



# Green Strategy

2022-2025  
Final Draft



*Best placed to **care**,  
the **best** place to **work***



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# 1. Foreword from Philip Astle, Chief Executive Officer

Climate change is a health emergency and is set to be one of the biggest challenges we will need to face in the 21<sup>st</sup> century. Health care is a major contributor to climate change, and with the NHS being responsible for 6.3% of England's emissions, we must accelerate our journey towards becoming a sustainable provider, with ambitious targets and plans in place.

This undertaking will not be easy and will require us to challenge ourselves to be innovative in approach, and to question our traditional decision-making frameworks. We recognise the short-term challenges where the greenest solution may not be the cheapest or the easiest to deploy, however we are committed through our work to understand how we can create a sustainable plan that will deliver benefits beyond a reduction in our overall footprint, but also benefit our patients directly.

The development of this Board-approved Green Strategy highlights the importance of this area for us. Our Executive Director of Planning and Performance is the Board member responsible for overseeing the delivery of the Trust's net zero targets and for ensuring that our green initiatives are progressed and monitored and achieve efficiencies where possible.

Through close working with our partners, we will encourage a healthy environment of co-operation to ensure that best practice is shared, economies of scale achieved where possible and all potential benefits realised. We will take a proactive role on this workstream within our Integrated Care Systems (ICSs), which are pivotal to fostering cohesive working across the health system.

Finally, the publication of our Green Strategy (and subsequent implementation of our Green Delivery Plan) will enable us to care for the population now and for future generations, by playing our part in managing the very real challenges that climate change brings.

We are dedicated to delivering a service that is resilient, sustainable, and ready to safeguard the health and wellbeing of our communities, as well as our patients, staff and volunteers.

SECAmb is committed to being a responsible and sustainable NHS healthcare provider and to supporting the NHS-wide ambition to become the world's first healthcare system to reach net zero carbon emissions. Whilst there are many examples of initiatives which have already been undertaken within the Trust, we recognise that more needs to be done.

**Philip Astle, Chief Executive Officer**



## 2.Executive summary

On 25 January 2020, NHS Chief Executive Sir Simon Stevens announced the launch of the 'For a Greener NHS'<sup>1</sup> which looks to mobilise the over 1.3 million staff across the NHS to take action on climate change. The aim of the programme is to build on work already being done by Trusts throughout the UK, and to facilitate the sharing of ideas to help reduce the impact of climate change on public health, save money and eventually support the NHS to achieve net carbon zero.

Subsequently in October 2020, the Greener NHS National Programme published its new strategy, 'Delivering a Net Zero National Health Service'<sup>2</sup>. The report highlights the significant risk of disruption to healthcare should climate change remain unchallenged. Specifically, climate change could lead to a health emergency because of poor environmental health contributing to a significant increase in the occurrence of major diseases including cardiac problems, asthma, and cancer.

The NHS is one of the largest employers in the UK and globally and is responsible for around 4% of national carbon emissions. Therefore, the NHS has a responsibility to work towards the elimination of carbon emission, becoming part of the solution to tackling climate change.

The national aim is for the entire NHS to reach net zero carbon emissions by 2040 for directly controlled emissions and 2045 for indirect emissions (such as those within supply chains). SECamb is fully committed to playing a part in reaching these goals and our Green Strategy reflects these national priorities.



The Trust has already started the first steps on the journey to a greener SECamb.

In summary:

- Including travel plans in all our significant estate builds – these cover alternative transport and car-pooling schemes and link with existing relevant cross-sector travel plans in the given area
- Providing bicycle schemes for our staff and ensuring that new facilities have showers and bike storage.

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<sup>1</sup> NHS England and NHS Improvement. Greener NHS campaign to tackle climate 'health emergency' (<https://www.england.nhs.uk/2020/01/greener-nhs-campaign-to-tackle-climate-health-emergency/>) 2020.

