



<b>MEETING TITLE</b> Green Plan update		<b>MEETING DATE</b> 26/10/2021	
<b>TITLE of PAPER</b>	Green Plan update – October 2021	<b>PAPER REF</b>	TB21.055
<b>KEY PRIORITIES</b>	Develop public and community engagement to promote YAS as a community partner; supporting education, employment and community safety Be a respected and influential system partner, nationally, regionally and at place Generate resources to support patient care and the delivery of our long-term plans, by being as efficient as we can be and maximising opportunities for new funding		
<b>PURPOSE OF THE PAPER</b>	This paper is an update on progress against the Trust's Green Plan, which was approved by the Board in January 2021 and is part of the regular review of sustainability and carbon reduction progress.		
<b>For Approval</b>	<input checked="" type="checkbox"/>	<b>For Assurance</b>	<input type="checkbox"/>
<b>For Decision</b>	<input type="checkbox"/>	<b>Discussion/Information</b>	<input checked="" type="checkbox"/>
<b>AUTHOR / LEAD</b>	Alexis Percival, Environmental and Sustainability Manager	<b>ACCOUNTABLE DIRECTOR</b>	Kathryn Vause, Executive Director of Finance
<b>DISCUSSED AT / INFORMED BY</b> : TMG December 2020; TEG January 2021; <a href="#">Public Board 2021</a>			
<b>PREVIOUSLY AGREED AT:</b>	<b>Committee/Group:</b> Board of Directors	<b>Date:</b> 14/01/2021	
<b>RECOMMENDATION(S)</b>	It is recommended that the Board: <ul style="list-style-type: none"> <li>Note the progress reported on the Green plan, including some slippage against targets</li> <li>Note the Greener NHS requirements and continue to support the changes that are required to the Trust to deliver its plan</li> </ul>		
<b>RISK ASSESSMENT</b>		<b>Yes</b>	<b>No</b>
<b>Corporate Risk Register and/or Board Assurance Framework amended</b> <i>If 'Yes' – expand in Section 4. / attached paper</i>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Equality Impact Assessment</b> <i>If 'Yes' – expand in Section 2. / attached paper</i>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Resource Implications (Financial, Workforce, other - specify)</b> <i>If 'Yes' – expand in Section 2. / attached paper</i>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Legal implications/Regulatory requirements</b> <i>If 'Yes' – expand in Section 2. / attached paper</i>		<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>ASSURANCE/COMPLIANCE</b>			
<b>Care Quality Commission</b> <b>Choose a DOMAIN(s)</b>		All	
<b>NHSI Single Oversight Framework</b> <b>Choose a THEME(s)</b>		6. Leadership & Improvement Capability (Well-Led)	

## Green Plan update – October 2021

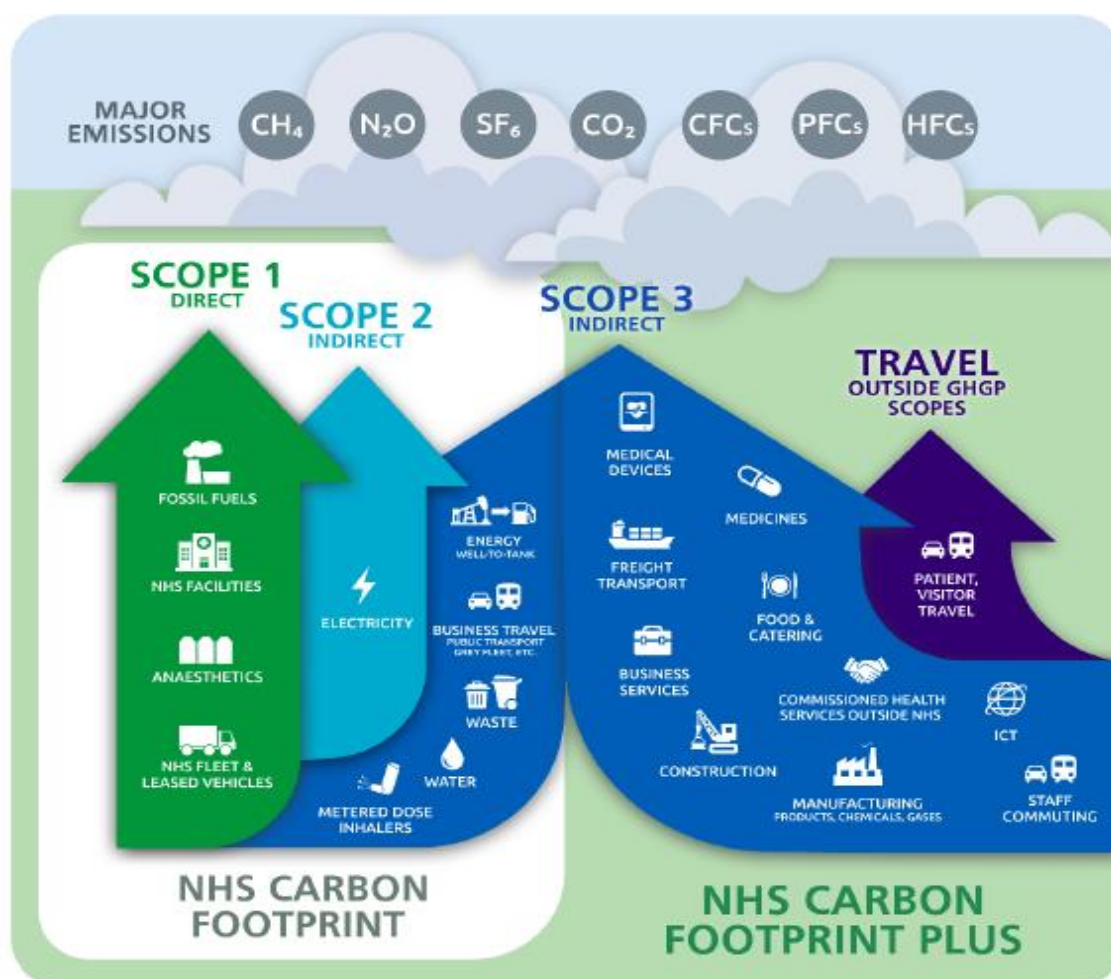
### 1. PURPOSE/AIM

1.1 This paper is an update on progress against the Trust's Green Plan, which was approved by the Board in January 2021 and is part of the regular review of sustainability and carbon reduction progress. The Green Plan is a national requirement under the NHS Standard Contract and lays out an action plan to 2025.

### 2. BACKGROUND/CONTEXT

#### 2.1 Greener NHS

In October 2020, the Greener NHS programme was launched to set out the targets to reduce emissions within the NHS and became the world's first health service to commit to reaching net zero carbon emissions. With the forthcoming COP26, the world's largest climate action conference, there continues to be national and international focus on the green agenda. The 'Scope emissions' laid out below identified the areas in which carbon emissions need to be reduced.



The Greener NHS targets are:

- **NHS Carbon Footprint**

For the emissions controlled directly by the NHS (the 'NHS carbon footprint'): ambition to reach an 80% reduction by 2028–32

**Net-zero by 2040**

- **NHS Carbon Footprint Plus**

For an extended set of emissions including those that can be influenced in the supply chain (the 'NHS carbon footprint plus'): ambition to reach an 80% reduction by 2036–39,

**Net-zero by 2045**

### 2.1.1 Quarterly reports

All NHS Trusts must complete quarterly submissions to the Greener NHS team and the first submission was made in June 2021. These will trace the progress that Trusts are making towards their Net Zero obligations. Further data requests are being asked for from NHSE/I. The questions for submission are presented in **Appendix A**.

## 2.2 Integrated Care Systems

With the formation of the Integrated Care Systems (ICSs), there has been a drive to push carbon reduction with the formation of the Net Zero Leads across the region.

