



**Scottish
Ambulance
Service**

Working in Partnership with Universities



NOT PROTECTIVELY MARKED

Public Board Meeting

31 January 2024

Item No 09

THIS PAPER IS FOR APPROVAL

**SCOTTISH AMBULANCE SERVICE ANNUAL CLIMATE EMERGENCY
AND SUSTAINABILITY REPORT 2022/23**

Lead Director Author	Julie Carter, Director of Finance, Logistics and Strategy Lorraine McAffer, Head of Estates Raymond Skutecki, Estates Officer Sustainability
Action required	The Board is asked to approve the Service Annual Climate Emergency and Sustainability Report 2022/23
Key points	<p>Within the 'Policy for NHS Scotland on the Climate Emergency and Sustainable Development' (DL (2021) 38), each NHS Scotland body must publish a report on its public website each year summarising its progress against the aims of this policy. This, for all Health Boards, is the second of this new report. The first report for 21/22 was approved by the Board and published in January 2023.</p> <p>To support Health Boards, and ensure a level of consistency, a template approved by the Scottish Government Health and Social Care directorates (SGHSC) has been developed for Boards to utilise. The submission by the Service reflects the layout of the template.</p> <p>The Climate Emergency Response and Sustainability Group are responsible for the collation of the report, and this has been agreed by the group.</p>
Timing	The deadline for completing the 22/23 annual report and publishing online has now been set for 31 January 2024. In order to meet the deadline this is being presented for approval to the January 2024 Board meeting. Any amendments will be updated following this review and published by 31 January 2023 deadline.

Doc: Sustainability report	Page 1	Author: Director of Finance, Logistics & Strategy
Date: 2024-01-31	Version 1	Review Date:

Associated Corporate Risk Identification	
Link to Corporate Ambitions	We will deliver our net-zero climate targets
Link to NHS Scotland's quality ambitions	Contribution to a net zero footprint by 2045
Benefit to Patients	Delivering safe clinical services in a sustainable economy.
Equality and Diversity	This will be undertaken when the delivery plan is developed and presented through the 2030 Place and Communities Portfolio Board.



**Scottish
Ambulance
Service**

Working in Partnership with Universities

Annual Climate Emergency and Sustainability Report 2022/23

Scottish Ambulance Service

Contents

Introduction	2
Leadership and Governance	5
Greenhouse Gas Emissions	6
Climate Change Adaption	7
Building Energy	9
Sustainable Care	11
Anaesthesia and Surgery	11
Respiratory Medicine	12
Travel and Transport	13
Greenspace and Biodiversity	14
Sustainable Procurement, Circular Economy and Waste	15
Environmental Stewardship	20
Sustainable Construction	20
Sustainable Communities	20
Conclusion	24

1. About

This is the Scottish Ambulance Service's (the Service) annual Climate Emergency and Sustainability Report for 2022 / 2023. It reports on the Service activities for the year 2022/23, and the future plans and actions.

The planet is facing a triple crisis of climate change, biodiversity loss and pollution as a result of human activities breaking the planet's environmental limits.

The World Health Organisation recognises that climate change is the single biggest health threat facing humanity. Health organisations have a duty to cut their greenhouse gas emissions, the cause of climate change, and influence wider society to take the action needed to both limit climate change and adapt to its impacts. More information on the profound and growing threat of climate change to health can be found here: www.who.int/news-room/fact-sheets/detail/climate-change-and-health

2. Background

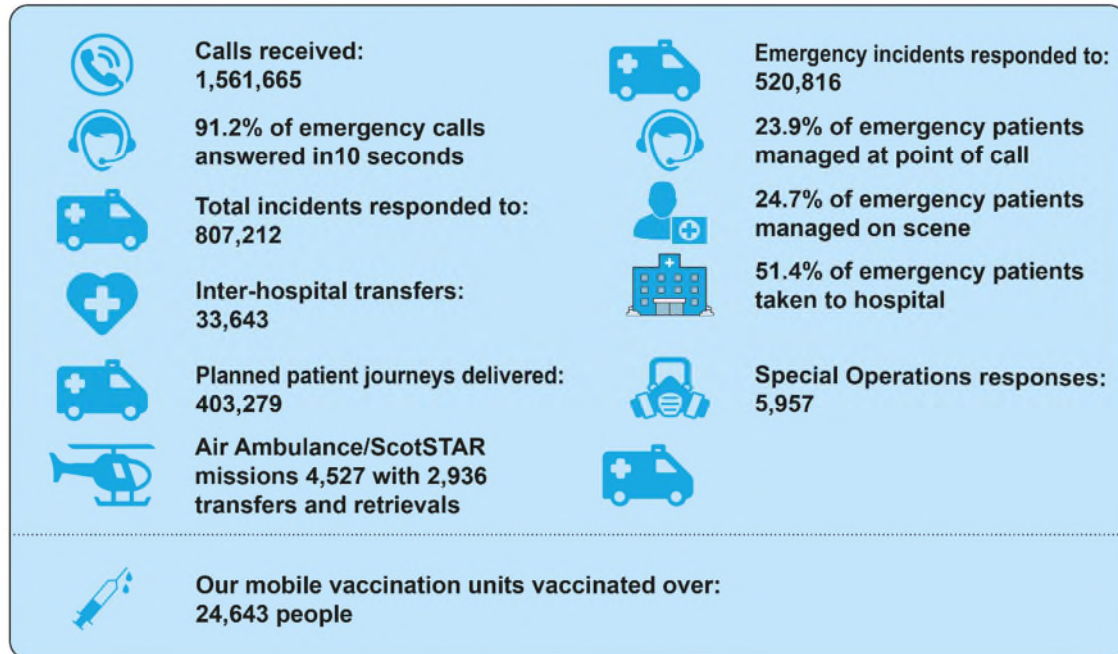
The Scottish Ambulance Service is committed to operating, delivering and developing sustainably. This means that sustainability must be at the core of all of our decision making to positively influence our policies and how we run our services.