<sup>2</sup> NHS England and NHS Improvement. Delivering a Net Zero National Health Service (<https://www.england.nhs.uk/greenernhs/wp-content/uploads/sites/51/2020/10/delivering-a-net-zero-national-health-service.pdf>) 2020





- Investigating and making changes to our electricity supply to utilise a 'greener' supplier
- Utilising recycled paper only and having recycling schemes set up across the Trust.
- Reducing the number of printers across the Trust and promoting the use of Teams and SharePoint where possible (as an alternative to sharing hardcopy documentation).
- Recycling all IT equipment where possible and moving to a new greener supplier in 2022.
- Ensuring that all IT hardware (which cannot be recycled) is disposed of in line with international WEEE (Waste Electrical and Electronic Equipment) standards by a specialist supplier.
- Continuing dialogue with suppliers to ensuring that they will be meeting the NHS supply chain carbon reduction targets.
- Proactively moving towards zero or low emission vehicles for non-emergency vehicles and lease cars.
- Signing up for Project Zero to test the zero emission ambulance options available.
- Commencing an on-going programme of installing charging points and Photovoltaic (PV) cells at Trust sites.
- Investigating the possibility of adding solar power cells onto the roofs of some Trust building, which would enable us to generate power for the location and additional charging points.

Building on the actions taken so far, the SECamb Green Strategy outlines the Trust's ambition to work towards net zero carbon emissions. Underpinning this, the SECamb Green Plan will detail the specific trajectories and the actions required to deliver these.

The Trust is committed to develop the Green Delivery Plan by March 2022 following publication of our Strategy.

Greener SECamb we will be based on the achievement of the following three key outcomes:

- Ensure that the Trust is supporting the NHS-wide ambition to become the world's first healthcare system to reach net zero carbon emissions.
- Prioritise interventions, where possible, which simultaneously improve patient care and community wellbeing whilst also tackling climate change and broader sustainability issues (recognising the circumstances under which ambulance services must operate i.e., providing emergency care and transport)
- Ability to plan and make prudent capital investments while increasing efficiencies.

## 3. Current situation

### National picture

In November 2021 at the United Nations Climate Change conference in Glasgow<sup>3</sup>, the Health and Social Care minister announced that:

- The UK health services commit to net zero carbon emissions and build climate resilience through the COP26 Health Programme.
- This is a great opportunity to cut the global carbon footprint as the health systems account for nearly 5% of total global emissions.

The NHS employs 1.3 million people making it one of the largest employers in Europe. The NHS is also responsible for five per cent of the traffic on the road at any one time and is one of the largest direct and indirect producers of CO<sub>2</sub> in the UK.

The carbon footprint of ambulance services is very different to other areas of the NHS. Ambulance services currently use over 150,000 litres<sup>4</sup> of diesel daily (combined total) and the national ambulance fuel bill has increased by up to £26 million annually year-on-year for the past few years. The classification of diesel as a carcinogenic substance<sup>5</sup> by the International Agency for Research on Cancer (part of the World Health Organisation) means that alternative sources of fuel which are less polluting must be found to ensure that ambulance services are fit and ready for a greener future.

Essentially, the status quo is not sustainable. To accelerate change, ambulance services across England are now taking collective action, working jointly together to reduce carbon emissions.

The Net Zero NHS targets are:

