



York and Scarborough  
Teaching Hospitals  
NHS Foundation Trust

A photograph of York Minster, a large Gothic cathedral, viewed through the dense green foliage of trees. The sky is overcast. The cathedral's spires and intricate stonework are visible through the branches.

York and Scarborough Teaching Hospitals  
NHS Foundation Trust  
Green Plan 2024-2027 – Summary

# York and Scarborough Teaching Hospitals Green Plan 2024-2027 – Summary

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# 1. CEO Forward



*“York and Scarborough Teaching Hospitals NHS Foundation Trust strives to encourage, promote, and achieve zero carbon emissions in line with NHS targets in all that it does, through its staff, services, premises, patients, partners and visitors.”*

Trust mission statement

I very much welcome and support this Green Plan.

As a large, acute healthcare organisation, we are determined to deliver our contribution to national carbon reduction targets and broader sustainable development principles.

We are committed to incorporating sustainability into all that we do to ensure that our services are fit for the needs of the future without compromising on the services we provide at present.

This Green Plan sets ambitious targets and outlines the reductions in carbon emissions required to achieve our goals.

I am confident that we can face these challenges head on and emerge as a more resilient, sustainable organisation that provides quality services, continuing to put patients at the heart of everything we do.

Simon Morritt

Chief Executive Officer

## 2. Executive Summary

This 2024-2027 Green Plan has been developed to replace the 2021-2026 Green Plan, taking account of the most recent NHS guidance and targets. The introduction of numerous NHS targets in recent years, set against a backdrop of the October 2020 publication of “Delivering a Net Zero National Health Service”<sup>1</sup>, has served to highlight the improvements needed to strengthen the Trust’s plan for improving our sustainability and tackling carbon reduction.

The net zero carbon target for emissions that we directly control (referred to as our NHS Carbon Footprint) through reducing our energy use, our fleet and business travel, our use of anaesthetic gases and with changes to prescribing inhalers, is to be achieved by 2040 with an 80% reduction delivered by 2032 compared to our baseline year of 1990.

For emissions that we can influence but can’t directly control, the net zero target is 2045. This is referred to as our NHS Carbon Footprint Plus and includes the embodied carbon emissions from the things we buy (such as medicines and medical devices) and the carbon footprint of patient and visitor travel, and staff commuting.

This plan identifies a range of recent achievements in delivering the pathway to net zero as well as achievements against some of the new targets, such as the phasing out of the anaesthetic gas desflurane, the increased use of technology to allow patients to receive consultations at home and staff to work from home; but it is clear that the speed of transitioning to lower carbon alternatives needs to accelerate despite increased demand on Trust resources.

An analysis of our NHS Carbon Footprint shows for 2022/23 that 77% of the footprint is due to our energy use (67% from fossil fuels and 10% from electricity). The second highest category in our NHS Carbon Footprint is anaesthetic gases at 9%. Fleet and business travel contributes 8% of our carbon emissions. The largest component of our NHS Carbon Footprint Plus is medicines and chemicals (34%), and the second largest is related to medical equipment (16%). Staff commute, patient and visitor travel also accounts for 16% of our NHS Carbon Footprint Plus.

In summarising the actions required to achieve carbon and greenhouse gas reduction, there is a strong focus on energy, through better control, improvements to building fabric, installation of renewables and building to net zero standards. Travel is another key aspect, through improvements of facilities for active travel and electric vehicle charging. Using emerging technologies, redesigning the way that we deliver services, minimising waste and making procurement decisions that reduce carbon impact will all contribute to moving towards net zero.

Whilst the later sections of the report highlight the importance of communication, tracking progress, risks and finance, it is noted that the real cost of emitting carbon is the long-term impact of the changing climate leading to irreversible change. We only have a short window of opportunity to stop this happening. Many of the actions needed to reduce carbon emissions to achieve net zero has a cost and this currently has to be borne by the organisation meeting the targets. Whilst the Trust was successful in obtaining some Public Sector Decarbonisation Scheme funding to start the journey at its York and Bridlington sites, this is only the tip of the iceberg. It is hoped that government addresses this matter by providing funding to cover the cost burden for organisations like the Trust. Whilst work must continue to deliver the required carbon savings to achieve net zero and help to solve the current climate emergency, the Trust needs to establish the most cost-effective way to achieve this without further delay.

<sup>1</sup> <https://www.england.nhs.uk/greenernhs/publication/delivering-a-net-zero-national-health-service/>

## 3. Introduction

### Why do we need this plan?

As an NHS organisation and a spender of public funds, we must work in a way that has a positive effect on the communities we serve. Our opportunities to make a positive impact extend beyond CO<sub>2</sub> reduction. We can also help to influence our local community and workforce's health as well as our local environment.

By reducing single-occupancy car journeys, encouraging uptake of active and public travel, and reducing our business mileage, we can contribute to local air pollution reductions and increase the fitness of our staff. We can also reduce our environmental impact by stopping the usage of single-use plastics where an alternative is available and ensuring that resources are used sustainably with minimal possible waste.

In October 2020, the "Delivering a Net Zero National Health Service"<sup>1</sup> was published, outlining a strategy on how the NHS will achieve its ambitious targets. NHS institutions across the country commit to this strategy by publishing their own Green Plans. This Green Plan shows how the Trust will align with the national strategy and reduce its carbon emissions to net zero.

In addition to Net Zero NHS carbon reduction targets, we also must ensure that the Trust can meet sustainability-related targets within the NHS Long-Term Plan, NHS Standard Contract and Operational Planning and Contracting Guidance. We are also committed to using the NHS's new strategic sustainability framework as established in "How to Produce a Green Plan 2021"<sup>2</sup> which contains many work streams that are outlined later in this document. We must take a proactive stance on carbon reduction and take advantage of new technologies and methods of working to reduce our emissions as these become available. Meeting the targets found later in this report will require holistic measures that ensure carbon reduction across the board. By collaborating with local partners and other NHS institutions, we can share best practices and ensure that we are at the vanguard of the process of becoming a Net Zero National Health Service.

