



London Ambulance Service
NHS Trust

Green Plan

4 Year Plan

April 2025 - March 2029

**We are the capital's
emergency and urgent
care responders**



1. Executive Summary

This paper is an update of the Trust's Carbon Neutral Plan which was first published in 2021 and is due for a refresh in 2025. In line with NHSE guidelines our new plan will be called the Green Plan.

This Green plan carries forward all previous objectives and will set the direction for the next four financial years. The decision to set out 4 years instead of 5 is to realign the Green Plan with the Trust's 5 year Strategy, therefore both will be refreshed in 2028/29 to ensure alignment.

We continue to recognise the public health emergency that global warming and climate change pose for London and beyond and we are committed to reducing our impact. We will therefore set out the intention to create a Climate Adaptation Plan within the confines of this strategy to support the Trust with managing the demands global warming will inevitably place on the Trust.

During the delivery of the 1st two years of our 2021-2025 Carbon Neutral Plan we achieved a reduction of 8% of our total carbon emissions which equates to a saving of 3,834 tonnes of CO₂e. We are anticipating a further saving of 6% for 2024/25 which will give us an overall saving of 14% over the 3 years which is in line with our trajectory.



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2. Progress to date

Between April 22 and March 24 we saved a total of 3,834 tonnes of CO₂e (8% decrease) and we are anticipating a further 6% decrease (2024/25)



People, Culture & Communications

- Delivery of annual communications campaigns
- Well-attended event to celebrate NHS Sustainability Day
- Switched to a digital first principle for all internal and external communications
- Set up a green network of volunteers across LAS
- Launched the voluntary e-learning module including a video to educate staff members on sustainability



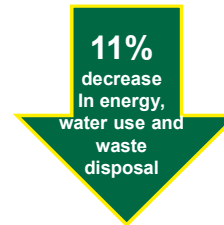
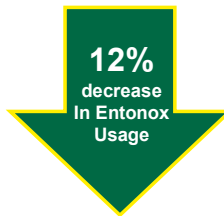
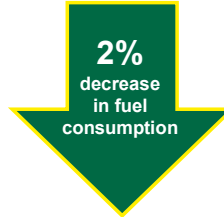
Digital

- Improved access to 111/999 clinical video assist to reduce overall journeys, where clinically appropriate
- Evaluation of clinical video assist and on scene video assist
- Audit of applications and infrastructure to build a cloud migration case and delivery plan
- Digitalisation of the safeguarding process to enable remote completion and an improved user experience



Estates and Facilities

- Replaced bulbs with LED across most sites
- Installed 60 EV chargers across the estate
- Planted 46 trees across 17 sites



Fleet

- Work to finalise compliance with ULEZ legislation, 92% our fleet is now ULEZ compliant
- On-boarded new electric vehicles including four electric DCAs
- Implementation of an advanced vehicle monitoring and analytics system



Procurement & Supply Chain

- Procurements over £1m now require a full Carbon Reduction Plan
- A Net Zero Commitment Statement is required for procurements of lower value (from £10k and below £5m per annum exc. VAT and above)
- Worked with some suppliers to reduce number of deliveries
- Scheme to reuse pre-loved uniforms