As a national Emergency Service and NHS Board, the Service has changed how it delivers its services, providing more support, care and treatment to people in their homes, and for those patients requiring very specialist support, conveying them to hospitals.

Our Current Service at a Glance for 2022/23 is shown below noting importantly that almost 50% of the emergency calls to the Service in this year are **avoiding unnecessary travel and admissions to Accident and Emergency departments, reducing waste and emissions, and importantly providing better care to patients.**

Our Current Service at a Glance

Our Activity 2022/23



2030 Service Strategy

The Scottish Ambulance Service 2030 strategy was launched in September 2022 with one of our 6 strategic aims to **'deliver our net-zero climate targets'**. This recognises the importance of sustainability in delivering the Service 2030 ambitions.

This aim is integrated into all of the 2030 ambitions from providing a high quality service to improving population health, supporting our staff health and wellbeing, whilst also creating safer and more sustainable communities

Our 2030 Strategy is shown below:



Figure 2: Scottish Ambulance Service 2030 Strategy Ambitions

Our Path to Net Zero Strategy 2030

Building upon this the Scottish Ambulance Service Board then approved their **2030 Sustainability Strategy – *Our path to net zero*** in September 2022.

This strategy committed the Service to

- ❖ **Work towards achieving NHS Scotland targets through efficient use of energy and technological investment and setting our target of 2040 to be a net zero Service.**
- ❖ **Use suppliers who have policies and procedures, which align with the Service and NHS Scotland environmental objectives.**
- ❖ **Enhance the built working environment through good design and planned repair, maintenance, and refurbishment regimes.**
- ❖ **Minimise waste to landfill and implement recycling and safe disposal initiatives where possible.**
- ❖ **Aim to achieve continuous environmental improvement and best practice.**
- ❖ **Engage with key stakeholders and business partners on climate change issues.**
- ❖ **Ensure that sustainability is a priority in the development and evaluation of all strategic plans, delivery plans, business cases and operational activities.**

- ❖ Provide sustainability information, instruction, and training to all staff, suppliers, and stakeholders.
- ❖ Develop and implement our sustainability policy.
- ❖ Support environmental initiatives in the community, plus
- ❖ Support research and development activities aimed at improving our Service overall environmental performance.

This reflected the Scottish Government ambition. The Strategy is also supported by a **three year delivery plan**, with targets, delivery dates and outcomes reporting on progress through the Service Strategy 2030 governance structure.

This is reported to the Scottish Ambulance Service Board at each Board meeting.

3. Leadership and Governance

To deliver the 2030 sustainability strategy, the Service has a clear Climate Emergency and Sustainability Organisational and Governance Structure identifying key roles, responsibilities, and lines of communication. We use this to foster sustainable practices, provide direction and influence behaviours and cultures.

Specifically we have:

- ✓ **Appointed our Vice Chair as our Climate Emergency and Sustainability Champion**
- ✓ **Appointed our Director of Finance, Logistics and Strategy as our executive lead for our Climate Emergency and Sustainability response**
- ✓ **Ensured that our progress in responding to the climate emergency and sustainability issues is regularly considered by our Board.**
- ✓ **Established reporting on progress of the aims of this strategy through our 2030 governance structures, ensuring that those aims are fully integrated into all planning, management decisions and operational practices across the Service.**

To deliver this we have put in place a Climate Emergency Response and Sustainability Group (CERAS) who have taken a lead role in the delivery of the strategy. Our 2022-24 3 year action plan is in place and progress against this is reviewed at each CERAS meeting.

The CERAS group consists of delivery leads for the different seven key work programmes defined within the Strategy:

- Sustainable building and land – **Estates lead**
- Resilience – **Resilience lead**
- Sustainable travel – **Fleet lead**
- Sustainable goods and Services – **Procurement lead**
- Sustainable care – **Realistic medicine lead**

- Sustainable communities – **representatives from regions and operations**
- Our people and culture – **HR lead**

The SAS Communications team and the finance team also support the CERAS group.

The Climate Emergency and Sustainability Board Executive lead chairs the group and the Climate Emergency and Sustainability Champion oversees the progress of these actions.

The detailed 3 year action plan also shows the **‘Impact from Planned Actions to End of 2024’**, recognising the ‘so what’ of the benefits of the actions.

The pace of change reflects the need for additional capital and revenue funding to implement some of these actions and given the current financial challenges, there is a risk of actions progressing slower than planned, the impact and risk assessment of this is continually being monitored through the CERAS group.

