turnover / more experienced colleagues.
 - Happier teams making better working relationships.
 - Job satisfaction.
 - All of the above promoting excellent patient care.
 - Our people feel better supported and appreciated by their managers.

Embedding net zero principles across all clinical services is essential for our future sustainability and delivery of our Net Zero ambition.

We have carefully considered the carbon reduction opportunities in the way care is delivered. For SWASFT this includes provision of care 'closer to home'. When we use the term 'closer to home' we are referring to delivery packages or clinical advice and treatment where the patients are located at the point of clinical need (whether at home, by the side of a roadside or other location), not necessarily the patients home address.

We provide care in this way by increasing our 'Hear and Treat' and 'See and Treat' provision of clinical care services.

Hear and Treat is when we provide high quality care through direct provision of clinical treatment advice and guidance,

following receipt of a call via telephony (such as a 999 call), without the need to dispatch or respond with an emergency ambulance resource.

Highly trained and skilled clinicians provide expert advice and through telephone triage, can provide access to a range of health care and self-care arrangements, including redirection to out of hours services, treatment centres or pharmacy services.

See and Treat is the provision of clinical care, advice and treatment of patients closer to home but without the need to transport or transfer the patient to another location to receive and complete their required clinical tests, treatment or care package. In See and Treat a clinical resource (such as an emergency ambulance, responding paramedic or doctor) is dispatched to the patients' location.

After arrival on scene the patient is provided with a range of clinical tests, investigations, advice, guidance and treatment but concludes their care requirements at that location.

Both Hear and Treat and See and Treat enable the Trust to reduce the overall patient journeys which in turn has a direct impact on the 'Patient Mileage' and enables the Trust to reduce avoidable travel and the polluting effects of the carbon footprint associate with travel by ambulance.

We recognise that some patients are most appropriately cared for by attendance and hospital and hence some patient mileage and travel will remain appropriate for our patients. We will seek to focus on those avoidable workplace and patient journeys to assist in reducing our overall travel impact.

- What have we done?**
- Provision of technology support call answering for urgent and emergency calls (999).
 - Provision of Computed Aided Dispatch (CAD) to support the effective and efficient dispatch and response of clinical resources.
 - Provision of a first phase of remote triage locations, enabling clinicians to support management of patients from locations in addition to our established 999 Clinical Hubs.
 - Provision of tablet based technology (iPads) to support clinical decision making on scene.
 - Provision of specialist technology packages to record patient data, clinical and treatment history on scene enabling improved clinical care and data management.

What do we want to achieve?

- Provision of high quality clinical advice, treatment and care in the right place with a timely response.
- To treat our patients with the most appropriate clinical response at the Right Time closer to home.
- To reduce our overall number of patient journeys and where practicable distance travelled.

How will we measure it?

- Case of review of clinical incidents to assess whether we responded and/or dispatch the most clinically suitable response.
- Review the dispatch of resources to assess whether we completed the most appropriate clinical travel/ journey given the availability of responding resources and their proximity to patients.

- Review the overall response journeys to enable development of our Compute Aided Dispatch (CAD) to support reducing unnecessary clinical travel.
- Improve the use and provision of digital technology in our emergency response vehicles.

How can we achieve it?

- Development of remote triage for patients using digital technology.
- Development and enhancement of our CAD to support more sustainable dispatch.
- Development of our fleet technology to reduce the impact of patient journeys on our environment.
- Development of the digital technology we provide in responding vehicles (ambulances and emergency response vehicles) to enable improved clinical tests and treatment on scene.

Where we can do more... we want...

- To explore the opportunity for further digitally enabled services.
- Scope the potential for wider opportunity for urgent and emergency calls to be received and responded from a wider network of locations.
- To consider how digitally enabled services could assist in reducing our workforce travel in responding to urgent and emergency calls through development of our Computer Aided Dispatch (CAD).
- To ensure our clinical technology supports excellent clinical decision making and care.
- Review the equipment and consumables provided on our responding emergency resources to reduce the overall weight of vehicles and reduce the polluting effects of vehicle emissions during patient

transport.