Clinical Operations

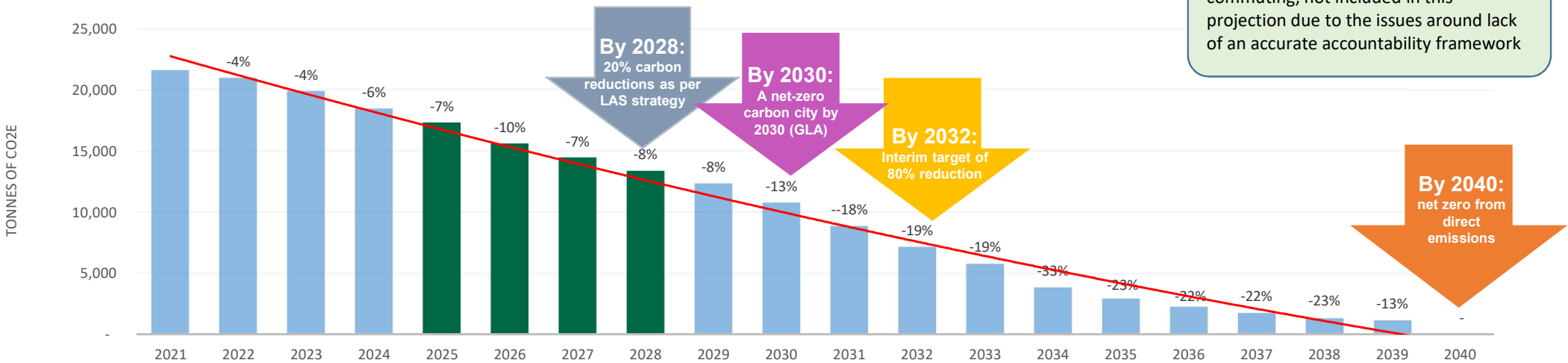
- Implementation of a new Dispatch Model to reduce unnecessary journeys, where clinically appropriate.
- Engagement campaign about the use of gloves
- Replaced paper drug usage form with an app
- Trialled Pentrox, an alternative to Entonox for some patients

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3. Our Progress and Targets



Carbon emissions trajectory to meet targets (direct emissions)

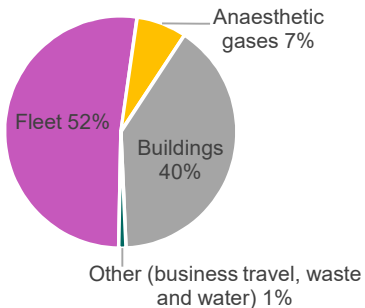


Approach

We have adopted the Greenhouse Gas Protocol methodology (widely used across the NHS) to estimate our carbon footprint baseline and subsequent years. The Greenhouse Gas Protocol covers a wide range of emissions and allows comparison and transparency by dividing emissions into the 3 Scopes:

- 1) **Direct emissions (included)** from owned or directly controlled sources, on site (fleet, gas and anaesthetic gases)
- 2) **Indirect emissions (included)** from the generation of electricity
- 3) **Indirect, all other indirect emissions (partially included)** that occur in producing and transporting goods and services including the full supply chain and staff commuting.

Expected emissions savings by source



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4. Workforce and Leadership



GREEN OBJECTIVE: We will support our staff and leaders to learn, innovate and embed sustainability into everyday actions.

PRIORITIES	ACTIONS
Senior leadership	Our Chief Financial Officer will continue being the designated senior-board net zero lead and will oversee the green plan delivery. The trust board will sign off the Green Plan
Supporting behavioural change with a focus on training	<ul style="list-style-type: none">We will provide sustainability training to form the foundation of engagement across our workforce.We will look to introduce an apprenticeship sustainability role to support this programme.
Enabling sustainability through our corporate operations.	We will review all our corporate processes and identify digital solutions as an enabler to making greener and more sustainable choices
Supporting staff to make greener commuting choices	We will assess the commuting patterns of all staff through a bi-annual staff travel survey and support staff with making greener commuting choices where possible through interventions and infrastructure adaptations.



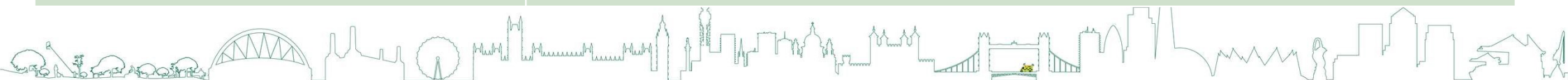
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5. Net Zero Clinical Transformation



GREEN OBJECTIVE: We will support our staff and leaders to learn, innovate and embed sustainability into our clinical activities.