On the 8th March 2023, the Chair and Chief Executives of the Health Boards, received correspondence from the Cabinet Secretary detailing the Triple Planetary Crisis – incorporating the three interlinked issues of climate change, pollution and biodiversity. This confirmed the priority focus from Scottish Government and ensured all climate and environmental work progress is also reported through the Service Annual Delivery plan.

In addition, there is further consideration, through Board and other meetings, of emphasising the need to consider sustainability impact in all decision making through meeting cover sheet templates.

4. Greenhouse gas emissions

The Scottish Ambulance Service aims to become a net-zero organisation by 2040 for the sources of greenhouse gas emissions set out in the table below. The table sets out the amount of greenhouse gas produced annually by the Scottish Ambulance Service.

Greenhouse gas emissions 2021/22 & 2022/23, tonnes CO2 equivalent

Source	2021/22 – emissions	2022/23 – emissions	Percentage change – 2021/22 to 2022/23	2022/23 – target emissions	Percentage difference between actual and target

				emissions – 2022/23
Building energy	2,396	2,211	-7.7%	The setting of targets is currently being reviewed by the CERAS group. It is intended these will be agreed by March 2024 and reported thereafter.
Non-medical F-gas use	17	0	-100%	
Medical gases	1,211	1,277	5.4%	
Metered dose inhaler propellant	N/A	N/A	N/A	
NHS fleet use	19,791	20,974	5.9%	
Waste	24	74	208% *	
Water	4	3	-25%	
Business travel	363	1065	193% **	
Total greenhouse gases emitted	23,806	25,604	7.5%	
Carbon sequestration	N/A	N/A	N/A	
Greenhouse gas emissions minus carbon sequestration	N/A	N/A	N/A	

*Note - This increase is attributed to the inclusion of waste oil disposal from our fleet, 50 tCO₂e.

**Note – This increase is attributed to obtaining actual mileage of hire vehicles for the first time, specifically for the Mobile Testing Units used during the Covid periods. This figure should reduce significantly as these vehicles are being taken out of use.

This is showing good progress with specific areas noted above.

5. Climate change adaptation

The climate is changing due to the greenhouse gases already emitted into the atmosphere. While efforts to reduce the rate and scale of climate change continue, we must also adapt to new conditions we are facing.

The changing climate is increasing risks for health and health services. More information on these risks in the UK can be found in the UK Climate Change Committee's Health and Social Care Briefing available here: www.ukclimaterisk.org/independent-assessment-ccra3/briefings/

The Scottish Ambulance Service has undertaken the following to better understand the impact of climate change on the Service and the people and places we serve:

- **Completed flood risk assessments for all properties**
- **Developed a Climate Change Risk Assessment**
- **Developed continuity plans for:**
 - ❖ **Adverse Weather**
 - ❖ **Business Continuity Frameworks**
 - ❖ **Fuel Shortages**
 - ❖ **Pandemic Outbreaks**
 - ❖ **Community Resilience**
 - ❖ **Community First Responders**

A resilience lead for the Service has been identified and is a key member of the Service's Climate Emergency Response and Sustainability group.

The Service Climate Change Risk Assessment & Adaptation Plan is reviewed annually. This risk assessment aims to improve the resilience of the Service's assets to current climate risks and future climate change, whilst also assisting in:

- Protecting vulnerable sites, services & communities
- Reducing the cost of service disruption
- Complying with legal requirements

The Service has adopted a six-stage approach of:

- Identifying climate hazards that are likely to affect our assets
- Assessing the probability of the climate hazard occurring
- Identifying assets that could be affected by the hazards now or in the future
- Assessing the scale of the consequence for specific assets if the hazard occurred
- Completing the risk assessment (probability x consequence)
- Developing adaptation plans

In doing so, we have considered an appropriate management approach (Tolerate, Treat, Transfer or Terminate) to identify and have recommended adaptation measures.

The climate hazards and therefore risks that are a priority for the service for the year ahead are assessing the public, patient and staff impact on:

- **Higher average temperature and extended periods of hot weather**
- **Extended periods of dry weather (including the impact of wildfires),**
- **Heavy downpours and driving rain**
- **Storm surge**
- **Flooding**
- **Cold spells**
- **Combined climatic effects including storm, high winds, lightning, fog mist and low cloud.**

This action plans supporting these risks include the impact on our air ambulance service, assets, and our overall healthcare service provision.

6. Building energy

Our path to net zero strategy **aims to use renewable heat sources for all of the buildings owned by the Service by the year 2038.**

The Service has 92 owned buildings including ambulance stations, fleet workshops and a further 67 leased buildings including our Specialist Operations Response Team bases, our Ambulance Control Centres, and an increasing number of shared facilities with NHS territorial Boards, Scottish Fire & Rescue Service and Police Scotland.

In 2022/23, the Service used 11,729,517 kWh of energy, 4,877,597 kWh(electricity), 6,851,920 kWh(gas) and 10,583 Litres of heating oil. This was a 5.8% increase in electricity consumption, 9.7% decrease in gas and no change in heating oil from 2021/22. This increase mirrors the expansion taken place within the Service.