- To develop a new system of Ambulance Vehicle Preparation (AVP) with potential to reduce waste from out of date consumables and medicines.
- Wider system level engagement for initiatives such as 'Falls Avoidance' and thereby reduce the likelihood that some patients will require an emergency response.
- Review the training provided to our people who drive our vehicles under emergency conditions to support more environmentally economic driving behaviours when not responding to emergency calls.

What does this mean for people?

- Our clinical colleagues will be more appropriately responding to our patients, based on their clinical skill set and our patients clinical needs.

- Our people will reduce the amount of avoidable journeys they undertake in response to the emergency and urgent care activity we provide.
- Our people would be able to operate clinical telephone triage, patient advice and treatment from a wider set of locations and in turn reduce our workforce and commuter travel.
- Technology and digital developments will be at the heart of the provision of our clinical services.





Medicines

The Trust provides urgent and emergency care across the South West of England. At times this will involve the provision of treatments including medicines. The Trust sources its principle medicines through contractual supply route and then maintains and transports in-house to ensure these are appropriately distributed and available at the point of care.

The Trust looks to review its provision of Medicines through its Medicines Governance Group, under the direction and leadership of the Trust's Medical Director and with the support of the Trust Pharmacist.

The Medicines Governance Group reviews the type of medicines we use, the quantities we store and order and maintain at designated locations, to reduce wastage arising from out of date drugs.

The areas of focus could include medicines optimisation and reducing waste; responsible capture or disposal of waste medicines and considering lower carbon alternative medicines.

The 2021/22 NHS Standard Contract set out inhalers and anaesthetic gases as two key areas for early action in reducing the use of anaesthetics which have the potential to generate harmful nitrous oxide pollutions.

The Trust use of anaesthetic medicines is minimal due to the nature of our operation, unlike hospitals we are not routinely engaged in the provision of surgery.

Our use of anaesthetic medicines is therefore limited to the use of Entonox, (a mixture of nitrous oxide and oxygen) for assisting in pain relief of pregnant women during childbirth.

SWASFT does not routinely prescribe use of inhalers in its 999 emergency service and with minimal use in our Urgent Care Centre in Tiverton. SWASFT already operates on a very low provision of these medicines.

What have we done?

- We have reviewed the volume and use of controlled drugs and other medicines.
- We have arranged a centralised collection process for the destruction of out of date medicines.
- We have developed local advice and guidance on the segregation of waste medicines from other waste streams to ensure safe disposal. We have effective waste collection and management contracts in place to ensure our waste to landfill is minimised wherever practicable.
- We have extremely limited use and

prescriptions issued for inhalers for asthma treatment and this activity is only part of our Urgent Care Treatment Centre in Tiverton.

- We have introduced a stock management system for monitoring the provision of 'Push Stock' consumables and PPE during the Coronavirus Pandemic.

What do we want to achieve?

- To ensure medicines are available for care at the right time and place.
- To reduce the travel, journey and 'touch points' of medicines and consumables in ensuring appropriate logistics of medicine around the region.
- To reduce the creation of 'out of date' medicines by ensuring appropriate drug ordering and use volumes.

How will we measure it?

- By reviewing our clinical patient records and provision of medicines during care.
- By reviewing transport and travel commitments for stores during 2019-2021 and setting new aspirations for 2022.
- By ensuring appropriate stock rotation at Trust locations.

How can we achieve it?

- Medicines Governance Group will review the use, volume ordering, storage and administering of the type and nature of medicines we use.
- We will review our stores and logistics operating model to scope the potential for journey reduction through updated route planning.

- We will review the options for stock management and rotation at operational locations.

Where we can do more... we want...

- To develop the use of our inventory management system to reduce the use of paper based systems for recording stock and consumables management.
- To develop and implement an electronic inventory management system for controlled drugs stock ordering, receipt, and tracking final use.
- To develop an integrated platform which connects our drugs and medicines stock management to individual patient records for end to end system management.





Our Travel and Transport

The Trust is committed to reducing the impacts of our travel and transport without compromising its mission to respond quickly and safely to patient's emergency and urgent care needs.