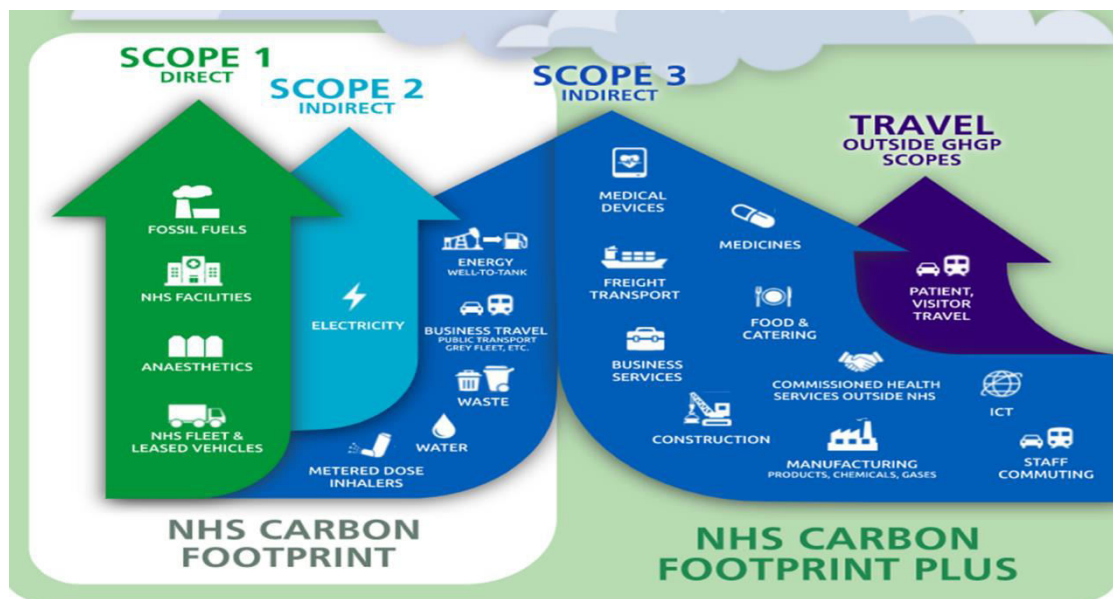
- For the emissions the Trust controls directly (the NHS Carbon Footprint), net zero by 2040, with an ambition to reach an 80% reduction by 2028 to 2032.
- For the emissions the Trust can influence (our NHS Carbon Footprint Plus), net zero by 2045, with an ambition to reach an 80% reduction by 2036 to 2039.

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<sup>3</sup> NHS England. Blog: Zero emission ambulances show the NHS is in the driving seat in the race to net zero (<https://www.england.nhs.uk/greenernhs/2021/10/zero-emission-ambulances-show-the-nhs-is-in-the-driving-seat-in-the-race-to-net-zero/>) 2021.

<sup>4</sup> Transport Business: Ambulance services unite in carbon reduction (<https://www.transportbusiness.net/features/ambulance-services-unite-carbon-reduction>) 2021.

<sup>5</sup> International Agency for Research on Cancer: Diesel Engine Exhaust Carcinogenic ([https://iarc.who.int/wp-content/uploads/2018/07/pr213\\_E.pdf](https://iarc.who.int/wp-content/uploads/2018/07/pr213_E.pdf)) 2012.



## Organisational picture

SECAmb is part of the National Health Service (NHS) and is one of 14 ambulance services across the UK. The Trust responds to nearly 862,000 calls to 999 every year from the public, in addition to urgent calls from healthcare professionals and provision of NHS 111 CAS services.

SECAmb's services - key figures:

- Covers a geographical area of 3,600 square miles (Brighton & Hove, East Sussex, West Sussex, Kent, Surrey, and North East Hampshire) which includes densely populated urban areas, sparsely populated rural areas, and some of the busiest stretches of motorway in the country.
- Employs more than 4,500 staff working across 119 sites in Kent, Surrey, and Sussex. Almost 90 per cent of the Trust's workforce is made up of operational staff – those caring for patients either face to face, or over the phone at our emergency dispatch centres where we receive 999/111 calls.
- Operates a fleet of c.550 vehicles and maintains 8 Make Ready Centres, 33 ambulance stations and 69 ambulance community response posts.
- The composition of the Trust fleet is varied, including a high proportion of diesel ambulances, a small number of Single Response Vehicles (response cars) and a small number of other non-emergency 'zero emission' vehicles

The Trust has identified the following areas which underpin its Green Strategy, and which follow the national direction.