It is likely that the ICS will become a governing body for three of our regions (West Yorkshire and Harrogate Healthcare Partnership (WYHHP), Humber, Coast and Vale (HCV) and South Yorkshire and Bassetlaw (SYB)) and will have the mandate of driving the green and Net Zero agenda across the NHS and healthcare system.

## 2.3 Green Plan

The YAS Green Plan identified the route to decarbonising our emissions in line with the Greener NHS agenda. Details as to the Green Plan targets are presented in **Appendix B**. The full Green Plan is located on the YAS intranet and can be [read here](#).

## 3. GREEN PLAN UPDATES

### 3.1 Net Zero Leads

Under the Greener NHS, each Trust must have a lead that will drive the Net Zero agenda. They will also be required to work closely with the ICSs and the Greener NHS teams. For YAS, these are;

- Board Net Zero Lead: Rod Barnes
- Net Zero Lead: Alexis Percival

Monthly meetings have been set up between the Net Zero Leads to inform on the national and regional agenda.

### 3.1.1 ICS Net Zero Lead

Currently Alexis Percival is also the Net Zero lead for the Humber, Coast and Vale ICS (Integrated Care System), guiding the region towards a Net Zero agenda. She is working closely with the other regions on the drive to Net Zero. Early indications show that the ICS will mandate regional carbon reduction from Trusts as they are formed as statutory powers.

### 3.2 Auditors

The YAS auditors conducted an assessment of the YAS green agenda along with the risk from climate change.

### 3.3 Sustainability Targets

The Green Plans Sustainability Targets laid out in the Green Plan are identified in **Appendix B**.

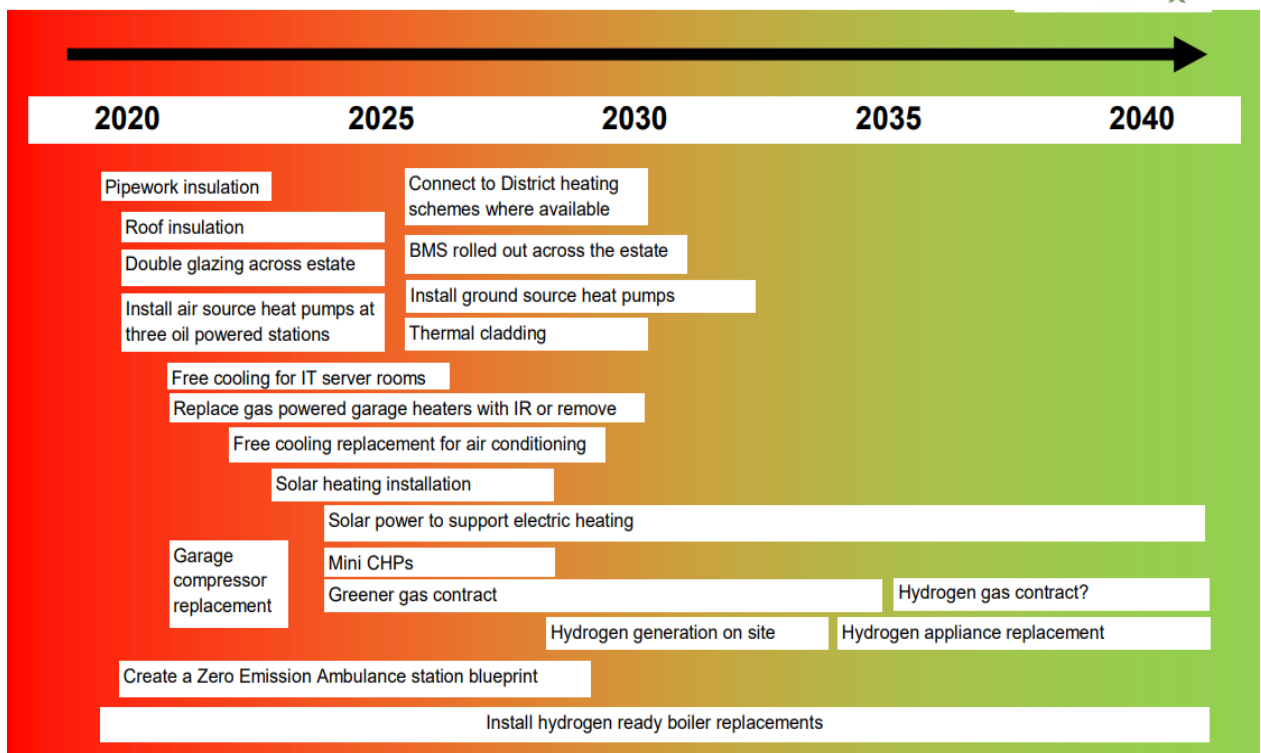
Key investments and carbon reduction programmes that have been carried out to date are identified below:

#### 3.3.1 Estates

##### Heat decarbonisation plan

A Heat decarbonisation plan was drawn up identifying the phase-out of fossil fuel based heating within our estate. See below for more information.

#### Heat Decarbonisation Plan 2020 to 2040



##### Solar Installation

Solar installation at Bradford Ambulance Station commenced this year, bringing the total number of buildings that have solar installations on to seven.



### **EV charging points**

In the past few months we have installed EV charging points at Skipton, Bradford and Northallerton. In total, we now have 39 EV charging points with access for staff as well. A broader EV charging strategy is required; the implementation of this will require significant investment (both capital and revenue) and policies will need to be developed as part of this. It is important to note this is essential as in the next 10 years electric and hydrogen will become the two fuelling choices available to us.

### **Net Zero Technologies**

A series of technologies designs and requirements for a green and low carbon Hub and Spoke programme has been drawn up. The Sustainability team is working closely with the Hub and Spoke team to work through the financial implications, as well as benefits associated with the Net Zero buildings that we can construct/retrofit.

## **3.3.2 Fleet**

### **ULEVs/ZEVs**

We now have 14 vehicles on the fleet that are ULEV (Ultra Low Emission Vehicles). These vehicles are dispersed throughout the region and will have zero tail pipe emissions (except for the hybrids if used on fossil fuels). The fleet department are working towards all the PTS fleet being Euro 6 (the best vehicle for emissions on the market at present) this year. New hybrid RRVs will be added to the fleet this year.

### **ZERRO and Project Siren**

The ZERRO (Zero Emission Rapid Response Operational ambulance) prototype will be completed and exhibited at [COP 26](#) (UN Climate Change Conference UK 2021 – held in Glasgow in November 2021). Project Siren, a newly designed vehicle, is set to be released this year as well for trials.





### **Road to Zero Strategy**

A Road to Zero Strategy has been put together to work through the challenges and issues that we need to address in order to integrate a zero emission fleet into our estate. Key targets have been identified that align with national policy (phase out of diesel sales in 2030) and Greener NHS/NHS Standard Contracts.

### **Bike to Work limit raised**

The Bike to work limit was raised allowing staff to buy bikes up to £3,000. This will allow staff to consider purchasing more expensive bikes including electric bikes.

## **3.3.3 Procurement**

### **Green Procurement**

A Green Procurement assessment was carried out and it is anticipated that a full Scope 3 assessment (see Section 2.1 for explanation of Scope 3 assessments and what is included) and supplier engagement programme will be undertaken this year.

### **3.3.4 Salix bid**

The Salix Public Sector Decarbonisation Scheme (PSDS) Grant Scheme offered £1bn of grant funding aligning with BEIS' (Department for Business, Energy and Industrial Strategy) new mission and priorities: fighting coronavirus, backing business, unleashing innovation and tackling climate change. The scheme encourages green investment, supporting the Government's net-zero and clean growth goals. YAS put in a bid for £170,000 for the [Public Sector Decarbonisation Scheme](#) in winter 2020, as part of the £1 billion decarbonisation scheme introduced. We didn't receive the funding which would have eliminated our oil-fired heating systems from our estate as well as provided insulation in those locations. We will be putting together a bid in autumn 2021 to look at the remaining sites running on oil to decarbonise those stations.