In 2022/23, 2211 tonnes of CO2 equivalent were produced by the Service's use of energy for buildings. This was a decrease of 7.7% from the year before, reported at 2396 tonnes of Co2 equivalent.

Building energy emissions, 2015/16, 2021/22 and 2022/23 – tCO2e

	2015/16 energy use	2021/22 energy use	2022/23 energy use	Percentage change 2015/16 to 2022/23
Building fossil fuel use	1,446	1,390	1,251	-13%
District heat networks and biomass	N/A	N/A	N/A	N/A
Grid electricity	2,161	979	931	-57%

Totals	3,607	2,369	2,182	-39.5%
---------------	--------------	--------------	--------------	---------------

Building energy use, 2015/16, 2021/22 and 2022/23 – KWh

	2015/16 energy use	2021/22 energy use	2022/23, energy use	Percentage change 2015/16 to 2022/23
Building fossil fuel use	7,690,239	7,590,695	6,851,920	-11%
District heat networks and biomass	N/A	N/A	N/A	N/A
Grid electricity	5,244,504	4,609,720	4,877,597	-7%
Renewable electricity	N/A	N/A	N/A	N/A
Totals	12,934,743	12,200,415	11,729,517	-9%

In delivering our aim of reducing emissions from building energy use, during 2022/23 the Scottish Ambulance Service applied to the Scottish Government Decarbonisation fund for an LED lighting replacement project covering 14 ambulances service buildings. The grant application for £191,587 was approved. The energy savings for this project are estimated to be 93,261 KWh and 19.8 tCO₂e per annum across the 14 buildings.

In addition, the Scottish Ambulance Service also applied for a pre-capital grant to carry out a decarbonisation feasibility study at one location, covering 2 buildings – Paisley Ambulance Station & Disaster Recovery Centre (DRC). This grant application for £16,913 was approved. The feasibility study assessed the current building standard compared to a **retro-fit Enerphit Standard**.

What is 'Enerphit Standard' - *The goal is to create a standard for an economically and ecologically optimal energy retrofit, for old and existing buildings*.

Significant energy savings of between 75 and 90 % can be achieved in existing buildings by implementing the Enerphit Standard, for which the following measures have proved to be particularly effective:

- Improved thermal insulation.
- Reduction of thermal bridges.
- Considerably improved airtightness.
- Use of high-quality windows.
- Ventilation with highly efficient heat recovery systems are recommended.
- Use of renewable energy sources.

The final feasibility assessment for the Service reported that a maximum of 89% heat demand reduction could be achieved with a full retro-fit and therefore could achieve the Enerphit Standard. The indicative cost to carry out this work is in the region of £2-£3m which is (at this stage) unaffordable given the current financial challenges. However, the Estates team will utilise learning from this feasibility study in the estates upgrades planned over the next 12-24 months. This work will also be utilised for the South Station development for which an Outline Business Case is being developed.

In addition to the feasibility study, the further actions taken place to reduce emissions across the Service include:

- Proactively sourced shared accommodation and thereby reduced emissions for an additional 12 new locations as a result of our expansion of staff through the Service demand and capacity review.
- Undertaken an assessment of the current heating systems which has resulted in a range of corrective operational actions to reduce heating levels. The impact of this should be seen in 23/24 reporting.

The Service Property Forum group are currently reviewing the estates replacement 3-5 year plan utilising a scoring matrix which includes impact on sustainability. This will then determine the prioritisation of station upgrades.

7. Sustainable care

The way we provide care influences our environmental impact and greenhouse gas emissions. NHS Scotland has three national priority areas for making care more sustainable – anaesthesia, surgery, and respiratory medicine.

Anaesthesia and surgery

Greenhouse gases are used as anaesthetics and for pain relief. These gases are nitrous oxide (laughing gas), entonox (a mixture of oxygen and nitrous oxide) and the 'volatile gases' - desflurane, sevoflurane and isoflurane.

Through improvements to anaesthetic technique and the management of medical gas delivery systems, the NHS can reduce emissions from these sources.

The Scottish Ambulance Service total emissions from these gases in 2022/23 were 1277 tCO₂e, an increase of 5% from the year before. This is a reduction of 4% from the 2018-19 baseline. Given the significant increase in system pressures during 2022-23 compared to the previous year this small % change demonstrates a level of improvement.

Nitrous oxide and entonox emissions, 2018/19, 2021/22, 2022/23 – tCO₂e

Source	2018/19 (baseline year)	2021/22	2022/23	Percentage change 2018/19 to 2022/23
Piped nitrous oxide	N/A	N/A	N/A	N/A
Portable nitrous oxide	N/A	N/A	N/A	N/A
Piped entonox	N/A	N/A	N/A	N/A
Portable entonox	1336	1211	1277	-4%
Total	1336	1211	1277	-4%

The Service continues to make good progress in reducing its carbon footprint through the adoption of more sustainable care practices through:

- through the development of our clinical hub where senior clinical decision makers working in our Ambulance Control Centres are able to assess the needs of patients at the point of contact (via '999 calls'). This improves the care for patients and allows patients to receive advice, or 'remote triage' over the telephone or by other means of digital communication, reducing the requirement for unnecessary hospital admissions.
- the drive for greater multi-disciplinary teams and blending of roles means that we are able to recruit from a variety of experienced healthcare professions and advance our clinical practice. A good example of this is SAS Advanced Practitioners in Urgent and Primary Care who rotate through various work settings as part of their role. They are skilled in finding alternatives to admission, whether by treating the patient themselves, referring to appropriate partners in the community or bypassing ED with direct admission. They provide assessment and treatment in person, by phone or video consultation remotely and when working in collaboration with primary care partners.
- Use of patient pathways through increasing the ability to treat patients at home without the need to convey to hospital has an overall better outcome for patients, while also reducing the miles travelled conveying patients to hospital unless absolutely necessary.