<sup>2</sup> <https://www.england.nhs.uk/greenernhs/get-involved/organisations/>



Bridlington Hospital Main Entrance

# 4.1 Overview

## About Us

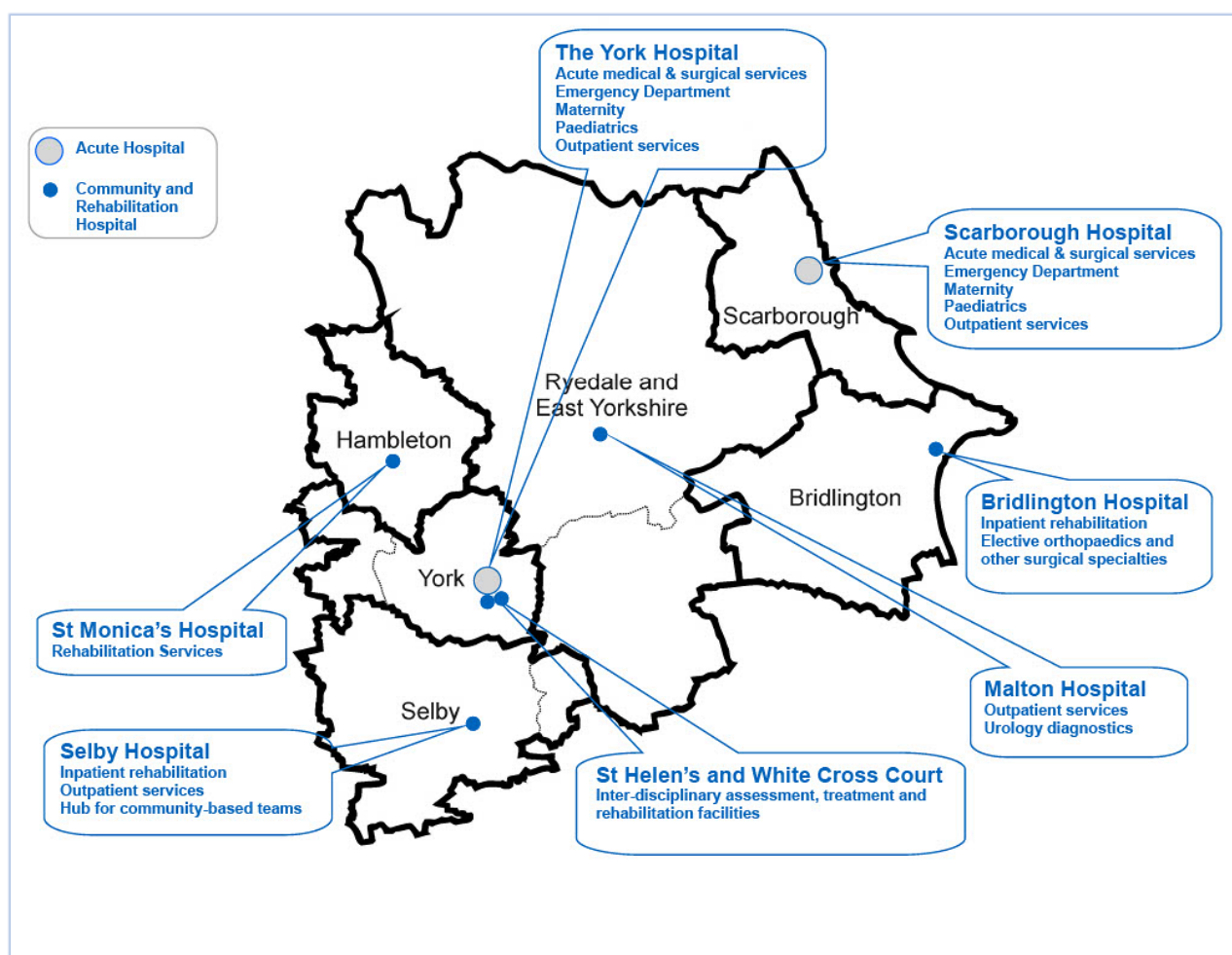
### Our Hospitals

- York Hospital
- Scarborough Hospital
- Bridlington Hospital
- Malton Hospital
- The New Selby War Memorial Hospital
- St Monica's Hospital Easingwold
- White Cross Rehabilitation Hospital
- Nelson's Court Rehabilitation Hospital (Previously St Helen's)

### Our Activity

The Trust operates a wide range of inpatient, outpatient and community services across the region and provides emergency care through A&E units in York and Scarborough.

In 2022/23, the Trust had more than 1.3 million patient contacts across our sites, with 1,150 beds and an annual turnover of £730 million.



## 4.2 Overview

### Achieving Strategic Goals

#### Overview

The transition to net zero is an exciting process to be a part of, and each NHS Trust will experience its own specific challenges and opportunities in achieving this goal. It is important that both are highlighted and addressed to maximise progress.

#### Successes

The Trust has made good progress in reducing carbon emissions from various sources, including implementing CO<sub>2</sub> limits on business vehicle leases, developing a policy to remove desflurane (the high intensity greenhouse gas) from use at the Trust before the end of 2022, and incorporating electric vehicles into our fleet. Widening the scope of actions taken allows for increased integration of sustainability into everyday working practices and supports awareness from staff in all roles. More examples of successes can be found on pages 9-11.

#### Opportunities

While the Covid-19 pandemic unquestionably impacted all sectors, resulting in unprecedented changes to how we live our lives, climate change and the environment remain high on the national agenda.