### **3.3.5 Behavioural change**

The Big Climate Conversation was to be officially launched in April 2020 but had to be shelved. It is anticipated that it will be restarted in 2021, before COP26.

The Northern Ambulance Alliance is also looking at the possibility of using the Carbon Literacy programme as a carbon awareness programmer.



## **3.3.6 Waste Reduction**

## Warp It

We have saved over £130,000 through recycling and upcycling our furniture internally and to staff. We have also donated thousands of pounds worth of furniture to local charities. We have also just over 220 people who have signed up within YAS to our 'Warp it' site.



Warp it is an online eBay-style furniture trading page. It operates with NHS, schools, councils, public sector organisations and charities across the country who are trying to eliminate waste to landfill. All furniture is free, unless stated.

## Reusable Gowns

NHS England is looking to roll out washable and reusable gowns across the NHS with over 3 million to be rolled out to hospitals across the country. These can be washed up to 100 times and reused for other purposes at the end of their life. They have an RFID embedded in them which allows the washing to be monitored. YAS has looked at how we can use these gowns to reduce the waste that we are generating. Gowns may not be practical in all cases so we will be looking at washable aprons and coveralls as well.



## Reusable Facemasks



YAS spearheaded the trial to assess the use of reusable Type IIR masks, working with another 64 NHS organisations across the UK to trial and test the products. We have also worked with the NHSE/I and Green Procurement team to ensure that it can be embedded across the UK. The Reusable Facemask trials have been undertaken at Huddersfield, Leeds and Kirkbymoorside and have been a resounding success. Staff feedback is that they feel safer with fewer breathing problems and more comfortable than the

single use masks.

### 3.3.7 Biodiversity

We are increasing our biodiversity by increasing tree planting across the estate and have to date planted 295 trees on YAS property. There are proposals, linked to the Queen's Platinum Jubilee in 2022, supported by YAS Charity, to extend our tree planting.



## 4. NEXT STEPS

### 4.1 Staff Engagement and Behavioural Engagement

These are the key actions to be completed:

- With the update of Office365, an internal Sustainability page for the intranet was to be created but this is yet to happen
- Include sustainability in job roles
- Continue the Big Climate Conversation
- Implement a Carbon Literacy training course with the NAA

- Departmental challenges to be started for carbon reduction

## 4.2 Estates

These are the key actions to be completed:

- Assess BMS (Building Management System)
- Assess server room consumption
- Assess sites with landlord ownership
- Assess viability of voltage optimisation
- Work with landlords to establish green upgrades and the permissions required
- Complete electricity assessment
- Assess biogas options for the estate and a programme to implement biogas
- Assess heat pump options for the estate
- To eliminate oil heating from the remaining three sites within the YAS estate
- Establish a summer heating shut down procedure
- Hydrogen heating options
- Hydrogen fleet options
- An EV charging strategy to be drawn up including the identification of costs for rolling out EV charging at all YAS sites
- Ensure an EV Charging Policy is in place to support YAS staff on their transition to EV
- Investigate battery storage across the YAS estate
- Continue to work with local authorities and civic partners to establish EV charging locations that can be accessible for YAS vehicles
- Assess the waste programme, recycling and waste generation
- Re-establish the plastic reduction programme
- Identify products that can eliminate plastic from the packaging stream
- Work with suppliers to eliminate waste where possible
- Assessment of the insulation across the estate
- Assessment of free cooling potential for HQ and Callflex
- Assess biodiversity on YAS estate
- Create a Biodiversity plan of YAS

## 4.3 Fleet

These are the key actions to be completed:

- An EV strategy will be developed that will accommodate the roll out of the EV charging infrastructure across YAS and within the wider community
- Establish the EV requirements for a PTS fleet – location, number, energy requirement etc.
- It is a requirement of the Greener NHS programme that we ensure zero emission vehicles are provided on the lease car policy
- Lease car emissions will be reassessed
- Lease car policy to be assessed
- There is a requirement that any salary sacrifice vehicles will only offer ULEVs (ultra-low emission vehicles) and ZEVs (Zero Emission vehicles) from the Greener NHS
- An assessment of the support vehicle fleet and assess where ULEVs and ZEVs can fit into the fleet



- Conversations have started with HART as to their zero emission fleet requirements
- Amend the Lease car policy and work with the salary sacrifice provider to request the presence of more ZEVs
- Interlink with EV strategy to ensure that staff on site have EV charging capacity at YAS sites
- Re-engage with the taxi services about decarbonising agendas and strategies
- Assess potential fleet upgrades
- Work with Ops and fleet to understand the barriers of fleet integration
- Work with Driver Training school to assess the EV training requirements
- Co-ordinate conversations with the new ICSs for open access NHS charging points
- Work with hospitals to look at EV charging point capacity
- Work with GP surgeries across the region
- Get national funding for EV charging points at hospitals and work with NHS E/I to implement

#### **4.4 Procurement Strategy**

These are the key actions to be completed:

- Create a Green Procurement strategy for YAS
- Scope 3 assessment with the NHS E-class
- Supply chain engagement for Net Zero engagement
- Establish the top 100 suppliers
- Set targets for the supply chain
- Webinars for supply chain on our targets
- Work on packaging reductions
- Create take back schemes
- Identify products that can be reusable with a full circular economy embedded
- Assess critical path for supply chain with pandemics and climate change risks
- Identify where there is potential to work with more local suppliers
- To reintroduce the requirement for no single use plastic in the canteen
- Start to look at alternatives for Entonox

#### **4.5 ICT**

These are the key actions to be completed:

- Development and implementation of the Green ICT strategy
- Assessment of Green ICT procedures and monitoring
- Assessment of data storage facilities

### **5 RISK ASSESSMENT**

5.1 The risks for not assessing and implementing the Green Plan are:

- We will not be compliant with up and coming legislation
- We will not be able to access funding to reduce our emissions and reduce our costs

- We may be fined for not reducing our emissions in line with national requirements
- We may not be able to compete for some contracts (i.e. PTS) as we may not be viable with our fleet and infrastructure to support a Net Zero vision
- We may miss out on national funding from NHSE/I or Salix.

## **6. RECOMMENDATIONS**

Work is underway with services across the Trust to ensure that they:

- Identify their operational areas that need action
- Identify areas that could be targeted for decarbonisation within their operational areas
- Engage with the creation of the CEP and nominate a member

It is recommended that the Board:

- Note the progress reported on the Green plan, including some slippage against targets
- Note the Greener NHS requirements and continue to support the changes that are required to the Trust to deliver its plan

## APPENDIX

### Appendix A

# Greener NHS

For: Yorkshire Ambulance Service NHS Trust; Quarter 1 FY2021/22

Submitted: Mon 21 June 2021, 1:43 p.m. by Alexis Percival (alexis.percival@nhs.net, Yorkshire Ambulance Service NHS Trust)

Status: **Complete**

[Guidance](#)

[Greener NHS](#)

Welcome to the 'Greener NHS' data collection. Thank you for submitting your data.

In October 2020, we launched the [Delivering a Net Zero NHS](#) report, which outlines how the NHS will achieve its commitment to become Net Zero. High quality data and reporting were highlighted within the report as key components for understanding and monitoring against this commitment.

Over recent months, the Greener NHS Team has developed our understanding of the data and metrics needed to underpin the delivery of the NHS' Net Zero ambitions and provide the basis for accountability at Public Board, NHS Sustainability Board and Regional level. Wherever possible, we are making use of existing sources of data and pre-developed metrics to minimise the burden of collection. However, we need to fill the gaps and to improve the quality, completeness and timeliness of existing data.