PRIORITIES	ACTIONS
Senior clinical leadership	We will identify a board level clinical lead who will oversee the net zero clinical transformation
Reducing journeys to deliver care, where clinically appropriate	In line with the Trust Business Plan 2025/26 and 5 year strategy, we will increase hear and treat interventions
Reducing the environmental impact of our clinical operations	We will continue to review our environmental impact by reviewing opportunities for using alternative and more sustainable equipment and consumables
Ensuring our people are equipped to respond to the challenges of a changing climate	We will explore opportunities to research and review patient outcomes from diseases impacted by climate change and adapt our clinical response in line with these
Reducing volumes of clinical waste	We will actively review our clinical waste volume and ensure correct segregation of waste



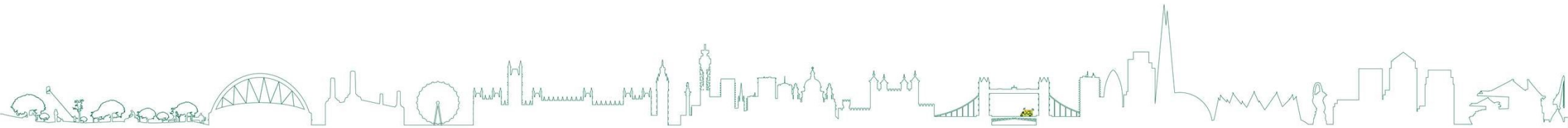
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6. Digital Transformation



GREEN OBJECTIVE: We will prioritise sustainability in the procurement, design and management of digital services

PRIORITIES	ACTIONS
We will maximise the benefits of digital transformation to reduce emissions and improve patient experience.	We will invest in technology with the aim of reducing the use of paper and by providing virtual pathways where clinically appropriate
Supported by the Digital Maturity Assessment, we will consider opportunities to embed sustainability in IT digital services	We will use circular and low-carbon approaches to IT hardware management, including longer device lifetimes, leasing models, buying refurbished or remanufactured equipment and PC power down



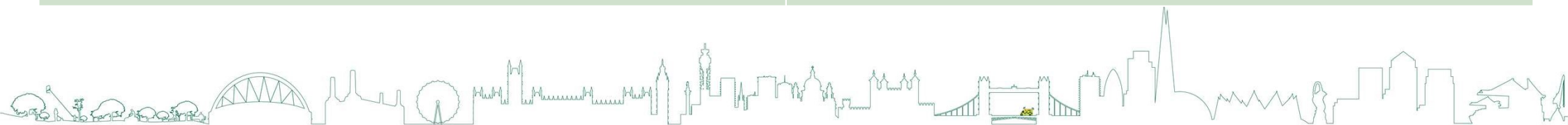
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7. Medicines



GREEN OBJECTIVE: We will build on progress in reducing anaesthetics gases, while improving patient care and reducing waste. We will work to reduce emissions from the medicines supply chain

PRIORITIES	ACTIONS
We will work to reduce the environmental impact of anaesthetic gases	We will work to reduce nitrous oxide wastage We will explore opportunities to develop a product to capture nitrous oxide
We will work to reduce the volumes of clinical waste	We will review ordering and licenses to sell excess or unused packs of vaccines
We will look for digital alternatives to reduce paper usage	We will work to improve accuracy, governance, compliance and efficiency



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8. Travel and Transport



GREEN OBJECTIVE: We will follow the NHS Net Zero Roadmap to decarbonise our travel and transport.

PRIORITIES	ACTIONS
We will finalise ULEZ compliance by Q3 2025.	On-boarding and decommissioning the remaining of the fleet to reach 100% ULEZ compliance
We will comply with NHS targets	<ul style="list-style-type: none">• Only offering electric vehicles through the salary sacrifice scheme from 2026• Only procuring or leasing net zero emissions vehicles (excluding ambulances) from 2027
We will prepare for zero emissions zone by 2029 (just central London).	Ring fencing electric vehicles to central London and enabling the needed EV infrastructure to support this
We will continue transitioning to and sustaining a zero emissions fleet.	Procuring electric vehicles wherever possible

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9. Estates



GREEN OBJECTIVE: We will take care of our estate to reduce emissions and lower costs, while improving energy resilience and patient care. Estates contributes to 7% of our carbon footprint, which includes energy, waster and waste but it also plays a role in providing the EV infrastructure to allow electrifying our fleet.