From an environmental perspective, the pandemic has presented and continues to present new challenges such as the disposal of high volumes of personal protective equipment (PPE) and decreased public transport utilisation. Still, there have also been areas where the pandemic has quickened positive change and provided inspiration for the post-Covid future. The use of videoconferencing by staff has increased tenfold since the start of the pandemic primarily because of social distancing measures and an increase in home working. Since the pandemic, there have been residual impacts, including a reduction in business mileage due to staff now having a viable, tested alternative to travelling to other sites. The upsurge in home working enforced by the pandemic, and increased availability of video/telephone appointments for patients have reduced unnecessary inconvenience to patients and reduced local congestion, pollution, and carbon emissions.

We must take these and other positive by-products of Covid-19 into account as we make decisions in the future.

## 4.2 Overview

### Achieving Strategic Goals

#### Challenges

With a growing, ageing population and one of the highest rates of obesity in Europe, the outlook is challenging for the Health Service. While the provision of a central NHS strategy to reach net zero is highly welcome, future strategies across all areas of the NHS must be consistent with meeting these commitments if targets are to be achieved.

York and Scarborough Teaching Hospitals provide healthcare to a resident population of 800,000 spread across York, North Yorkshire and East Riding of Yorkshire - an area covering 3,400 square miles which makes the Trust one of the largest in the country. Our hospitals include York Hospital, Scarborough Hospital, Bridlington Hospital, Malton Hospital, The New Selby War Memorial Hospital, St Monica's Hospital (Easingwold), White Cross Rehabilitation Hospital and Nelson's Court Inpatient Unit. This geographical spread results in high levels of business travel between sites, one of the areas we have to address if we are to reduce our carbon emissions.

Combined Heat and Power (CHP) generators, powered by natural gas, provide most of the Trust's electricity. Previously this electricity was lower in carbon emissions than drawing electricity from the grid, but the National Grid's rapid decarbonisation has resulted in the CHPs in now being more carbon-intensive. While on-site electricity production from gas benefits the Trust financially, we will not achieve the required carbon savings to meet future targets until we address this. Securing funding through the Public Sector Decarbonisation Scheme for Bridlington has allowed the Trust to start this journey resulting in switching off the gas fired CHP there in favour of a low carbon heat pump system and large scale solar panels to generate the majority of the site's electricity use (see page 34 for more information).

Historic measures to reduce carbon emissions have often had a financial co-benefit that made them viable, but going forward there will be costs associated with meeting net zero. A Climate Change Committee study determined that a 2050 net zero target is "technically feasible but highly challenging", requiring complex, costly, and time-consuming interventions.



York Hospital Main Entrance: Over 700,000 patients are seen every year at the York site, representing around 60% of our clinical activity.












## 4.3 Overview

### Achievements

In recent years, the Trust has made good progress on sustainability across a range of areas. Some of our highlights are shown below, aligned to the NHS's recently updated Strategic Sustainability Framework outlined in section 7.

We believe that the scope of our achievements, examples of which are as follows, demonstrates our commitment to carbon reduction and decreasing our environmental impact. We aim to further widen the range of areas that we are addressing during the lifetime of this strategy and look forward to reporting back on further successes in the future.

	<p><b>Workforce and System Leadership</b></p> <p>The Trust operates the Sustainable Development Group, with an escalation route to the Trust Board.</p>
	<p><b>Workforce and System Leadership</b></p> <p>The Trust establishing a network of champions to promote sustainability and better waste management across the Trust.</p>
	<p><b>Workforce and System Leadership</b></p> <p>A Net Zero Carbon Data Analyst post created in the Sustainability Team to monitor progress on carbon reduction and NHS net zero targets.</p>
	<p><b>Sustainable Models of Care</b></p> <p>The Trust embedding virtual wards and planning to further develop their capacity across a number of clinical pathways.</p>
	<p><b>Sustainable Models of Care</b></p> <p>The Trust has rapidly increased the use of teleconferencing, reducing unnecessary patient travel, air pollution and traffic congestion.</p>
	<p><b>Sustainable Models of Care</b></p> <p>A mobile chemotherapy unit where patients can receive treatment in Bridlington, Scarborough, Malton and Selby, instead of travelling all the way to York.</p>
	<p><b>Digital Transformation</b></p> <p>Successful deployment of Nucleus, a digital information workflow system that reduces the use of paper and increases time with patients.</p>
	<p><b>Digital Transformation</b></p> <p>A more robust IT infrastructure where inefficient data centre equipment was replaced with modern servers and equipment that also consume less energy.</p>
	<p><b>Digital Transformation</b></p> <p>Adoption and high usage of Microsoft Teams reducing the need for travel between sites and enables agile working across the Trust estate.</p>

## 4.3 Overview

### Achievements

	<p><b>Travel and Transport</b> Free bus travel trial for NHS staff at York and Scarborough Hospitals in 2023. Now a £1 / 50% discount bus journey in place. An E-Scooters trial at York.</p>
	<p><b>Travel and Transport</b> Business leases limit high emission vehicles and encourage Ultra-Low Emission Vehicles and Zero Emission Vehicles.</p>
	<p><b>Travel and Transport</b> Cycle to work scheme promoted Trust-wide and active travel promotion taking place at York, Scarborough and Bridlington.</p>
	<p><b>Travel and Transport</b> Increasing the number of electric vehicles in the transport fleet (9 vehicles) and ensuring charge points have been introduced.</p>
	<p><b>Estates and Facilities</b> Since April 2020, all electricity imported from the National Grid is on a 100% Green Tariff.</p>
	<p><b>Estates and Facilities</b> Sustainable Design Guide introduced reinforcing the need to integrate BREAAAM Excellent standards and whole life costs for all new buildings.</p>
	<p><b>Estates and Facilities</b> Over £16,000 in avoided costs and 9 tonnes of CO<sub>2</sub> emissions saved by use of the “Warp It” reuse portal.</p>
	<p><b>Estates and Facilities</b> At York Hospital, decarbonisation work has been done with the installation of heat pumps, building insulation, new windows and insulation of pipework.</p>
	<p><b>Estates and Facilities</b> At Bridlington Hospital, a solar farm, solar panels on roofs, high efficiency motors and air source heat pump system was installed. It is predicted that carbon emissions will be reduced by 53%.</p>
	<p><b>Estates and Facilities</b> £2 million funding secured to replace existing lighting with low energy LED lights at York, Scarborough, Bridlington, Malton and White Cross Court sites</p>
	<p><b>Estates and Facilities</b> Since 2021, no waste has been sent to landfill. The amount sent for recycling has increased each year. In 2022/23 it was 759 tonnes, a 31% increase from 2019/20 (577 tonnes).</p>
