To understand actions that are taking place over the current financial year and to provide a baseline from which progress can be understood, we have launched the Greener NHS Data Collection.

The Greener NHS Data Collection is a quarterly collection which will provide a baseline for providers and ICSS against key deliverables for the Greener NHS Programme over the current financial year. The collection will inform reporting to the NHS Sustainability Board and support progress reporting to the NHS England and NHS improvement Public Board in September.

Find the below details for the guidance and contact details:

- Our Guidance can be viewed here: [Guidance](#)
- Our FAQs can be viewed here: [FAQs](#)
- Our information governance notice can be viewed here: [data collection notice](#)
- Web form technical support queries should be sent to: [ips.servicedesk@nhseandi.nhs.uk](mailto:ips.servicedesk@nhseandi.nhs.uk)
- Technical support queries about your account and password, locked accounts and password resets should be sent to: [itservicedesk@nhseandi.nhs.uk](mailto:itservicedesk@nhseandi.nhs.uk)
- Requests for additional users to access the web form should be sent to: [greener.nhs@nhs.net](mailto:greener.nhs@nhs.net)
- Business / policy queries should be sent to: [greener.nhs@nhs.net](mailto:greener.nhs@nhs.net)

Submitted: Mon 21 June 2021, 1:43 p.m. by Alexis Percival (alexis.percival@nhs.net, Yorkshire Ambulance Service NHS Trust)

Status: Complete

Guidance	Greener NHS
<b>Assurance and Governance</b>	
<b>Q1.</b> Does your organisation have an up-to-date, board-approved Green Plan in place which is aligned to the ambitions set out in Delivering a Net Zero NHS?	Yes *
<b>Q2.</b> Does your organisation have a board-level representative with Net Zero work within their portfolio?	Yes *
<b>Q3.</b> Does your organisation purchase 100% of its electricity from renewable sources?	Yes *
<b>Medicines</b>	
<b>Q4.</b> Has your organisation implemented the following actions to identify and address nitrous oxide waste?	<input checked="" type="checkbox"/> A multidisciplinary project team has* been set up to address nitrous oxide waste <input checked="" type="checkbox"/> A waste review has been undertaken <input checked="" type="checkbox"/> Source of waste have been investigated <input type="checkbox"/> Solutions have been implemented to address waste <input type="checkbox"/> There is a quarterly review in place by the Medical Gas Committee to minimise waste <input type="checkbox"/> None of the above
<b>Travel and Transport</b>	
<b>Q5.</b> Does your organisation purchase or lease solely cars that are ultra-low emission vehicles (ULEVs) or zero emission vehicles (ZEVs)?	No *
<b>Q6.</b> Does your organisation lease any vans that are under 3.5 tonnes that are ULEVs or ZEVs?	Yes, for some vans *
<b>Q7.</b> Does your organisation's salary sacrifice scheme for vehicles allow for the purchase of only ULEVs or ZEVs?	Yes *
<b>Q8.</b> Does your organisation have a cycle-to-work lead?	Yes *
<b>Q9.</b> Does your organisation have a salary sacrifice cycle-to-work scheme for staff?	Yes *

**Q10.** Please select number of sites to be added to enter What facilities does your organisation offer for people who arrive by a mode of active travel?

5 \*

Other \*

Springhill

- Cycle parking for staff \*
- Lockers for staff
- Showers for staff
- Cycle parking for visitors
- Lockers for visitors
- Showers for visitors

Other \*

Fairfields

- Cycle parking for staff \*
- Lockers for staff
- Showers for staff
- Cycle parking for visitors
- Lockers for visitors
- Showers for visitors

Other \*

Calliflex

- Cycle parking for staff \*
- Lockers for staff
- Showers for staff
- Cycle parking for visitors
- Lockers for visitors
- Showers for visitors

Other \*

Manor Mill

- Cycle parking for staff \*
- Lockers for staff
- Showers for staff
- Cycle parking for visitors
- Lockers for visitors
- Showers for visitors

Other \*

Leeds Ambulance Station

- Cycle parking for staff \*
- Lockers for staff
- Showers for staff
- Cycle parking for visitors
- Lockers for visitors
- Showers for visitors

**Food and Nutrition**

**Q11.** Does your organisation have access to a food waste technology installed in at least one of its sites to process food waste?

- Yes, a macerator on site
- Yes, a biodegester on site
- Yes, a composting technology on site
- Yes, a dewatering system on site
- Yes, another technology on site
- Yes, a food waste solution off site
- No

**Q12.** Does your organisation have a digital meal ordering system installed, as recommended by the Independent Review of NHS Hospital Food, to enable more accurate meal planning and reduce food waste?

No and we do not plan to

**Q13.** Does your organisation change menu regularly to use more seasonal ingredients?

Yes, at least 4 times a year

**Q14.** Does your organisation have a plant-based menu that is readily available for patients and staff?

Yes, for staff only

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#### Supply Chain

**Q15.** Does your organisation purchase only recycled paper?

No, but we plan to shift this year

**Q16.** Does your organisation have a walking aid refurbishment and reuse scheme?

We do not issue or provide walking aids

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#### Adaptation

**Q17.** How many overheating occurrences triggered a risk assessment since the last snapshot date?

0

**Q18.** How many overheating occurrences have triggered a risk assessment since the start of the financial year?

0

**Q19.** Does your organisation have a nominated lead who is accountable for adaptation planning and management?

Yes

**Q20.** Does your organisation have a long-term climate change adaptation plan separate from your business continuity plan?

Yes

## Appendix B

### Sustainable Road Map - Yorkshire Ambulance Service's Green Plan - SMART Targets for 2020-2022

Key: Project Completed Project underway Project cannot be completed Project not started

#### Develop Management Plan

2020-21	2021-22	Progress update
<p><b>Carbon target</b></p> <ul style="list-style-type: none"> <li>- Identify realistic targets achievable on an annual basis and identify target that correlate with projects</li> <li>- <span style="background-color: #90EE90;">Comply with the HM Treasury and DH sustainability annual report guidance</span></li> <li>- Identify Carbon reduction savings</li> <li>- <span style="background-color: #90EE90;">Board approval for the Green Plan</span></li> </ul> <p>Reduce YAS's carbon footprint by 10%, achieving the 34% target based on the 2009 baseline</p> <ul style="list-style-type: none"> <li>- Identify new carbon reduction projects</li> <li>- Identify carbon reduction targets in line with the Climate Emergency</li> </ul> <p><span style="background-color: #90EE90;">Complete the SDAT to compare against other similar organisations</span></p> <p>Set a 2025 target with a 50% reduction in carbon emissions but work to decrease emissions with a target above 50%</p>	<p>Reduce YAS's overall carbon footprint by 5% through the implementation of the Green Plan</p> <p><span style="background-color: #90EE90;">Identify new carbon reduction</span> projects</p> <p>Complete the SDAT to compare against other similar organisations</p> <p>Look to develop a Science Based Carbon Target</p>	<p>Greener NHS targets have been laid out that identify the need to eliminate carbon emissions by 2040 for Scope 1 and 2 emissions and by 2045 for Scope 3 emissions.</p> <p>The YAS Board approved the Green Plan in January 2021.</p> <p>The SDAT was completed in 2020. The SDAT assessment is now currently being updated by the Greener NHS team and is no longer used.</p> <p><b>To complete in 2021</b></p> <p>Carbon reduction savings Science Based Carbon Target Carbon emissions and targets to be assessed A full carbon footprint assessment for Scope 1 and 2 is being carried out. Scope 3 emissions need to be assessed and work is being carried out with Procurement to carry out an assessment Assess the regional civic climate targets and look to align with regional partners</p>