- Direct interventions:
  - estates and facilities
  - travel and transport
  - supply chain and medicines

- Enabling actions:
  - sustainable models of care
  - workforce
  - networks and leadership
  - funding and finance mechanisms.

SECAmb currently completes and submits quarterly NHS Green Plan data which covers the following areas:

- Assurance and governance
- Medicines
- Travel and transport
- Supply chain
- Adaptation



We will continue to meet the requirements for data collection and reporting as and when this changes.

## 4. SECAmb's Green Strategy goal

***The Trust aims to be a responsible leader of sustainable health care.***

The Trust will deliver a clear, co-ordinated approach to managing and improving the environmental impacts of its activities. This will ensure that we achieve a standard of sustainable development that will have positive impacts on health, expenditure, efficiency, and the environment in our response to climate change.

This Strategy is also an integral part of the Trust's transformation framework and the blueprint for the future, called Better by Design.

This will include:

- Continuing to monitor progress and improve our performance against national and internal targets.
- Empowering our staff to drive sustainability initiatives across the Trust (for example through our quality improvement methodology).
- Working with our partners to develop a wider health and care system in the region which is sustainable and will continue to improve patient care.
- Working with our suppliers to develop action plans which will ensure sustainability principles and good practice are integrated across the organisation.



Reducing the environmental burden of running an extensive fleet of diesel vehicles is the most important change that the Trust must make. This will also be the most difficult and will require brave decisions to be made whilst the technology available continues to develop without providing a like for like alternative to the current fossil fuels.

## 5. Progress to date and themes of green plan

The Trust has already started its carbon reduction programme and made progress in various areas. This progress will be built on as the plan matures under these key themes:

### **Sustainable models of care**

The NHS Long Term Plan set out a commitment to deliver service models fit for the 21<sup>st</sup> century. These models need be delivered sustainably.

As part of the Better by Design transformation programme, the Trust is developing a new Care Delivery Model, enabling clinical staff to deliver quality care to patients online/virtually, thereby reducing inappropriate or unnecessary journeys to hospital.

SECamb has mobilised an NHS 111 First service in the region which strongly influences the location of care episodes. Our NHS 111 First service can rapidly triage patients and connect them directly to the most appropriate health professional (including remote consultations and community-based services), thereby avoiding unnecessary hospital visits.

As part of developing our SECamb Green Delivery Plan at the next stage, we will have a data-based approach to identifying the biggest areas of improvement, ensuring that our efforts are tailored and targeted to our operating model.

### **Travel and transport**

As a pre-hospital emergency provider one of the Trust's biggest challenges is reducing the environmental burden of running an extensive fleet of vehicles.



Due to the nature of the service and the requirement of the Ambulance Response Programme (ARP) to predominantly operate with transport capable vehicles 24/7, the technology to do this with ultra or low emission vehicle (ULEV) is not yet available in a sufficiently resilient way. However, the first “green ambulance” with a radius of 300 miles, has been unveiled at the COP26 as part of Project Zero, so there are certainly promising developments underway.

The Trust is committed to supporting SECamb staff with the lease and purchase of ULEV/ZEV vehicles and are updating the appropriate policies to ensure they include only ULEV or ZEV vehicle leases/purchases going forward for non-emergency vehicles, carpooling options, and support for bike schemes. This work is expected to be completed in Q2 2022.

The transition from petrol/diesel non-emergency vehicles will have to be aligned with the Trust's fleet supply chain and the internal estates programme to ensure that SECamb are able to provide the right charging points and serving infrastructure for vehicles.

The Trust has developed travel plans for each of the new Make Ready centres, which offer cycle parking, showers, and other facilities for staff and which highlight appropriate public





transport options for staff who are looking at utilising alternative methods of transport to travel to and from work. The Trust has already introduced salary sacrifice schemes for staff to support the purchase of bikes and is looking to include an e-bike scheme as part of our offering to staff.