We remain committed to advancing our delivery of sustainable care, for the benefits of our patients and our environment.

8. Travel and transport

Domestic transport (not including international aviation and shipping) produced 26% of Scotland’s greenhouse gas emissions in 2021. Car travel is the type of travel which contributes the most to those emissions.

NHS Scotland is supporting a shift to a healthier and more sustainable transport system where active travel and public transport are prioritised.

In aiming to reduce travel costs the Scottish Ambulance Service continue to

- encourage the use of online alternatives to meetings by utilising Teams
- progress the launch of the SAS Agile Working Policy
- continue with online Board meetings for the foreseeable future.

The Service has also developed a business travel policy. This policy is now in the final stages of approval, through the internal governance processes and we anticipate it being published in early 2024.

Significant work has taken place to continue to reduce the need for travel and accommodation and this has been driven by the Service Best Value efficiency programme, driving not only financial savings but also reduced admissions.

Supporting this more efficient working, an additional internal approval control process has been put in place with business travel and accommodation requiring to be approved by the Chief Operating Officer and/or the Director of Finance.

The Service is also working to **remove all petrol and diesel fuelled cars from our fleet by 2025.**

The following table sets out how many renewable powered and fossil fuel vehicles in the Scottish Ambulance Service fleet at the end of March 2022 and March 2023:

	March 2022		March 2023		Difference in % Zero Emissions Vehicles
	Total vehicles	% Zero Emissions Vehicles	Total vehicles	% Zero Emissions Vehicles	
Cars	476	51% (245)	457	57% (259)	6%
Light commercial vehicles	95	37% (35)	103	35% (36)	(2%)
Heavy vehicles	1019	0% (0)	1109	0% (0)	0%

9. Greenspace and biodiversity

Biodiversity

Biodiversity, or the wide variety of living organisms within an environment, has declined at a rapid rate in the last 50 years. Evidence demonstrates that these trends are attributed to human activities, such as land use change, habitat degradation and fragmentation, pollution, and the impacts of climate change. The State of Nature report published in 2023 has highlighted the decline of nature across Scotland, with 11% of species now classed as threatened with extinction.

Public bodies in Scotland have a duty under the Nature Conservation (Scotland) Act 2004 ([Nature Conservation Scotland Act 2004](#)) to further the conservation of biodiversity, taking care of nature all around us. Furthermore, the Wildlife and Natural Environment (Scotland) Act 2011 ([Wildlife and Natural Environment Scotland Act 2011](#)) requires every public body to summarise their activities to meet this duty, through the production of a publicly available report.

In addition to health benefits for patients and staff, investment in greenspace around hospitals and healthcare centres helps tackle climate change and biodiversity loss.

Whilst there may be less opportunity to develop greenspaces at ambulance station sites due to the operational requirement for hardstanding areas for A&E vehicles, Paramedic Response Units, Patient Transport vehicles. We remain committed to preserving and enhancing our land, creating more multi-functional greenspace that is valued by those who use and enjoy it and the ecosystems that it supports.

Our strategy describes ambitions to

- proactively seeking collaborative opportunities with local partners to improve the natural links between our greenspace and other local areas of greenspace.
- increasing the opportunity to introduce biophilic design across our estate, better connecting people with nature.
- identifying opportunities to sensitively support local biodiversity action plans, by means of any planned external enhancement.

We aim to realise these ambitions through the planned redevelopment of our Glasgow South Ambulance Station, currently at outline business stage development.

In addition our action plan for 2023/24 builds upon the success of outside space development in 2022/23 and empowers our local operational teams to develop these further.

The Service is also committed to promoting healthy plant based eating options for our staff recognising that plant based alternatives are a huge part of reducing carbon emissions. Our recently launched 'green champion network' has a particular focus

on ideas to encourage this during 2024/25. This will be expanded on in detail within the 2023/24 annual report.

10. Sustainable procurement, circular economy and waste

Earth Overshoot Day marks the date when our demand for resources exceeds what earth can regenerate in that year. In 2022, Global Earth Overshoot Day was 2 August.

For the UK, the picture is more worrying. In 2022, the UK's Earth Overshoot Day was 19 May. The current level of consumption of materials is not sustainable and is the root cause of the triple planetary crises of climate change, biodiversity loss and pollution.

We aim to reduce the impact that our use of resources has on the environment through adopting circular economy principles, fostering a culture of stewardship and working with other UK health services to maximise our contribution to reducing supply chain emissions to net-zero by 2045.

When procuring goods and services, SAS continue to recognise that supply chain sustainability must be considered to help determine the extent of the associated greenhouse gas emissions and social and environmental impacts.