2020-21	2021-22	Progress update
<b>Corporate Social Responsibility</b>	<ul style="list-style-type: none"> <li>- Commence a CSR programme with sustainability and environmental elements included</li> </ul>	No update on CSR programme
<b>Compliance and Policy</b> <ul style="list-style-type: none"> <li>- Review all policies to identify where sustainability can be included</li> <li>- Include in Annual report</li> <li>- Update the Environmental Policy</li> <li>- Develop a Green ICT policy or incorporate green sustainable ICT into Data Management and Data Centre Policy</li> </ul>	<ul style="list-style-type: none"> <li>- Include carbon reduction and Sustainable development in Annual report</li> <li>- Update the waste policy</li> <li>- Sign off for the electric vehicle charging policy</li> </ul>	Green agenda details in the annual report The Environmental Policy and Waste Policy have been updated. The Electric Vehicle Charging policy has been updated and will be submitted to the policy group assessment including details of staff vehicle charging  <b>To complete in 2021/22</b> A Green ICT policy needs to be developed in conjunction with the ICT department Sign off for the electric vehicle charging policy
<b>Climate change adaptation and risk assessment</b> <ul style="list-style-type: none"> <li>- Identify risks to YAS from climate change</li> <li>- Update YAS risk register with climate change risks</li> <li>- Identify sites that need flood risk assessments</li> <li>- Identify sites that would benefit from climate protection – overheating/flooding</li> <li>- Develop a Climate Change Adaptation Plan for YAS</li> </ul>	<ul style="list-style-type: none"> <li>- Review Climate Change Risk Assessment</li> <li>- Review Climate Change Adaptation Plan</li> <li>- Assess inclusion of climate change in Business Continuity plans</li> <li>- Implement a Climate Emergency</li> </ul>	Climate change now features on the Corporate Risk register. Papers are being collated that assess the risk to the Trust through various climatic issues and the adaptation plans that need to be implemented to accommodate them.  Flood risk assessments have been carried out and an assessment of the risk of water to staff, patients and assets is also being conducted  <b>To complete in 2021</b> Assess calling a Climate Emergency Assess climate change in business continuity plans



2020-21	2021-22	Progress update
		Develop a climate change adaptation plan for YAS
<p><b>Climate Emergency</b></p> <ul style="list-style-type: none"> <li>- Recognise the Climate Emergency and implement a YAS Climate Emergency</li> <li>- Put climate change risks on the risk register</li> <li>- Identify targets for reducing carbon emissions</li> <li>- Set up a climate emergency panel (CEP) to identify risks and challenges and ways in which we can work to eliminate our own emissions</li> <li>- Biannual meeting of the CEP</li> </ul>	Biannual meeting of the CEP	<p><b>To complete in 2021</b></p> <p>Assess calling a Climate Emergency</p> <p>Set up a Climate Emergency Panel to identify risks and changes required to the models of care to eliminate emissions</p>
<p><b>Zero Emission Hub and Spoke ambulance station</b></p> <ul style="list-style-type: none"> <li>- Develop a plan to establish a zero emission blueprint for a Hub and Spoke ambulance station with zero emissions</li> <li>- Identify technologies needed for energy requirements</li> <li>- Identify future proofing technologies required for Hubs and Spokes</li> <li>- Identify battery storage and hydrogen technologies required</li> <li>- Assess BREEAM standards and requirements</li> </ul>	Design and develop Zero Emission Hub and Spoke ambulance station creating a blueprint for all future stations	<p>The Hub and Spoke team are working to develop a zero emission strategy for all future buildings. All technologies currently available are being assessed.</p> <p><b>To be done in 2021</b></p> <p>Assess battery storage requirements</p>

2020-21	2021-22	Progress update
<p><b>Green Plan Management Programme</b></p> <ul style="list-style-type: none"> <li>- Identify a full range of projects to be undertaken as part of the carbon reduction process</li> <li>- Produce an action plan with required investment for the roll out of the Green Plan 2020-2025</li> <li>- Provide Board updates for the Green Plan annually</li> <li>- Identify a MAC (Marginal Abatement Cost) curve associated with the projects as well as a financial savings if projects are implemented</li> </ul>	<p>Implement the Sustainable Road Map as detailed</p> <p>Provide Board updates for the Green Plan annually</p>	<p>Sustainable products and electricity generation has been integrated into the capital upgrades programmes.</p> <p>A financial action plan was drawn up for assessment by the Estates and Finance team as part of this plan in order to plan for carbon reduction planning.</p> <p>A full range of projects was taken to TEG for assessment in December 2020.</p>

## Staff engagement, Engagement and Behavioural change

2020-21	2021-22	Progress update
<p><b>Behavioural Change programme</b></p> <ul style="list-style-type: none"> <li>- Email, webpage, blog and poster campaign</li> <li>- Rejuvenate carbon champions campaign to engage staff</li> <li>- Internal awareness campaigns</li> <li>- Staff engagement Campaigns</li> <li>- NHS Sustainability Day 2020</li> <li>- Launch the Big Climate Conversation</li> <li>- Re-establish an internal Sustainability webpage</li> <li>- Post regular updates in the Staff Update</li> <li>- Continue the Carbon Copy newsletter</li> </ul>	<ul style="list-style-type: none"> <li>- Update intranet pages with sustainability information</li> <li>- Include Sustainability in HR process for recruitment and in job descriptions</li> <li>- Awareness campaigns</li> <li>- NHS Sustainability Day 2021</li> <li>- Energy and water reduction campaign</li> </ul>	<p>Staff update and One YAS are used to create awareness of projects that are being undertaken Carbon Copy newsletter continues to be issued monthly Big Climate Conversation was launched in 2020 but due to Covid was discontinued. Work will continue with this later in 2021.</p> <p><b>To complete in 2021</b> With the update of Office365 an internal Sustainability webpage was to be created. This is yet to happen Include sustainability in job roles</p>
<p><b>Culture Change Programme</b></p> <ul style="list-style-type: none"> <li>- Initiate a cultural change programme to interlink all strands of action to empower staff</li> <li>- Monthly/Annual themes</li> <li>- Integrate into PDRs and job descriptions</li> <li>- Challenge departments to develop sustainability strands</li> </ul>		<p>Engagement programme was commenced with the Big Climate Conversation. Unfortunately, the launch and full roll out was shelved due to Covid.</p> <p><b>To complete in 2021</b> Continue the Big Climate Conversation Implement a Carbon Literacy training course with the NAA Departmental challenges to be started for carbon reduction</p>
<p><b>External Awareness Campaigns</b></p> <ul style="list-style-type: none"> <li>- Raise awareness of YAS's Green Plan and the work that they are intending to do to reduce emissions</li> <li>- Publish the Green Plan online (external page)</li> <li>- Press releases</li> </ul>	<ul style="list-style-type: none"> <li>- Carry out a survey with all external suppliers to identify areas of sustainability that can be improved and support provided by YAS</li> <li>- Press releases</li> <li>- Newspaper and magazine articles</li> </ul>	<p>The Green Plan has been posted on the YAS webpage but is yet to be posted on the external YAS pages</p>

2020-21	2021-22	Progress update
<ul style="list-style-type: none"> <li>- Newspaper and magazine articles</li> <li>- Work with the SDU (now Greener NHS) and NHS Digital to develop an IT awareness campaign for the NHS</li> <li>- Work with NHS England and SDU on plastic reduction projects</li> </ul>		