## 4.3 Overview

### Achievements

	<p><b>Green Space and Biodiversity</b> During construction of the Urgent and Emergency Care Centre at Scarborough, 31 young trees were carefully dug out and replanted elsewhere.</p>
	<p><b>Green Space and Biodiversity</b> Area around Scarborough Hospital Helipad sown with wildflower seeds to encourage bees and insects, plus hedgehog and owl boxes installed.</p>
	<p><b>Green Space and Biodiversity</b> £200,000 charitable funding secured for well-being gardens for patients and staff, with the first five green areas delivered in 2021/22.</p>
	<p><b>Medicines</b> Desflurane, an anaesthetic gas that is 2,500 times more potent than CO<sub>2</sub>, was phased out in November 2022.</p>
	<p><b>Medicines</b> Clinical prescription of greener inhalers in local care pathway in conjunction with ICS partner organisations.</p>
	<p><b>Supply Chain and Procurement</b> Using 100% recycled fabric for chair coverings and Better Cotton Initiative cotton used in new NHS uniforms.</p>
	<p><b>Supply Chain and Procurement</b> Suppliers on Framework Agreements and for contracts worth over £5 million have Carbon Reduction Plans in place.</p>
	<p><b>Supply Chain and Procurement</b> Sustainability is a mandatory consideration in all new business cases and resource use and efficiency is part of all new job descriptions (since 2017).</p>
	<p><b>Food and Nutrition</b> Catering equipment and facilities upgraded to be more energy efficient, and all catering staff trained to monitor and evaluate the efficiency of food production.</p>
	<p><b>Food and Nutrition</b> Single-use plastics have been phased out of retail areas and wards, with 90% of provision covered by veg-ware and 100% ceramic cups in York.</p>
	<p><b>Adaptation</b> Flood defences installed at Tadcaster Health Centre. Adverse weather plan updated to include data collection opportunities to inform longer term capital planning.</p>
	<p><b>Adaptation</b> Automated temperature monitoring introduced at York and Scarborough in 2023 to help the Trust better understand how heatwaves impact inpatient areas.</p>

## 4.4 Overview

### Targets

	<b>Ensure that car leasing schemes for staff promote zero and ultra-low emission vehicles.</b>		<b>Reduce fleet air pollution by using exclusively zero and ultra-low emission vehicles.</b>
	<b>Increase the percentage of virtual outpatient consultations (video and telephone)</b>		<b>Reduce water usage and waste.</b>
	<b>Phase out use of oil for primary heating at all sites by 2028.</b>		<b>Support move to less carbon intensive inhalers, where clinically appropriate.</b>
	<b>Reduce avoidable use of single-use plastics.</b>		<b>Cease use of single use plastic cutlery, plates and cups on our premises.</b>
	<b>Reduce use of single-use plastic food and drink containers, cups, covers and lids.</b>		<b>Maximise the rate of return for walking aids.</b>
	<b>Work towards ensuring that all new builds and refurbishments conform to Net Zero Standards.</b>		<b>Replace lighting with LED alternatives during routine maintenance.</b>
	<b>Provide an annual review of adverse weather impacts and adapt premises and service delivery to mitigate risks of climate change.</b>		<b>Reduce carbon emissions from use of gas, oil and electricity through better controls and building fabrics and implementation of renewables and heat pump technology.</b>
	<b>Work towards optimum usage of IT devices, reducing the number of devices where appropriate and enabling us to have better utilisation of equipment.</b>		

Targets derived from the NHS Standard Contract Service Conditions 2023/2024, NHS Long Term Plan 2019 and the Greener NHS MoU requirements April 2021.

# 5.1 Carbon Reduction Progress

## CO<sub>2</sub>e Emissions 2019/20 – 2022/23

### Scopes of emissions – defined by Greenhouse Gas Protocol (GHGP)

**Scope 1:** Emissions that come directly from our estate - examples include gas used for heating and power generation, anaesthetic gases used in surgery and the fuel used by our vehicle fleet