The Service is utilising the suite of sustainable procurement tools and guidance that Scottish Government has made available to all public bodies to assess current levels of performance, helping to inform the actions required to embed good procurement practice to realise intended sustainable outcomes.

We also continue to look for opportunities to broaden access to contracts for Small and Medium Sized Enterprises (SMEs), the third sector and supported businesses.

This encompasses:

- ❖ **Looking for innovation and harnessing more sustainable technologies**
- ❖ **Encouraging our suppliers to provide more sustainable goods and services with lower carbon emissions**
- ❖ **Expanding the use of community benefits**
- ❖ **Embedding fair work practices**
- ❖ **Promoting equality and tackling inequality and**
- ❖ **Inclusion of Life cycle impact mapping as part of the sustainability test.**

For any Procurement undertaken by the Service's Procurement, there is a mandatory requirement for every tendering supplier to confirm their position in relation to climate change related aspects.

We continue to promote the use of items which have been designed for durability and upgradability. Tendering contracts can apply a focus on durability / upgrade ability where appropriate.

The environmental sustainability priorities of the Scottish Ambulance Service Procurement and Logistics Service's Strategy are detailed below

- Delivering Best Value
- Delivering Sustainable Procurement
- Maximise Innovation and Supplier Development
- Tackling Inequalities
- Implementing all aspects of fair work policy

The vision, mission and role of the procurement and logistics function encompass these environmental priorities....

Our Vision

To be a high performing procurement and logistics service that delivers a legally compliant and sustainable service and provides and delivers all financial and service procurement and logistic opportunities, aligned to the Scottish Ambulance Service 2030 Strategic ambitions.

Our Mission

To provide a comprehensive sustainable procurement and logistics service that meets the needs and expectations of all service partners in support of the Service corporate, financial, social and sustainable objectives.

Ensuring the continuing development of procurement and logistics opportunities to reduce inequalities and improve community health and wellbeing and supporting NHSScotland climate change ambitions.

Our Role

Our work focuses on:

Delivering savings, efficiencies and sustainable procurements to derive social, environmental and economic benefits from public expenditure, via the purchase of the goods or services through contracting activity.

This includes collaborative working where appropriate and

Providing advice on public procurement to stakeholders throughout the Service.

Developing the skills and expertise of our team to deliver a high-quality service to our stakeholders.

How will we know our sustainable procurement has been successful?

We are tracking the benefits of:

- Move from single use to re-usable product (where possible and or practical)
- Quantify impact of the change in product.
- Carbon footprint baseline identification of critical and key consumables and assess alternative opportunities to reduce the carbon footprint.
- Point of manufacture, to delivery to the UK and subsequent delivery to our Logistics Hubs.

Internal sustainable procurement dashboards and reporting are being developed during 2023/24.

Waste

We want to reduce the amount of waste we produce and increase how much of it is recycled.

The table below sets out information on the waste we produce and its destination for the last three years:

Type	2020/21 (tonnes)	2021/22 (tonnes)	2022/23 (tonnes)	Percentage change
Waste to landfill	23	24	24	0%
Waste to incineration				
Recycled waste	422	440	450	2%
Food waste	N/A	N/A	N/A	
Clinical waste	10	11	13	18%

The small increase reflects the increased level of demand the Service has seen in 2022/23 relating to the post COVID system pressures.

We have set targets to reduce the amount of waste we produce and the tables below provide information on our performance against those targets:

Reduce domestic waste by a minimum of 15%, and greater where possible compared to 2012/2013 – by 2025 – No waste data prior to 2017/2018	
Target – reduce domestic waste by	7.5 (tonnes)

Performance – domestic waste reduced by	26 (tonnes)
Outcome	ACHIEVED
Further reduction required	

Ensure that no more than 5%, and less where possible, of all domestic waste is sent to landfill – by 2025

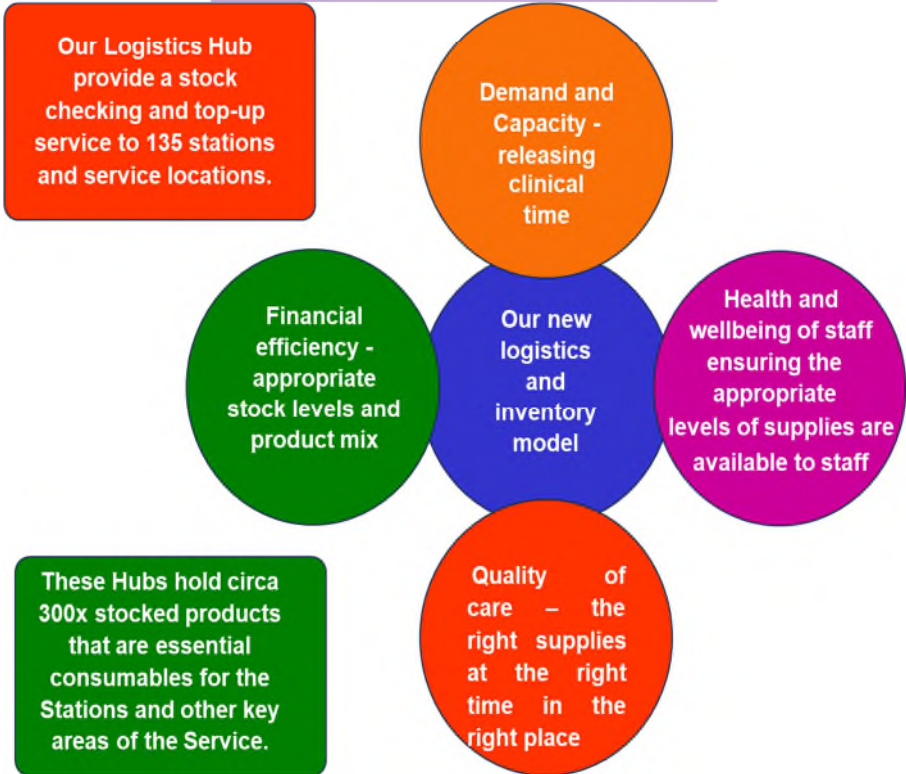
Target – reduce waste sent to landfill by	47.5 (tonnes)
Performance – waste sent to landfill reduced by	26 (tonnes)
Outcome	ACHIEVED