### Reduce Estates Emissions

2020-21	2021-22	Progress update
<p><b>Estates</b></p> <p><b>Electricity</b></p> <ul style="list-style-type: none"> <li>- Calculate electricity consumption across the estate</li> <li>- Ensure that all electricity is sourced from renewable sources</li> <li>- Complete LED replacement programme at owned sites</li> <li>- Commence negotiations with landlords in relation to lighting upgrades (if required)</li> <li>- Evaluate solar programme for owned buildings with solar panels, solar heating and solar window film</li> <li>- Identify key sites for solar roll out</li> <li>- Assess BMS systems</li> <li>- Reduce Electricity use by 10% based on 2009 figures</li> <li>- Assess the server room consumption</li> </ul>	<ul style="list-style-type: none"> <li>- Rolling LED replacement programme with motion sensors and timers for lighting</li> <li>- Work with landlords to implement solar panels on locations with long leases</li> <li>- Upgrade hand dryers with more efficient ones and eliminate paper towel use</li> <li>- Reduce Electricity use by a further 10% based on 2009 figures</li> <li>- Implement voltage optimisation across the estate</li> </ul>	<p>The move to Mitie to track and assess our electricity consumption was carried out in 2021. All bills are assessed and verified by them prior to payment.</p> <p>The electricity contract was moved to a renewables only contract in April 2021, contributing to a reduction in YAS emissions for Scope 1 and 2.</p> <p><b>To complete in 2021</b>  Assess BMS systems  Assess server room consumption  Assess sites with landlord ownership  Assess viability of voltage optimisation  Work with landlords to establish green upgrades and the permissions required  Complete electricity assessment – difficult to compare in a pandemic year</p>
<p><b>Gas</b></p>	<ul style="list-style-type: none"> <li>- Implement a gas optimisation on boilers across the estate</li> </ul>	

2020-21	2021-22	Progress update
<ul style="list-style-type: none"> <li>- Baseline Assessment to be carried out for gas use across the estate</li> <li>- Assessment of heating assets within the entire estate</li> <li>- Commit to biogas procurement for the estate</li> <li>- Implement a summer heating shut down across the estate</li> </ul>	<ul style="list-style-type: none"> <li>- Summer heating shut down</li> <li>- Create a heat decarbonisation plan</li> </ul>	<p>A heat decarbonisation plan has been developed</p> <p><b>To complete for 2021</b>  Assess biogas options for the estate and a programme to implement biogas  Assess heat pump options for the estate  To eliminate oil heating from the remaining three sites within the YAS estate  Establish a summer heating shut down procedure</p>
<p><b>Hydrogen</b></p>		<p>Consultations are underway with Northern Gas Network who are in the process of investigating hydrogen roll out across the north</p> <p><b>To assess for 2022</b>  Hydrogen heating options  Hydrogen fleet options</p>
<p><b>EV Charging point installation</b></p> <ul style="list-style-type: none"> <li>- Assess capacity for EV charging points within the YAS estate</li> <li>- Start a roll out programme of electric vehicle charging points across the county</li> <li>- Start work with CCGs, hospitals, doctor's surgeries and care homes to install on their sites.</li> <li>- Identify locations to allow taxi firms to recharge at our stations</li> <li>- Identify public locations that can provide support</li> </ul>	<ul style="list-style-type: none"> <li>- Assess the viability for battery storage and locations requiring it to support</li> <li>- Implement EV charging points across the estate</li> <li>- Identify YAS estate that would benefit from smart microgrid networks</li> <li>- Trial V2G (vehicle to grid) systems</li> </ul>	<p>An EV charging process has been drawn up.  V2G trials were investigated but due to the vehicle requirements they could not be pursued</p> <p><b>To do in 2021</b>  An EV charging strategy to be drawn up with full costs for rolling out EV charging at all YAS sites  Ensure an EV Charging Policy is in place to support YAS staff on their transition to EV</p>

2020-21	2021-22	Progress update
		<p>Investigate battery storage across the YAS estate</p> <p>Continue to work with local authorities and civic partners to establish EV charging locations that can be accessible for YAS vehicles</p>
<p><b>Waste</b></p> <ul style="list-style-type: none"> <li>- Conduct a waste audit with assessment of waste types including batteries, carpet</li> <li>- Conduct a waste audit of fleet waste and assess how we can reduce</li> <li>- Commence a waste campaign with renewal of posters for the waste bins</li> <li>- Create a waste reduction programme and education programme</li> <li>- Replace waste bins across the estate that are identifiable from one building to another</li> <li>- Assess compliance with battery act</li> <li>- Assess waste to landfill and routes for recycling</li> <li>- Assess ICT WEEE waste and work to recycle and reduce the waste generated</li> <li>- Eliminate Waste to Landfill</li> <li>- Continue to recycle furniture within the estate and with external organisations through Warp It</li> </ul>	<ul style="list-style-type: none"> <li>- Ensure Battery waste is recycled</li> <li>- Work to reduce plastic waste through supply chains</li> <li>- Continue to recycle furniture within the estate and with external organisations through Warp It</li> </ul>	<p>Covid has put extreme pressures on the waste system across the organisation. There are limitations as to what can be changed at present due to the pressures on the waste collection system.</p> <p><b>To do in 2021</b> Assess the waste programme, recycling and waste generation</p>
<p><b>Plastic reduction</b></p> <ul style="list-style-type: none"> <li>- Sign up to the Plastic Pledge</li> <li>- Create a plastic strategy to tackle single use plastic</li> <li>- Devise a #2023plasticfree pledge through the PI'YAS'tic Free initiative for single use plastic</li> <li>- Launch a YAS wide PI'YAS'tic free initiative</li> </ul>	<ul style="list-style-type: none"> <li>- Produce case studies</li> <li>- Work with Anchor institutes to identify innovation in plastic substitutes</li> <li>- Look at single use clinical plastic replacements</li> </ul>	<p>Plastic reduction during the pandemic has been challenging. The amount of waste generated has actually risen</p> <p><b>To do in 2021</b> Re-establish the plastic reduction programme</p>

2020-21	2021-22	Progress update
<ul style="list-style-type: none"> <li>- Identify quantities and map plastic use within YAS</li> <li>- Work with the supply chain</li> <li>- Work with Anchor institutes on plastic reduction</li> <li>- Eliminate plastic cups</li> </ul>		<p>Identify products that can eliminate plastic from the packaging stream</p> <p>Work with suppliers to eliminate waste where possible</p>
<p><b>Water</b></p> <p>Reduce the amount of water used through water saving devices:</p> <ul style="list-style-type: none"> <li>- Waterless urinals</li> <li>- Low flow toilets</li> <li>- Push stop taps</li> <li>- Low flow taps</li> <li>- Low flow showers</li> </ul>		<p>All refurbishment and new build projects are looking at where water consumption can be reduced</p>
<p><b>Insulation</b></p> <ul style="list-style-type: none"> <li>- Review and assess the wall insulation in the estate</li> <li>- Review and assess the pipe insulation in the estate</li> <li>- Review and assess the underfloor insulation in the estate</li> </ul>	<ul style="list-style-type: none"> <li>- Install insulation where required</li> </ul>	<p><b>To be done in 2021</b></p> <p>Assessment of the insulation across the estate</p>
<p><b>Air conditioning</b></p> <ul style="list-style-type: none"> <li>- Assess air conditioning requirements across the estate</li> <li>- Assess potential for free cooling</li> </ul>	<ul style="list-style-type: none"> <li>- Install free cooling at HQ</li> <li>- Install free cooling at Callflex</li> </ul>	<p><b>To be done in 2021</b></p> <p>Assessment of free cooling potential for HQ and Callflex</p>
<p><b>Biodiversity</b></p> <ul style="list-style-type: none"> <li>- Assess the biodiversity across the estate i.e. green spaces, trees, outside areas</li> <li>- Assess the shading capacity from trees</li> </ul>	<ul style="list-style-type: none"> <li>- Assessment of the adverse effects on biodiversity from our necessary operations</li> </ul>	<p>Working with the Charitable Funds, a proposal to plant trees on and with partners (offsite) has been put forwards</p>