**Scope 2:** The emissions from the electricity we import from the grid



**Scope 3:** Carbon emissions embedded in what we buy, our grey fleet, business travel and staff commuting



**Outside GHGP Scope:** Travel by our patients and visitors

### Total Trust CO<sub>2</sub>e Emissions from 2019/20 to 2022/23

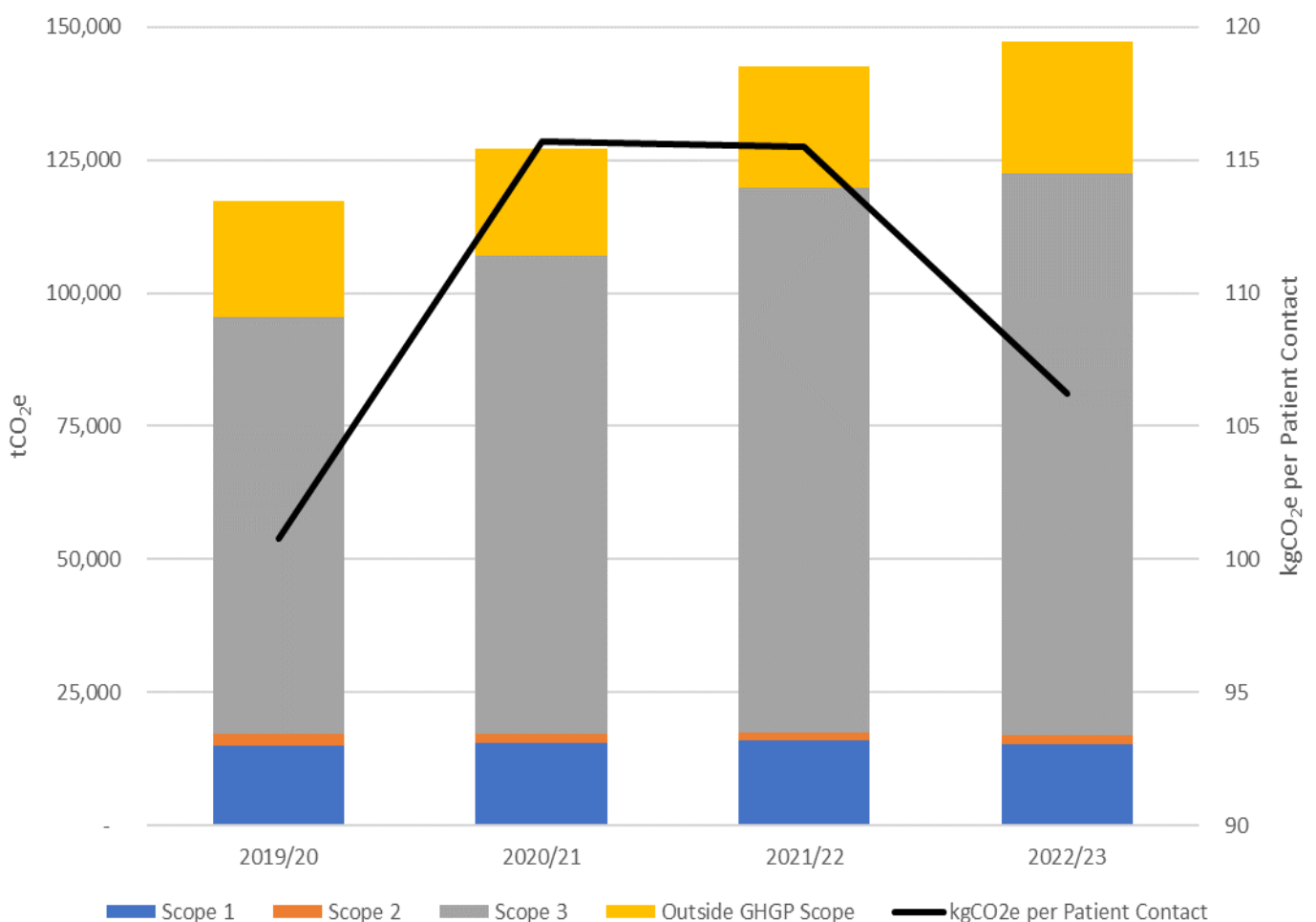
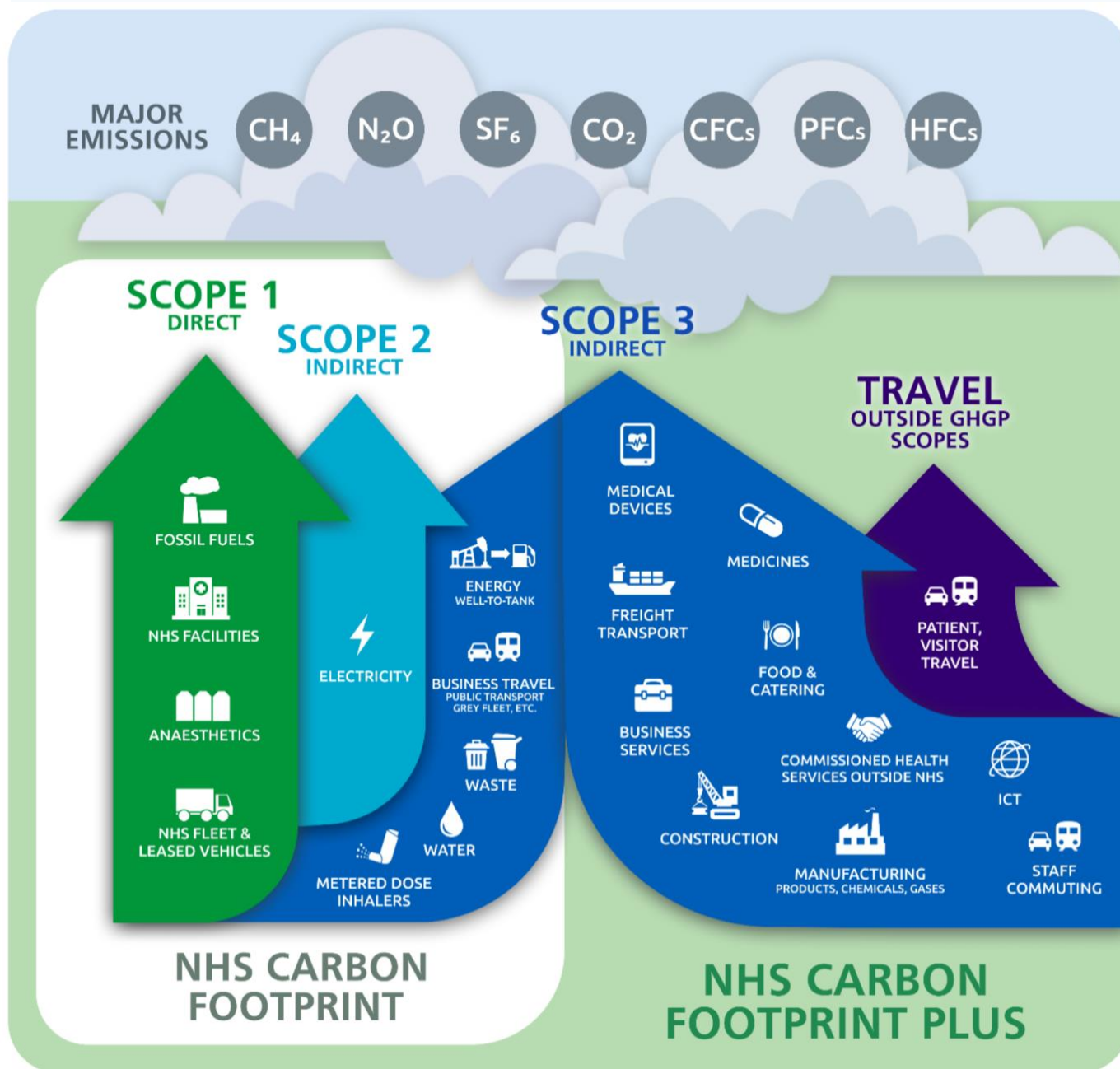