One of SECAMB's key efforts will be to focus on reducing the environmental impact of the Trust emergency vehicle fleet, through work in the SECAMB control rooms as part of Better by Design. The team will also be working with projects such as Project Zero to ensure that the Trust is well sighted on and able to engage with any new sector technologies that are being developed. This will enable the Trust to move to ULEV/ZEV emergency vehicles.

As new technology develops rapidly, the Trust will need to continue to take advantage of new innovations in this field by ensuring that the infrastructure such as EV charging points is available at all key points across the SECAMB footprint.

### **Facilities, Estates, Energy and Waste management**

The Trust continues to move towards a full 'Make Ready' (MR) deployment. The buildings are modern and meet strict new environmental planning regulations. Make Ready centres have LED lighting which automatically turns off if no-one is present, charging points, facilities for staff using bicycles and low emission heating systems. The MR system also allows the Trust to reduce supply chain activity by holding less stock at less locations, reducing delivery miles and wastage.

It is vital that SECAMB continue to dispose of the Trust's older unused estate to reduce inefficiencies when there is relocation possibility within a modern Make Ready Centre. Where this is not possible, the Trust will continue to retrofit efficient new technologies to older sites such as double glazing, energy efficient boilers and LED lighting.

SECAMB will also be looking to increase on-site green spaces for staff to use for well-being and in summer for some outside meetings or lunch breaks. The Trust will be looking to learn from organisations who brought green spaces inside which generate oxygen and improve working environments.

SECAMB continues to work with utilities suppliers to switch to 100% electricity from renewable energy sources from April 2022 as well as exploring options for utilising green energy.

The implementation of solar cells at Ashford site was built into the design as proof of concept which will now be evaluated as part of the Green Plan. PV (solar) cells could ultimately mean that the Trust could be self-sufficient in certain locations but that it could generate enough energy to add additional charging points for vehicles, the use of which is currently limited.

SECAMB has already identified the following areas and technology to watch going forward (as of December 2021):



<b>Electricity:</b> <ul style="list-style-type: none"> <li>○ Electric vehicle batteries</li> <li>○ Battery control software</li> <li>○ Efficient building systems</li> <li>○ Solar options</li> </ul>	<b>Hydrogen:</b> <ul style="list-style-type: none"> <li>○ Low-cost production options</li> <li>○ Road transport/delivery of hydrogen fuel cells</li> <li>○ Ammonia fuel cell production</li> </ul>	<b>Carbon Capture:</b> <ul style="list-style-type: none"> <li>○ Pre and post combustion capture technology</li> <li>○ Bioenergy with carbon capture and storage</li> <li>○ CO2 enriched concrete</li> </ul>
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## Digital enablement

By focusing on the opportunities provided by an improved technological infrastructure, the Trust aims to reduce the number of times crews need to return to base and hence drive more miles.

The introduction of iPADS to all front-line staff over the past few years has been a key enabler as has the successful deployment of our electronic patient record (ePCR). The implementation of the ePCR resulted in usage of 94% (average) of electronic records daily instead of paper which has reduced our paper printing, consumption, and storage.

The Trust is also working on several application ideas which will reduce carbon emissions by more efficient electronic ways of doing tasks such as on-line training and meetings.

## Supply chain

Work has started with current SECamb providers who will need to provide assurance on their own efforts and plans to reduce their carbon footprint. The Trust encourages all SECamb suppliers to share and publish their carbon reduction plan for direct and indirect emission.

From April 2022, the Trust is introducing a net zero weighting of 10% to all tenders.