The Trust provides emergency and urgent care services across the entire south west region of England, roughly 20% of the English mainland. The area is predominantly rural but also includes a number of urban centres.

Our operational workforce involved in frontline patient care both in person and by telephone are largely shift workers, and are based at around 100 different locations across the South West. In order to respond to patient demand shifts may over-run. This makes it difficult for staff to travel to work by means other than private car.

Our support and corporate services teams are based across several locations; and

effective working requires some staff to travel regularly and potential significant distances to team meetings.

What have we done?

Fleet

- Environmental impact is considered when procuring response and support vehicles ensuring where appropriate that the latest vehicle technologies are adopted to reduce emissions and improve efficiency's.
- A review of the operational/non-operational Fleet is underway to identify areas where alternative fuelled vehicles could be utilised.
- The blue light user lease car scheme is now under review with the aim of removing the Diesel option for end users.
- The Dual Crewed Ambulance (DCA) vehicle Fleet is now moving to a national specification vehicle which

is lighter than the current vehicle and uses less fuel.

- Work now underway to identify alternative fuelled vehicles that can operate as rapid response vehicles to replace the current Diesel powered vehicles.
- Vehicles suppliers and converters are required to identify where weight savings can be optimised on new vehicles and vehicle conversions to aid a reduction in overall fuel usage.
- Committed to support city developments for 'Clean Air Zones', ensuring our vehicles are compliant with the relevant standards.

Logistics

- Logistics and stores delivery journeys are planned to reduce overall mileage and remove unnecessary journeys.
- Use of video conferencing for meetings.
- Review current operating model to

where possible replace fossil fuelled vehicles with low emissions fleet.

- Review of supplies packaging to identify where reduction in waste can be made.
- Review of the vehicle preparation process to identify and eliminate waste.

Our workforce travel

- Lease car policy has recently been revised to reduce our peoples mileage.
- The essential user lease car scheme has now been updated to remove the option to lease Diesel cars and these have been replaced with Hybrid and Electric options for lease cars Video and telephone conferencing facilities are available to reduce the need for our people to travel.
- The internal travel and subsistence policy has been revised to prioritise use of digital technology where

possible and public transport where pool cars are not available.

- Our internal workforce travel is monitored through the expenses system, and resulting mileage is reported in our carbon baseline.

Commuting

- In response to the COVID-19 pandemic some of our people have been supported to work partially or fully at home reducing the need to commute.
- Many sites have facilities for cycle storage.
- Most sites have lockers, showers and changing facilities
- Our people have access to a Cycle to Work scheme

What do we want to achieve?

- Reduced emissions from fleet and workforce travel.
- Reduced time spent travelling.
- Increased proportion of commuting and business journeys made by foot and bicycle.
- Increase the proportion of commuting and business journeys in shared cars / public transport.
- Reduced pressure on car parks.





Sustainable Supplies and Procurement

How will we measure it?

- Monitoring time, cost and environmental impact of workforce travel.
- Monitor fuel usage and vehicle mileage for operational and non-operational vehicles.
- Undertake further survey and analysis to understand our people and their travel to and from work.

How can we achieve it?

- Put in place Board approved environmental targets and objectives.
- Engage with our people at large sites to understand and overcome barriers to more sustainable travel and commuting methods.
- Include information on sustainable commuting methods in recruitment and induction information, e.g. bus

routes, car share, availability of cycle parking.

- Require reporting on travel methods from internal meetings.
- Liaise with Staying Well on promoting and measuring active travel methods i.e. walking and cycling.
- Ensure travel options are considered when making changes to the estate.
- We will consider providing incentives for our people to travel to work more sustainably, for instance by increasing mileage expense rates for cycling.
- We will consider enabling our people to work from more flexible locations to reduce commuting and avoidable journeys to increase well-being.
- We will appoint a cycle-to-work lead.
- We will review our Travel and Subsistence policy and ensure it encourages active travel and appropriate use of public transport

Where we can do more... we want...