2020-21	2021-22	Progress update
<ul style="list-style-type: none"> <li>- Assess capability of tree planting on the estate</li> </ul>	<ul style="list-style-type: none"> <li>- Ensure that all members of staff are aware of their responsibilities towards protecting and enhancing biodiversity</li> <li>- Introduce systems that ensure that biodiversity considerations are taken into account in all site developments, relocations and refurbishments</li> </ul>	<p><b>To do in 2021</b>  Assess biodiversity on YAS estate  Create a Biodiversity plan of YAS</p>
<p><b>Paperless 2020</b></p> <ul style="list-style-type: none"> <li>- Identify internal targets</li> </ul>	<ul style="list-style-type: none"> <li>- Assess paper reduction potential by assessing where it is used</li> <li>- Educate staff as to alternatives required to reduce paper</li> <li>- Assess technology required and implement</li> </ul>	<p>A paper assessment was carried out that identified areas of the organisation that there could be savings. Many of these digitalisation programmes have been undertaken. Paper consumption has dramatically decreased during 2020/21 due to the majority of staff working from home.</p>
<p><b>Buildings</b>  Implement a Net Zero building agenda for retrofits and new builds in line with the NHS Operational Planning and Contract Guidance 2020/21</p>		<p>Hub and Spoke team are currently designing new builds to a Net Zero standard. The relevant technology currently available has been recommended for implementation and future proofing is to be accommodated.</p>
<p><b>BREEAM assessment</b></p> <ul style="list-style-type: none"> <li>- Conduct a BREEAM assessment with every new build to achieve an Excellent rating</li> <li>- Conduct a BREEAM assessment for retrofits to achieve a Very Good standard for projects over £2million</li> </ul> <p>Undertake a BREEAM assessment for every refurbishment</p>		<p>This is currently undertaken</p>

## Reduce Transport Emissions



2020-21	2021-22	Progress update
<p><b>Transport Fleet</b></p> <ul style="list-style-type: none"> <li>- Publicise the Road to Zero Strategy</li> <li>- Identify a long term zero emission strategy for our fleet</li> <li>- Identify a roll out programme for zero emission vehicles</li> <li>- Create a diesel phase out strategy</li> <li>- Roll out EV charging points across the estate</li> <li>- Work with CCGs, hospitals and care homes to roll out EV charging points to support the ambulance and NHS fleet</li> </ul>	<ul style="list-style-type: none"> <li>- Work with CCGs, hospitals and care homes to roll out EV charging points to support the ambulance and NHS fleet</li> </ul>	<p>Consultations with regional organisations including the One Public Estate, WYCA, regional ICSs (WYHHP, HCV and SYB) as well as NHS E/I have been commenced. Other conversations have commenced with regional hospitals as to the potential to install EV charging points at A&amp;E and PTS locations.</p> <p><b>To be done in 2021</b> An EV strategy will be developed that will accommodate the roll out of the EV charging infrastructure across YAS and within the wider community</p>
<p><b>PTS fleet</b></p> <ul style="list-style-type: none"> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>- Introduction of new electric cars into the PTS car fleet</li> </ul>	<p>Fleet working with the PTS team are working to establish the potential for EV</p> <p><b>To be done in 2021</b> Establish the EV requirements for a PTS fleet – location, number, energy requirement etc.</p>
<p><b>A&amp;E fleet</b></p> <ul style="list-style-type: none"> <li>- Work with NHS Improvement and Ambulance Innovation Hub to develop a zero emission front line ambulance</li> </ul>	<ul style="list-style-type: none"> <li>- Work with the Ambulance Innovation Hub to develop innovation in front line ambulances</li> </ul>	<p>Nationally the fleet managers are working on a variety of different designs for ambulances. A national spec has been agreed for standardising an ambulance design (diesel) and a development programme is being created to look at zero emission ambulances with an Innovate UK funding programme. There is an electric ambulance being trialled by WMAS and LAS took on the ZERRO ambulance (a</p>

2020-21	2021-22	Progress update
		<p>hydrogen electric ambulance) which will be launched at COP26 in November.</p> <p>The Ambulance Innovation Hub has been set up.</p>
<p><b>Lease car fleet</b></p> <ul style="list-style-type: none"> <li>- Assessment of Lease car policy and requirement to implement a change in the policy that states that all vehicles must be hybrid and then electric with timescales</li> <li>- Change Lease Car policy to reduce the maximum CO2 emissions (g/km) to 70 g/km CO2</li> <li>- Recommend Euro VI to all Lease car drivers that ensure they have vehicles they can drive in Leeds, Bradford, Sheffield, London, Oxford and Birmingham without charge (chargeable Clean Air Zone implemented in 2019 for London and 2021 everywhere else)</li> </ul>	<ul style="list-style-type: none"> <li>- All new lease cars to be zero emission vehicles and run on electric or hydrogen</li> <li>- Develop a lease car strategy for new blue light vehicles to become hybrid and zero emission</li> <li>- Implement a change in the policy that states that all vehicles must be electric or hybrid and all vehicles will be electric from 2024</li> </ul>	<p><b>To be done in 2021</b></p> <p>It is a requirement of the Greener NHS programme that we ensure zero emission vehicles are provided on the lease car policy</p> <p>Lease car emissions will be reassessed</p> <p>Lease car policy to be assessed</p> <p>There is a requirement that any salary sacrifice vehicles will only offer ULEVs (ultra-low emission vehicles) and ZEVs (Zero Emission vehicles) from the Greener NHS</p>
<p><b>Pool car fleet</b></p> <ul style="list-style-type: none"> <li>- All new pool cars to be zero emission vehicles</li> </ul>		<p>We have several pool cars that are zero and low emission vehicles in the pool car fleet.</p>
<p><b>Support vehicles</b></p> <ul style="list-style-type: none"> <li>- Assess the needs for developing valid support vehicles</li> <li>- Assess the capability of support vehicles to recharge electric vehicle</li> </ul>	<ul style="list-style-type: none"> <li>- Support vehicles to be hybrid and zero emission vehicles</li> </ul>	<p><b>To be done in 2021</b></p> <p>An assessment of the support vehicle fleet and assess where ULEVs and ZEVs can fit into the fleet</p> <p>Conversations have started with HART as to their zero emission fleet requirements</p>
<p><b>Grey Fleet</b></p> <ul style="list-style-type: none"> <li>- Carry out a Grey fleet assessment (staff's own vehicles) with the Energy Saving Trust</li> </ul>	<ul style="list-style-type: none"> <li>- Incentivise zero emission grey fleet vehicle use through Salary sacrifice car scheme</li> </ul>	<p>A Grey fleet assessment was carried out with EST and it was established we have</p>

2020-21	2021-22	Progress update
<ul style="list-style-type: none"> <li>- Encourage staff to work from home, using technology to reduce travel requirements</li> <li>- Encourage agile working</li> <li>- Publicise the salary sacrifice car scheme</li> </ul>		<p>a poor knowledge of the types of vehicles and data collection of mileage.</p> <p><b>To be done in 2021</b> Amend the Lease car policy and work with the salary sacrifice provider to request the presence of more ZEVs Interlink with EV strategy to ensure that staff on site have EV charging capacity at YAS sites</p>
<p><b>Taxi services</b></p> <ul style="list-style-type: none"> <li>- Identify needs of taxi firms to move to zero emission vehicles</li> <li>- Look to support zero emission infrastructure input across the region</li> <li>- Identify sites that EV taxis can recharge on YAS sites</li> <li>- Specify in all YAS contracts that all taxis must be on a hybrid or electric trajectory</li> </ul>	<ul style="list-style-type: none"> <li>- Roll out taxi EV services</li> <li>- Specify in all YAS contracts that all taxis must be on a hybrid or electric trajectory</li> </ul>	<p>An engagement programme was carried out with taxi services to see what their strategy was to move to low emission vehicles. Most of the contracted taxi services had a strategy in place with the exception of WAVs (Wheelchair Accessible Vehicles) to decarbonising their fleet due to the clean air zones</p> <p><b>To do in 2021</b> Re-engage with the taxi services about decarbonising agendas and strategies</p>
<p><b>Zero emission vehicle development and trials</b></p> <ul style="list-style-type: none"> <li>- Work with NHS Improvement and Ambulance Innovation Hub to develop a national specification for a zero emission front line ambulance</li> <li>- Pilot trials for PTS vehicles with zero emission and hybrid vehicles</li> </ul>	<ul style="list-style-type: none"> <li>- Work with NHS Improvement and Ambulance Innovation Hub to develop a zero emission ambulance</li> <li>- Pilot trials for PTS vehicles with zero emission and hybrid vehicles</li> </ul>	<p>The ZERRO and Project Siren are being developed nationally. The national NHS E/I are in the process of developing a standard for zero emission vehicles.</p> <p><b>To do in 2021/2022</b> Assess potential fleet upgrades</p>
<p><b>EV charging points</b></p> <ul style="list-style-type: none"> <li>- See estates section</li> </ul>		