Figure 1: Total Trust CO<sub>2</sub>e Emissions 2019/20-2022/23 by GHGP Scopes

# 6.1 Delivering A Net Zero NHS

## Overview

In October 2020, the NHS committed to becoming a Net Zero organisation by 2045 in the “Delivering a Net Zero National Health Service” publication. The Trust has aligned its data to work towards this strategy's targets. There are two targets, one for the "NHS Carbon Footprint," which is for an 80% reduction by 2032 and a 100% reduction by 2040. The other target is the "NHS Carbon Footprint Plus," which has an expanded scope and a target of an 80% reduction by 2039 with net-zero emissions targeted for 2045, all against a 1990 baseline. The components of these two targets are shown in the diagram below as presented in the NHS Net Zero strategy. The next few pages provides a breakdown of our carbon emissions data into NHS Carbon Footprint and NHS Carbon Footprint Plus categories.



## 6.2 Decarbonisation Progress 2019/20 – 2022/23

	2019/20	2020/21	2021/22	2022/23
NHS Carbon Footprint	22,431	21,772	23,199	22,505
NHS Carbon Footprint Plus	117,296	127,189	142,673	147,304

Figure 4: Trust total carbon emissions in tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e)

### NHS Carbon Footprint

Using 2019/20 as the baseline, we initially see a decrease in the Trust’s carbon emissions due to the Covid pandemic and then a sharp increase as lockdown measures end and services catch up to return to normal. It is important to note that more patients are now being seen after the pandemic than before, as the Trust works to reduce its waiting lists. Patient contacts have increased by 287,818 (26%) since Covid in 2020. Despite the steadily increasing number of patient contacts, there was a small drop of 694 tCO<sub>2</sub>e (3%) for the NHS Carbon Footprint in 2022/23.

Energy for the Trust’s buildings, facilities and equipment is the largest component of the NHS Carbon Footprint (77%). During this period, the Trust’s floor area has increased by 14,953m<sup>2</sup> (approximately the size of two football pitches) which all requires heating, cooling and lighting. However, our carbon emissions from energy usage have dropped which shows that the work being done to improve the energy efficiency of the estates is having effect.

	2019/20	2020/21	2021/22	2022/23
Number of Patient Contacts	1,163,737	1,099,139	1,235,437	1,386,957
Internal Floor Area (m <sup>2</sup> )	163,329	174,214	176,420	178,282
Energy Intensity (kWh per m <sup>2</sup> )	481.2	464.2	461.4	440.6

Figure 5: Patient Contact Numbers, Internal Floor Area and Energy Intensity

### NHS Carbon Footprint Plus

Unfortunately, there has been year on year increase in the carbon emissions relating to the Trust’s NHS Carbon Footprint Plus since 2019/20. This is mainly due to the increase demand on our services from seeing more patients. 50% of the NHS Carbon Footprint Plus in 2022/23 is due to medicines, chemicals and medical equipment.

Also, it is important to note that the calculation method for the NHS Carbon Footprint Plus is based on spend, a broad brushstroke method used when activity or product-based data is not available. The figures shown are therefore more approximate.

There has also been extensive capital works done at Scarborough, Bridlington and York which also contribute to the increase in last two years. The completion of these capital projects will result in reduced carbon emissions.