- Replace the Diesel powered vehicles currently used for the Blue light lease car fleet with an alternative fuel powered Fleet by 2026.
- Replace 50 % of the Rapid response vehicle Fleet with an alternatively powered vehicle by 2026.
- Develop options for an alternatively powered Duel crewed ambulance by 2026.
- Replace 50 % of the pool car fleet with an alternatively fuelled option.
- All vehicles purchased or leased will be low or ultra-low emission by 2021.
- Conduct a Green Fleet Review.
- Develop a Green Travel Plan.
- Review our Travel and Subsistence Policy with a view to encouraging active travel, use of public transport, and ending reimbursement for domestic flights.
- Reduce business mileage by 20%.

What does this mean for our people?

- Introduce options for alternatively fuelled vehicles & a reduction in the amount of diesel powered vehicles on Fleet.
- Reductions in fuel used and CO₂ emissions.
- Improved access to Active Travel options.
- Travel and Subsistence policy that promotes more environmentally friendly travel options.

Procurement is carried out in compliance with the Public Contracts Regulations 2015 which is incorporated within our Procurement Policy. Industry Best Practice is also followed taking into account all aspects of socioeconomic requirements.

The Government buying standards on Environmental and Socioeconomic / Social Value procurement policies are also followed and there is full compliance with the Chartered Institute of Purchasing and Supply (CIPS) Environmental, Ethical, Social Value and Modern Slavery policies.

What have we done?

- We have minimised the number of hazardous substance used across our operations and ensured that we have clear controls in place.
- We aim to minimise waste generated through our operations – we have a waste management policy in place, we have contracts in place for our major waste streams: domestic and clinical, and we work closely with our people and contractors to manage and minimise the waste that we generate.
- We apply the waste hierarchy to all our wastes and use a re-use tool to facilitate reuse of furniture and other items.
- Where possible we repair rather than replace medical devices.
- We have added the offensive waste stream to clinical waste to reduce the amount of waste incinerated;

this reduces the financial and environmental cost.

- We have signed up to the NHS Plastics Pledge and committed to reduce our use of single use plastics.

What do we want to achieve?

- To continuously improve our waste management, increasing the percentage of waste recycled to 40%.
- To improve waste management across the estate particularly waste arising from our workshops, and from clinical practice.
- Reduce waste from out of date medical consumables and medicines.
- Reduce waste and emissions from suppliers i.e. packaging and combining deliveries to reduce travel.
- To reduce the environmental impact from our supply chain.
- To revise our procurement process so that ethical and environmental criteria

and considered and scored as part of selecting suppliers.

- To provide food vending outlets for our people that are sourced locally, seasonally and are healthier including a range of fruits and vegetables where ever possible.

How will we measure it?

- Monitoring of types and quantities of waste and recycling produced.
- Supplier engagement, feedback from our people on packaging and monitoring waste volumes.
- Regular returns to the NHS Plastics Pledge reporting.

How can we achieve it?

- We are putting in inventory management to better manage date coding of medicine and consumables to reduce out of date products.



- Supplier engagement and contract management to tackle product packaging.
- Waste reduction and recycling campaign for all our teams.
- Purchase products with environmental label.
- Review our food vending and provision options to scope potential for these to be healthier and reduce use of heavily processed foods.

Where we can do more.... we want...

- To increase our recycling ratio from 30% to 40%.
- To increase uptake of Warp-It and aim for an annual saving of £100k.
- To conduct a thorough review of waste generated in workshops.
- To reduce our use of single use plastics.
- To ensure all purchased paper is recycled.

- To review our procurement processes to identify and implement interventions which can help to reduce carbon impact of supply chain.
- To consider options for the provision of healthy food options in our food available for purchase for our people.
- To make our staff aware of our commitment to ethical procurement.

What does this mean for our people?

- Our people will have better access to recycling.
- Our people will be encouraged to arrange for 'waste' items to be reused through 'Warp-It' – a supplies recycling arrangement.
- Our people will be aware that we procure ethically.

Our Facilities (Estate Management and Utilities)

The SWASFT estate consists of around 150 buildings based across the area SWASFT covers. These buildings consist of ambulance stations, social despatch points, offices, training facilities, stores, call centres, workshops and make ready areas.