Ensure that 70% of all domestic waste is recycled or composted – by 2025

Target – recycle or compost	267 (tonnes)
Performance – recycled or composted	450 (tonnes)
Outcome	ACHIEVED

Logistics Hubs Role in Reducing Waste

The Scottish Ambulance Service now has three Logistic Hubs servicing mainland Scotland and the Western Isles. The aim of these hubs is to reduce the amount of stock held at individual locations and over-ordering which often reach their ‘use-by date’ and ultimately end up as waste.



11. Environmental stewardship

Environmental stewardship means acting as a steward, or caretaker, of the environment and taking responsibility for the actions which affect our shared environmental quality.

This includes any activities which may adversely impact on land, air and water, either through the unsustainable use of resources or the generation of waste and pollution.

Having an Environmental Management System (EMS) in place provides a framework that helps to achieve our environmental goals through consistent review, evaluation, and improvement of our environmental performance. The Service is currently assessing the benefits, risks, alternatives and resources and capacity requires to implement a Scottish Ambulance Service EMS.

12. Sustainable Construction

The Scottish Ambulance Service have undertaken no construction projects over 2022/2023.

The Scottish Ambulance Service undertook one upgrade project during 2022/23 at our Special Operations East base. This upgrade included fitting LED lighting and PIR sensors throughout the building, installing energy efficient boilers and improved insulation.

13. Sustainable communities

The climate emergency undermines the foundations of good health and deepens inequalities for our most deprived communities.

The Scottish Ambulance Service is already recognised as an Anchor Institution, and we recognise our role in supporting prevention as a key strategy by viewing our care through a public health lens. We recognise our responsibility as a healthcare provider and a significant pillar in every community. However, our influence stretches beyond just healthcare; we're vital to the social and economic fabric of the communities we proudly serve.

Climate change has significant consequences for population health, especially for those with fewer resources and less power and amplifies the existing health inequalities.

As an anchor institution providing healthcare services in Scotland, we have a responsibility and an opportunity to address socio-economic inequalities that ensure

equitable healthcare outcomes for everyone. We will achieve this by focusing on our procurement, recruitment, and community engagement strategies to target areas of need and provide economic opportunities to disadvantaged populations.

We also recognise the importance of making our facilities and land available for community use, encouraging for example plant based diets with focus in areas of inequalities deprivation and a part of our commitment to prevention. This is described further in our South Station case study below.

Our sustainability strategy will support communities by widening access to community spaces and working with partners to boost the local economy.

We host events such as health education programs, and our new planned Glasgow South Station will see the introduction of a community hub which could support access to initiatives such as food and housing services to improve community health outcomes.

The Scottish Ambulance Service Anchor delivery plan has committed to the following actions, all supporting sustainability:

Board Action
<p>Community Asset Use:</p> <ul style="list-style-type: none"> Enabling local groups and businesses to use our land and assets to benefit communities and working in partnership to maximise the wider value of NHS properties.
<p>Responsible Asset Disposal:</p> <ul style="list-style-type: none"> Where possible and appropriate, converting the estate we no longer use to benefit communities.
<p>Developing Communities:</p> <ul style="list-style-type: none"> Work in partnership to increase the availability of accessible community green spaces and work to scope out our presence in remote and rural communities.
<p>Collaborative Property Portfolio for Financial Sustainability:</p> <ul style="list-style-type: none"> We aim to improve community healthcare services while generating positive financial outcomes by collaborating with other NHS boards to develop shared property portfolios.
<p>Innovative Property Strategy for Co-location and Sustainability:</p> <ul style="list-style-type: none"> We plan to explore innovative properties and exit smaller unsustainable buildings. Additionally, we will consider the benefits of co-locating our ambulance stations with relevant partners, including other emergency services and the NHS, wherever feasible.
<p>Sustainability:</p> <ul style="list-style-type: none"> By enhancing our greenspace, incorporating biophilic design features into our estate and better connecting people with nature, we are supporting the well-being of our communities.