# 6.3 Delivering A Net Zero NHS

## NHS Carbon Footprint

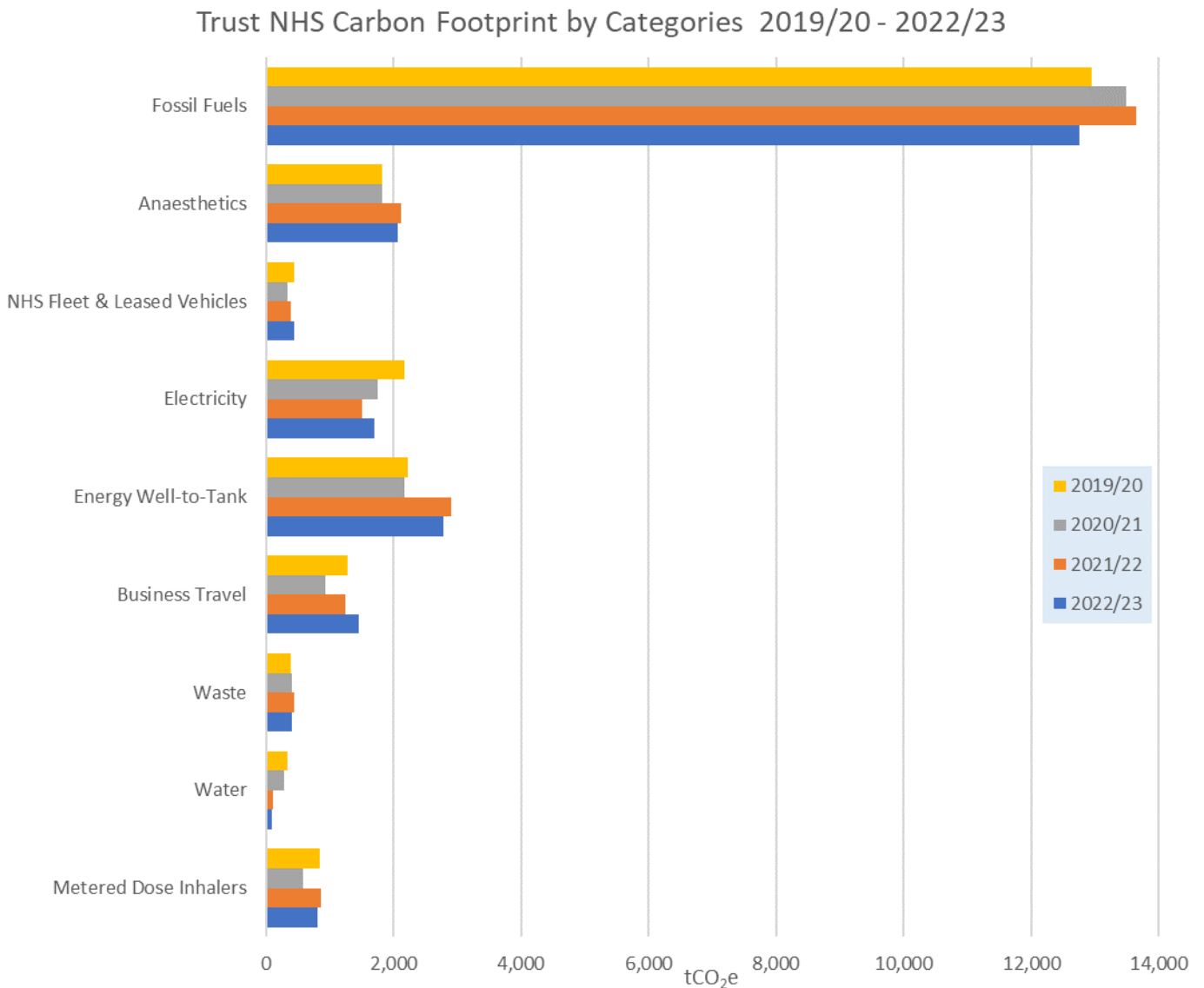


Figure 8: Changes in the Trust’s NHS Carbon Footprint changes from 2019/20 to 2022/23

### NHS Carbon Footprint Overview

The Trust’s NHS Carbon Footprint includes all scope 1 and 2 emissions as well as business travel, waste, water and metered dose inhalers which are classified as scope 3. Also included in scope 3 are the emissions associated with the extraction, refining and transportation of raw fuel sources before they are used to produce energy (“Well-to-Tank”).

These are areas that the Trust has significant influence over and the emissions are largely produced as a direct result of our activities. We can see progress in some areas, such as electricity and water, but a rapid decrease in our use of gas and heating oil is essential to meeting the net zero targets as they contribute to 67% of our NHS Carbon Footprint.