The Estates strategy guides the location of the buildings, and the Estates department manages and maintains the buildings.

The Estates department manages and maintains these buildings to provide safe, comfortable places of work for our people during their rest periods.

The department makes every effort to manage the estate in a 'green and sustainable' fashion, further information regarding our progress to date and plans going forward are provided below.

What have we done?

- Energy and water data is collected and monitored for all sites.
- Water surveys have been carried out at the majority of sites to identify efficiency measures and water leaks in buildings.
- There are some limitations due to the diverse estate but heating, cooling and lighting are the main areas that are being tackled.
- Switched our electricity supply to a renewable tariff.
- Commissioned a 'Plan to Net Zero' to guide us on energy strategy for the Estate.

What do we want to achieve?

- Reduce consumption from utilities and aim to reduce energy consumption per square metre.
- Ensure energy efficient plant specified

when replacing boilers / cooling systems and lighting.

- Phase out oil heating.
- Move from gas heating to heat pumps when replacing boilers.
- Improve insulation to reduce heat and cooling demand.
- Improve our energy and water data by ensuring all sites have AMR meters.

How will we measure it?

- Monitoring and reporting utility consumption.
- Number of boilers replaced with heat pumps.
- Reduction in electricity and gas consumption.

How can we achieve it?

- Put in place Board approved environmental targets and objectives.

- Ensure new buildings are Net Zero.
- Target key sites i.e. clinical hubs and large stations. Undertake annual energy and water walk arounds to identify improvements at these sites.
- Build into estates processes and project management carbon and environmental impact consideration throughout project and building life cycle.
- Include reporting on energy and water consumption in Board reports.
- Work with landlords to agree environmental responsibilities in our leases.
- We will consider harvesting rainwater and reusing vehicle wash water on new sites and refurbished sites.
- We will develop the use of our facilities management data to enable more effective contractor/purchasing decision making.





Where we can do more... we want...

- To publish our 'Plan to Net Zero' for the Estate.
- To improve insulation and glazing to our properties where practicable.
- To continue to roll out LED lighting.
- To improve heating controls.
- To replace end of life wet central heating boilers with air source heat pumps.
- To install on site energy generation where practicable such as solar panels.
- To ensure new buildings and fit outs meet net zero standards where practicable.

What does this mean for our people?

- Our people will benefit from improved comfort levels in buildings as insulation and better controls are implemented.
- Our people and teams will benefit from improved lighting, a LED Lighting is commissioned across the Trust.
- Our people will appreciate that energy efficiency and renewable energy technologies are being implemented to the estate.

Building Our Future

The Trust is committed to meeting minimum sustainability standards for capital projects.

The Trust aims to exceed minimum standards where possible.

The estates and facilities strategy is currently being revised. The new strategy is expected to require considerable changes to the existing estate which provides opportunities to maximise sustainable development in new build and refurbishment.

What have we done?

- Where possible we have ensured that the buildings in our estate can be adapted to meet changing requirements, e.g. adjusting internal walls to modify room layout.
- We have ensured that new sites have necessary infrastructure to minimise environmental impact.
- Where possible we have gone beyond minimum environmental requirements when specifying new buildings.

What do we want to achieve?

- An estate that is resilient to climate change and extreme weather events.
- To ensure at least one new building in the next five years exceeds the minimum BREEAM standards, and meets new NHS Net Zero standards.
- To design in sustainability to new capital projects e.g. considering travel

options, minimising heating and cooling demand, prioritising green space for our people to enjoy.

How will we measure it?

- Through the use of BREEAM / Healthcare standards.
- We will measure and monitor the energy use / square metre of estate and water use by workforce (whole time equivalent wte).

How can we achieve it?

- Business cases to include a sustainability impact assessment.
- To have Energy Performance Certificates for all new sites.

Where we can do more... we want...

- Ensure new buildings and new fit outs meet NHS Net Zero standards.
- Ensure new buildings and fit outs are insulated, have efficient heating controls, and solar PV where practical.
- Ensure new buildings have occupancy sensors to control lighting and heating as appropriate.

What does this mean for our people?