PRIORITIES	ACTIONS
New Buildings	<ul style="list-style-type: none"> • Achieving BREEAM* excellent • Installing EV infrastructure 50kWh and 100kWh subject to vehicle type and site capacity • Install Building Management Systems (BMS) in new developments
Refurbished Buildings	<ul style="list-style-type: none"> • Achieving BREEAM* good • Minimum of 50 kWh EV chargers • Install Building Management Systems (BMS)
The remaining Estate	We will look to improve our EPC** rating in the remaining of the estate to meet the target of a rating of B by 2030 with an interim target of EPC** C by 2028.
Solar Panels	We will look to install solar panels in 10 sites per year, an enabler to improve EPC ratings.
EV Charging Infrastructure	We will explore battery storage solutions in line with the installation of solar panels in all new sites. Rolling out EV infrastructure in line with our electric fleet rollout

* BREEAM (Building Research Establishment Environmental Assessment, an assessment methodology to assess and benchmark the sustainability of buildings

** EPC (Energy Performance Certificate) to assess the energy efficiency of buildings

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10. EV Charging Infrastructure



GREEN OBJECTIVE: We will continue increasing our EV infrastructure as an enabler of the electrification of fleet.

PRIORITIES	ACTIONS
Reviewing Capacity	We will review our capacity on all sites over a 7-days period to understand our load demand usage
Upgrading Capacity	We will upgrade our existing EV infrastructure to accommodate more chargers and with higher charging capacity
Utilising mobile EV chargers	We will assess and upgrade to enable the 32 or 64 Amp commando sockets
Fast Chargers	We will install fast chargers at sites already identified with sufficient capacity
Collaboration	We will seek opportunities to collaborate with external key partners.
Funding	We will explore and apply for external grant funding opportunities



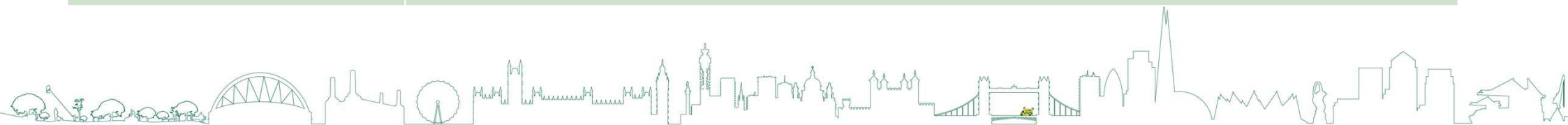
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11. Facilities



GREEN OBJECTIVE: Although most of our waste is converted into energy, we aim to reduce our volumes and reduce, reuse or recycle our waste as much as possible

PRIORITIES	ACTIONS
Improve waste segregation	<ul style="list-style-type: none">• We will roll out an offensive waste project to reduce clinical waste• We will continue improving recycling infrastructure to allow waste segregation• We will engage staff members about waste management and waste segregation.• We will use data to implement changes and achieve KPIs aligned with NHS Clinical Waste strategy
Circular economy	<ul style="list-style-type: none">• We will introduce a system to reuse office and other equipment within the trust• We will identify opportunities for circular economy
Reduce waste costings	<ul style="list-style-type: none">• We will achieve a 15% cost reduction in clinical waste



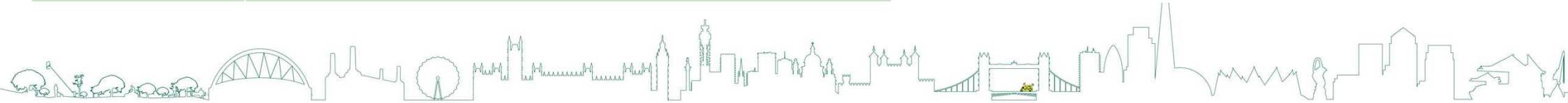
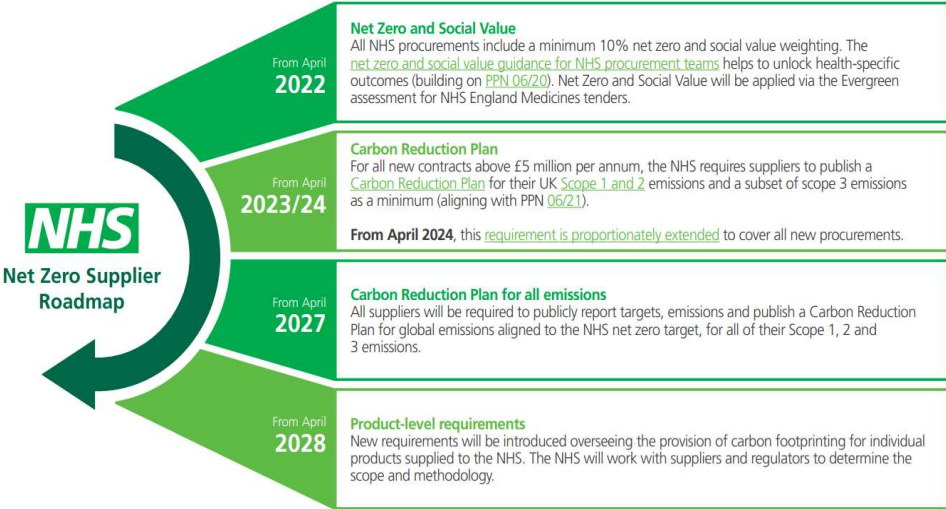
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12. Procurement