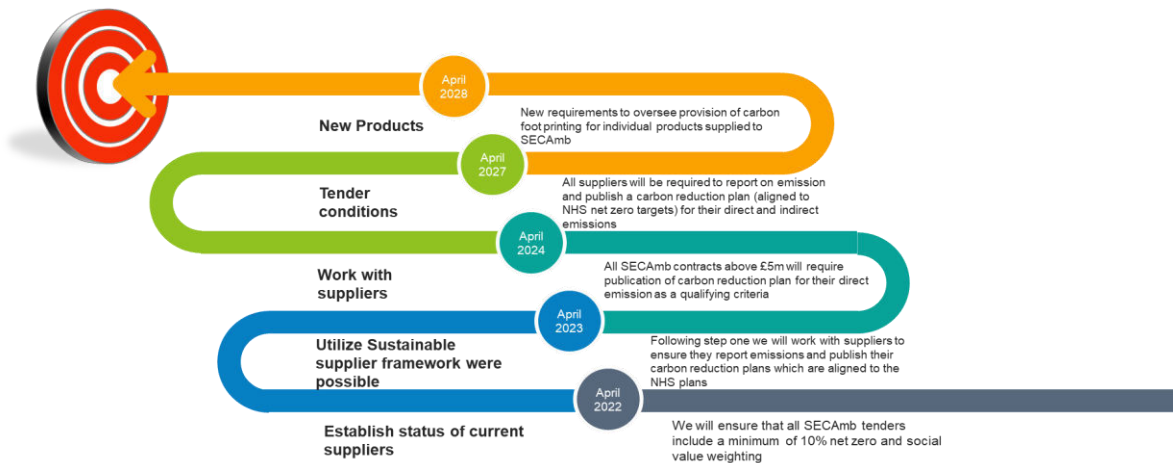


Figure 2: Summary of the procurement requirements from NHSE

## Education and learning

The Trust will be looking to make NHS eLearning on climate change awareness available to staff via our intranet. All the initiatives outlined in this document and the Trust local plans will be supported by a coherent Communication & Engagement Plans as the Trust wants all staff to be involved and share ideas on how SECamb can improve its carbon footprint and support its corporate and social responsibilities.

SECamb is committed to working with system partners and stakeholders on joint efforts to reduce our carbon footprint by developing care pathways and integrating learning across the region.

The Trust is also working to establish how we can offset the Trust's carbon emissions. There are currently national and local schemes for businesses but hopefully there will be future schemes that NHS trusts can participate in.

## 6. Assurance, governance, and engagement

The governance structure is outlined by the flowchart below.



The Green Plan is a component part of our Board-approved transformation framework and portfolio of programmes, which we call Better by Design.

The Trust will be sharing frequent updates on the work with stakeholders, including regular reports and information on the Trust website, which will allow us to evaluate and measure our progress against targets.



The Trust will continue to undertake horizon scanning for innovation and technology which may enable us to reach the Trust goals more quickly and effectively.

## 7. Next steps

The Trust has committed to developing a Green Delivery Plan by March 2022, which will deliver this Green Strategy and will focus in detail on the delivery of our trajectories and actions.

The approach to achieving net zero will need to be iterative. It will require process and behavioural change and continuous improvement. This will need investment of both time and resource.

There is also a need for continual review, as SECAMB will be required to respond to changes in technology, the regulatory environment, and outlook.

## Glossary

<b>ARP</b>	Ambulance response programme
<b>CO<sub>2</sub></b>	Carbon dioxide
<b>CO<sub>2</sub>e</b>	Carbon dioxide equivalents
<b>COP26</b>	Conference of the Parties (UN climate summit)
<b>ePCR</b>	Electronic patient record
<b>IARC</b>	International Agency for Research on Cancer
<b>NHSX</b>	NHS user experience (digital)
<b>Project Zero</b>	Trial and roll out of zero emission rapid response operations ambulance
<b>PV Cells</b>	Photovoltaic cell (solar panel)
<b>SDMP</b>	Sustainable Development Management Plan
<b>SECAMB</b>	South East Coast Ambulance Service NHS Trust
<b>ULEV</b>	Ultra or low emission vehicle
<b>WEEE</b>	Waste electrical and electronic equipment recycling
<b>WGLL</b>	What good looks like – NHSX framework
<b>WHO</b>	World Health Organisation
<b>ZEV</b>	Zero emission vehicle



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