- Our people based in buildings new to the SWASFT estate will benefit from working in more sustainable buildings, for instance enjoying green space and natural daylight where possible.
- Our people based in such buildings will have facilities for active travel such as cycle storage and changing facilities.





Green Space and Biodiversity

The Trust is committed to protecting the natural environment and reducing risk of pollution. We wish to enhance our green spaces and make them areas that protect plant and animal species and provide pleasant outside spaces for our people to enjoy.

What have we done?

- We have included environmental considerations in our grounds maintenance contracts.
- We make sure chemicals are stored correctly and safely.
- Where possible we provide green spaces for our people.
- We are supportive of team initiatives to create green spaces at our sites.

What do we want to achieve?

- To have more green spaces available for our people.

- Our people to benefit from improved well-being due to access to green space.

How will we measure it?

We will conduct an annual audit of the number of locations which facilitate access to green spaces.

How can we achieve it?

- Working with Staying Well team to



- support access to development of green spaces as areas of reflection.
- Introduce processes to include biodiversity considerations in all site developments, relocations and refurbishments.
- Re-launch the Station in Bloom competition.

Where we can do more... we want...

- To incorporate green spaces in new buildings and fit-outs where possible.

- To monitor and increase the number of sites which have access to green spaces using digital data capture techniques.

What does this mean for our people?

- Our teams will be able to enjoy outdoor space, which will have well-being benefits.





Adapting to climate change

The Trust recognises that it operates in a changing climate and works closely with local partners to predict and plan for response to extreme weather: where accessing patients may be difficult; there may be an increase in demand and the Trust may experience increased workforce absenteeism.

When relocating Trust buildings predicted climate change and flood risk is considered via the planning process.

What have we done?

- We work closely with local and national partners to ensure we are prepared and have plans in place to respond to our patients during extreme weather events.
- We have Business Continuity Plans to support the response to any extreme weather events.
- We have developed flood response

plans which explore where we have been able to assess the impact of flooding and identify any vulnerable infrastructure for resilience developments.

- We monitor weather and health forecasts to identify any events and potential increases in demand early and to implement SWASFT and multi-agency planning.
- We have processes in place to ensure that drugs are stored at appropriate temperatures.
- We have ensured our people have access to drinking water during extreme heat weather events.

What do we want to achieve?

- To be confident we understand the risk of climate change to our organisation, and appropriately reflect this in our risk assessments, planning and preparedness.

- To understand the risk climate change poses to SWASFT and take appropriate actions to mitigate the risk.
- To review our carbon baseline using modern technology to more accurately reflect our use of the environment and sustainability impact.

How will we measure it?

- By conducting an organisational wide climate change risk assessment.

How can we achieve it?

- We will conduct a climate change risk assessment and develop an adaptation action plan.
- We will assess climate change risk to our properties against the UK Climate Projections 2018.
- We will continue to engage in multi-

agency planning to respond to any extreme weather events, ensuring that our plans are regularly reviewed and exercised.

Where we can do more... we want...

- To conduct an organisational wide climate change risk assessment.
- To consider the risk of a changing climate when taking on new sites.
- Understand our carbon baseline.
- Reduce our carbon footprint.

What does this mean for our people?

- We are equipped and prepared to respond to our patients during extreme weather events.
- Our buildings are better adapted to changing climate and extreme weather events.
- Our carbon footprint reduces.

Our Resources and Finance

At SWASFT we recognise that our finance and resources when invested in the right way, have the potential to significantly impact on our sustainable development.

Equally, limitations on our resources also have the potential to be a barrier to our progress on reducing our environmental impact.

As a result SWASFT will continue to work with our partners across the health system and with NHS England & Improvement to secure resources which will support improving our environmental and sustainability credentials.

We will do this through the development

of clear business cases, assessment of the environmental return on investment possible and by seeking additional funding and support through grants and investment bids.

In turn the Trust will also review its financial arrangements to secure the delivery of net zero carbon as part of the annual budget setting process. We will invest in digital and other technologies as enablers to the delivery of our sustainable development.

Where practicable, schemes to deliver service improvement will be reviewed for potential return on investment towards financial, operation and environmental sustainability.



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