# 6.4 Delivering A Net Zero NHS

## NHS Carbon Footprint Plus

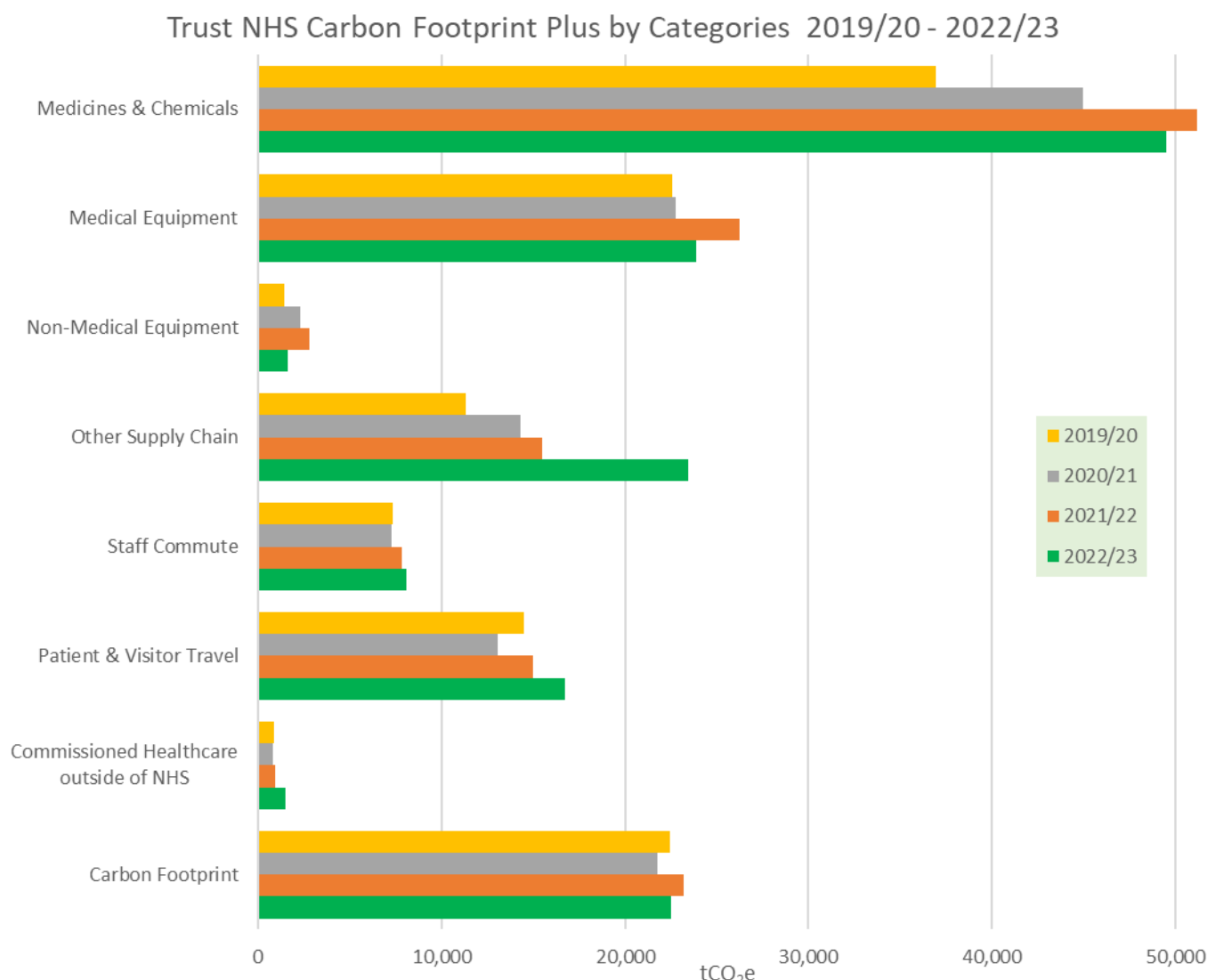


Figure 9: Changes in the Trust’s NHS Carbon Footprint Plus from 2019/20 to 2022/23

### NHS Carbon Footprint Plus Overview

The NHS Carbon Footprint Plus includes the full scope of emissions reported by the Trust. It includes all scope 3 emissions, mainly from what we buy, from our staff commuting and from capital projects. Also included, but outside of GHGP scopes, is patient and visitor travel to Trust sites.

NHS Supply Chain will undertake much of the work in decarbonising supply chains centrally, but we must ensure that we integrate sustainability into procurement frameworks at a local level. Encouraging staff to use active travel and public transport will contribute towards reductions in the emissions produced from staff commuting and this will be supported by the greater availability of electric vehicles in future years for both staff and the general public.

# 7. NHS Sustainability Areas of Focus

The NHS's Sustainability Areas of Focus are used to help NHS Trusts reach their sustainability goals. The following are the agreed workstreams that will deliver against the Trust's Green Plan and provide more detailed working to help to achieve our targets and realise the significant and collaborative work we are doing across the Trust and with our partners.

	<p><b>Workforce and System Leadership</b> Engaging and developing our workforce and system partners in defining and delivering carbon reduction initiatives and broader sustainability goals.</p>
	<p><b>Sustainable Models of Care</b> Embedding net zero principles across all our clinical services and considering carbon reduction opportunities in the way care is delivered.</p>
	<p><b>Digital Transformation</b> Harnessing digital technology and systems to streamline service delivery and support staff while improving the use of resources and reducing emissions.</p>
	<p><b>Travel and Transport</b> Reducing the carbon emissions arising from our travel and transport, including active travel, public transport, fleet vehicles, business travel and logistics.</p>
	<p><b>Estates and Facilities</b> Reducing the carbon emissions arising from our buildings and infrastructure, including energy efficiency, building design and waste reduction.</p>
	<p><b>Green Space and Biodiversity</b> Incorporating green spaces and biodiversity across our estate.</p>
	<p><b>Medicines</b> Reducing the carbon emissions related to our prescribing and use of medicines, medical equipment and medical products.</p>
	<p><b>Supply Chain and Procurement</b> Using individual or collective purchasing power and decisions to reduce carbon embedded in our supply chains.</p>
	<p><b>Food and Nutrition</b> Reducing the carbon emissions from the food made, processed or served within our organisation.</p>
	<p><b>Adaptation</b> Plans to mitigate the risks or effects of climate change and severe weather conditions on our business and functions.</p>

## 8. Summary

As can be seen in this plan and in the examples shown in the achievements section of this summary of the Trust's Green Plan, there is much to celebrate but much to still do. The increasing patient numbers coming into this Trust is continuing to have significant impacts on our carbon footprint. Continuing collaborative working across all departments of the Trust, especially between operational and clinical teams, is essential, driven by the data that can be seen in this summary report and in the main Green Plan.

As we come to concluding key energy savings projects, including LED lighting across the Trust, heat pumps and solar, Bridlington Hospital is on for becoming a net zero hospital with the build and implementation of its solar farm and solar panelling across the buildings. Supported by heat pumps to significantly reduce our use of external power and fossil fuels through to increasing bio-diversity and improving access to sustainable and active travel modes of transport and encouraging their use.

We will continue to measure the progress of this strategy using a range of qualitative and quantitative methods including:

- Our annual NHS Sustainability Areas of Focus Scores – we are aiming for an overall percentage of 75%+ by 2026
- Consumption of utilities - we aim to improve our reporting ability, access to real time data and invest in sub-metering throughout the lifetime of this plan
- Travel and transport data – e.g. mileages, fuel consumption, travel surveys
- Waste volumes
- Anaesthetic gas use
- Organisational carbon footprint as measured and reported annually in line with official guidance
- Procurement data

We will continue to look at all avenues to increase our sustainability with our new Green Champions network and identify further areas we can look at, including in terms of our emissions, procuring more sustainably with increased emphasis on our suppliers to positively contribute to this work. Communicating and encouraging staff to buy and use as efficiently as possible all services and supplies, through to the waste streams we produce to better reduce, reuse and recycle.