In describing what the Scottish Ambulance Service is currently delivering with these commitments the following 2 case studies are shown below:

Community anchor case study: Glasgow South Station

The Glasgow South Station (GSS) which is in the Govanhill area of Glasgow and has been deep routed among the top 5% of the highly deprived areas in Scotland, and the local area has become subject to regeneration strategies and initiatives in recent years.

Driven by the need to replace the GSS ambulance station, the opportunity arose to consider how SAS engages with the local community in this development. This partnership work with community leaders identified the concept of the creation of a Health and Wellbeing Centre within the station to support the needs of local communities and staff. This estate modernisation has enabled a much more focused discussion on how SAS could improve this community's health and economic outcomes.

Key drivers for change are outlined below:

Driver for Change	Description
Increasing Demand	Between April 2017 and March 2019, GSS responded to 59,191 immediately life-threatening (ILT) calls. Out of 9 Glasgow South Standby Points, GSS responded to 18% of all Immediately Life-Threatening calls across the country. Considering the volume of calls and 8-minute response radius, a refurbished station could improve response time, increase health and safety standards and design a more logical station structure.
Health and Well-being Needs of the Local Population	The station is currently situated in a heavily deprived area of Scotland, which has focused on regeneration initiatives. Local community engagement and population health are key to our ambitions in the developing 2030 strategy.
Lack of Local Shared Community Facilities	The Service routinely works across health and social care boundaries with NHS, emergency services, third sector, and community partners. However, the Service does not have a facility which facilitates community engagements into one tangible entity in the Glasgow South area. Early engagement with local stakeholders has identified a lack of shared community facilities within the local area. This acts as a barrier to community engagement and collaboration.

SAS is an organisation that can offer stable, secure work opportunities that support professional development to help tap our workforce's talents fully. SAS is an employer with current demand outstripping our supply, and there is a need to increase the staff numbers within the South Station from 70 WTE to 105.6 WTE. This increase in staff will improve response time, increase health and safety standards, and design a more logical station structure.

Community anchor case study: Young Minds Saves Lives

We have established a 'Young Minds Saves Lives' (YMSL) initiative with the local secondary schools, working with the University of Glasgow on a collection of initiatives to enhance the health and wealth of the local community.

The YMSL programme aims to engage young people in health prevention and anticipation and develop their health and social care employability. This has resulted in a programme for pupils from Shawlands Academy and Holyrood Secondary (the latter being the largest high school in Scotland).

We are applying this development to promote conditions for people in more significantly deprived circumstances to obtain employment within the organisation, through working with the local schools and other agencies aiming to develop the programme into an accredited learning course. This is also providing the young people the opportunities for working in the ambulance service and the wider NHS.

Benefit to the local community

This work aims to create an innovative programme (first of its kind in the UK) to develop local school children as youth community first responders, focusing on immediately life-threatening situations like cardiac arrest and local high priority healthcare issues, including fall management, stroke, diabetes, and drug deaths. This will help to shore up community resilience, develop the young people themselves to recognise the triggers, increase the current community response capacity, and avoid hospital admissions.

Developing this YMSL programme working with school children who, due to the multi-cultural diversity in the local area (there are a total of 88 different languages spoken in this area), as the key communicators with ambulance crews when responding to emergencies. This youth programme would develop their training in the management and awareness of local health issues and develop a gateway for careers in the ambulance and the wider NHS services. A consequence of this work would improve communication and engagement with the community by breaking down language barriers and continuing more focused work on local needs and demands.

The YMSL programme will be developed and led by young people who want to protect their family and friends, supporting health promotion and anticipatory and preventative care. This will help reduce unnecessary hospital admissions and save more lives, not only in cardiac arrest but also in treating drug deaths, through the management of naloxone, mental health, stroke, diabetes and respiratory disease, all being health harms exacerbated by deprivation of social health inequalities. Coronary Heart Disease is the second highest cause of death in Scotland and is directly linked to communities with high poverty, deprivation, and health inequalities. Annually, over 3,000 people around Scotland suffer cardiac arrest, with only 1:10 surviving. Furthermore, in 2020, deaths linked to drug use (Greater Glasgow and Clyde) were 1,339, the highest ever recorded in UK/Europe.

14. Conclusion

This annual plan sets out the current position, work in progress and aims of the delivery of our 'path to net zero' 2030 strategy. This needs to be seen within the context of limited resources and financial challenges however we have developed a delivery plan with clear actions over the life of our strategy with a key focus over the next 12 months on:

- ❖ To consider the potential savings of harnessing rain or grey water for reuse to support flushing demands and washing of vehicles
- ❖ Implementing our sustainable procurement strategy and supporting staff training and awareness activities in support of meeting these targets and to ensure greater use of reusable items
- ❖ continuing to phase out the need for purchasing or leasing any petrol or diesel light commercial vehicles by 2025 and any vehicle by 2032.
- ❖ launching our sustainable transport and travel policy
- ❖ Continued roll out of our electric vehicle plans
- ❖ Working in partnership with infection control and operational staff to identify further areas where circular economy principles can be adopted.
- ❖ Maximising our Green Network Champions which has recently been launched where we are inviting any enthusiastic members of staff from across the organisation to join in with overall environmental sustainability work.
- ❖ Progressing the redevelopment of our Glasgow South Station.