GREEN OBJECTIVE:

- Based on the current approach to calculate carbon emissions, procurement represents about 50% of our carbon footprint.
- We have been following the NHS Supplier Roadmap as shown in the image below, including social value and CRPs for contracts over £1M.

PRIORITIES	ACTIONS
Embedding social value	We will prioritise sustainability within our contracts including social value.
Capturing carbon emission from the supply chain	We will capture sustainability data to understand carbon emissions from procurement in a more accurate approach Influencing supplier behaviour to encourage suppliers to report carbon emissions.
Reducing volumes of packaging and waste	We will carry out a product review across catalogues to identify the biggest opportunities to reduce single use plastics and to compare carbon footprint of high volume products



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13 Climate Adaptation



GREEN OBJECTIVE: We will look into building resilience and adaptation into business continuity and longer-term planning to avoid climate-related service disruptions.

PRIORITIES	ACTIONS
Risks	We will identify climate change related risks and elaborate a climate change adaptation plan aligned with TCFD
Preparedness and adaptation	<p>We will comply with the adaptations provision within the NHS Core Standards for emergency preparedness, resilience and response and the NHS Standard contract to support business continuity during adverse weather events</p> <p>We will create a system to alert of weather events and ensure adequate cascading of weather health alerts and relevant messaging across the organisation, in line with the government's adverse weather and Health Plan</p> <p>We will set out actions to prepare for severe weather and improve climate resilience of local sites and services, including digital services</p>
External collaboration	We will work in partnership with other healthcare providers on climate-change related risks.

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14 Tracking and reporting progress

Focus area	Metric	Responsible reporting entity	Report (output)
Workforce	Named board-level lead for green plan delivery	LAS	Greener NHS dashboard
Medicines	Emissions (tCO2e) and volume (litres) of nitrous oxide and oxygen (gas and air) by trust	Greener NHS	Greener NHS dashboard
Travel and transport	Total fleet emissions	LAS	Greener NHS dashboard
Travel and transport	Does the organisation offer only ZEVs in its salary sacrifice scheme	LAS	Greener NHS dashboard
Travel and transport	Does the organisation operate sustainable travel-related schemes for staff (for example, salary sacrifice cycle-to-work)	LAS	Greener NHS dashboard
Estates and facilities	Emissions from fossil-fuel-led heating sources	LAS	Greener NHS dashboard
Estates and facilities	Number of oil-led heating systems	LAS	ERIC report
Estates and facilities	% of gross internal area covered by LED lighting	LAS	ERIC report
Estates and facilities	% of sites with a heat decarbonisation plan	LAS	ERIC report
Supply chain and procurement	Inclusion of Carbon Reduction Plan and Net Zero Commitment requirements in all relevant procurements	LAS	Greener NHS dashboard
Supply chain and procurement	Inclusion of requirements for a minimum 10% net zero and social value weighting in procurements, including defined KPIs	LAS	Greener NHS dashboard
Food and nutrition	Weight (tonnes) of food waste, with further break down by spoilage, production, unserved and plate waste	LAS	ERIC report
Adaptation	Number of overheating occurrences triggering a risk assessment (in line with trust's "heatwave" plan)	LAS	ERIC report
Adaptation	Number of flood occurrences triggering a risk assessment	LAS	ERIC report

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