2020-21	2021-22	Progress update
<b>EV use</b> <ul style="list-style-type: none"> <li>- Work with the Operational team to understand the barriers to EV integration</li> <li>- Roll out EV training for drivers through the Driver Training School</li> </ul>	<ul style="list-style-type: none"> <li>- EV training for drivers through the Driver Training School</li> </ul>	<b>To do in 2021</b> Work with Ops and fleet to understand the barriers of fleet integration Work with Driver Training school to assess the EV training requirements
<b>Hydrogen refuelling infrastructure</b> <ul style="list-style-type: none"> <li>- Work with organisations across the region to provide support for public hydrogen refuelling infrastructure</li> </ul>		We are working with the NGN to assess the potential hydrogen integration and fuel infrastructure across the region.
<b>Collaboration</b> <ul style="list-style-type: none"> <li>- Work with CCGs across the region to roll out NHS charging points</li> <li>- Establish a NHS working party to identify a network of NHS charging point locations</li> <li>- Identify hospitals to implement EV charging points</li> <li>- Identify GP surgeries to implement EV charging points</li> </ul>		Conversations have started across the region to assess the EV charging requirements  <b>To do in 2021</b> Co-ordinate conversations with the new ICSs for open access NHS charging points Work with hospitals to look at EV charging point capacity Work with GP surgeries across the region  <b>To do in 2022</b> Get national funding for EV charging points at hospitals and work with NHS E/I to implement
<b>Mechanic training</b>	<ul style="list-style-type: none"> <li>- Train staff on electric vehicle maintenance</li> </ul>	The fleet team are starting to be trained on electric and hydrogen vehicles
<b>Travel</b> <ul style="list-style-type: none"> <li>- Assessment of train travel</li> <li>- Assessment of air travel</li> <li>- Assessment of hire car use</li> <li>- Assessment of grey fleet</li> </ul>	<ul style="list-style-type: none"> <li>- Reduce train travel by 10%</li> <li>- Reduce domestic flights by 10%</li> <li>- Implement more ICT to enable zero travel</li> </ul>	COVID 19 restrictions have helped to achieve these targets. Teams was rolled out in March 2020 for all staff.

2020-21	2021-22	Progress update
<ul style="list-style-type: none"> <li>- Identify the impact of Yorkshire Ambulance Service on air pollution through the SDU HOTT tool</li> <li>- Implement more ICT (VOIP, Skype etc) to enable zero travel</li> <li>- Launch travel pages to encourage active travel to stations</li> </ul>	<ul style="list-style-type: none"> <li>- Implement a Metro card system for West Yorkshire</li> <li>- Identify a way to offset any international flights undertaken</li> </ul>	
<b>Clean Air Zones</b> <ul style="list-style-type: none"> <li>- Raise awareness of the implementation of Leeds' Clean Air Zone with no idling areas</li> <li>- Raise awareness of implementation of no idling areas at Leeds Teaching hospitals</li> <li>- Assess impact of Clean Air Zones</li> <li>- Assess YAS impact on Clean Air Zones</li> </ul>	<ul style="list-style-type: none"> <li>- Raise awareness of implementation of Sheffield's Clean Air Zone</li> <li>- Assessment impact of Sheffield's Clean Air Zone</li> <li>- Implementation of Bradford's Clean Air Zone</li> <li>- Assessment impact of Bradford's Clean Air Zone</li> </ul>	Assessments have been carried out on the CAZs. These have been submitted to TMG

## Reduce Procurement Emissions

2020-21	2021-22	Progress update
<b>Procurement</b> <ul style="list-style-type: none"> <li>- Assess products and services procured by Yorkshire Ambulance Service</li> <li>- Develop a supplier and tender assessment for sustainable development</li> <li>- Work with framework providers to reduce their carbon emissions by 30% by 2025</li> <li>- Work with suppliers to reduce packaging</li> <li>- Work with suppliers to eliminate single use packaging</li> </ul>	<ul style="list-style-type: none"> <li>- Work with providers to reduce their carbon emissions by 30% by 2025 based on a 2009 baseline</li> <li>- Assessment of the social impact of products procured</li> <li>- Assess carbon footprint of products and identify where products can be procured locally</li> </ul>	<b>To do in 2021</b> Create a Green Procurement strategy for YAS Scope 3 assessment with the NHS E-class Supply chain engagement for Net Zero engagement Establish the top 100 suppliers Set targets for the supply chain Webinars for supply chain on our target Work on packaging reductions Create take back schemes
<b>Green Procurement Strategy</b> <ul style="list-style-type: none"> <li>- Develop a green procurement policy and strategy incorporating Modern Slavery,</li> </ul>	<ul style="list-style-type: none"> <li>- Identify a NHS Carbon Footprint plus target</li> </ul>	

2020-21	2021-22	Progress update
Public Services Social Value Act and Fairtrade - Identify energy reduction through a Green ICT procurement process	- Identify a process to engage with suppliers - Identify local suppliers - Identify circular economy opportunities	Identify products that can be reusable with a full circular economy embedded Assess critical path for supply chain with pandemics and climate change risks Identify where there is potential to work with more local suppliers Start to look at alternatives for Entonox (10% of our emissions)
<b>Supply Chain</b> - Assessment of critical path that may be affected by climatic changes - Identify areas that can reduce packaging - Create a Logistics centre with stock control - Reduce delivery packaging - Consolidate deliveries	- Work with suppliers to incentivise innovative packaging	
<b>Local Procurement</b> - Identify local suppliers - Engage with local suppliers	- Identify where supply chains could be procured just from local suppliers	
<b>Anchor Plastic Network</b> - Work with Leeds Anchor network to reduce plastic use - Identify plastic innovation projects to be undertaken	- Work with universities to reduce and identify ways to eliminate plastic packaging - Identify a circular economy route for reusable packaging	Work is continuing with the Anchor plastic network
<b>Food</b> - Stipulate no plastic waste in canteen - Implement vegetarian and vegan options on the menu daily - Implement a vegan only day on the menu		Covid has presented some challenges to the new contractor as single use plastic was reintroduced to reduce spread potential  <b>To do in 2021</b> To reintroduce the requirement for no single use plastic in the canteen

## Reduce ICT Emissions

2020-21	2021-22	Progress update
<p><b>ICT</b></p> <ul style="list-style-type: none"> <li>- Assess number of ICT assets within YAS</li> <li>- Identify where energy consumption of ICT assets can be reduced and improved</li> <li>- Identify energy reduction through a Green ICT procurement process</li> <li>- Work with NHS Digital to develop an NHS Green ICT framework</li> <li>- Identify elements of the Greening Government ICT strategy that can be used in YAS</li> <li>- Conduct an assessment of storage rationalisation</li> <li>- Assess multifunctional assets</li> <li>- Print reduction strategy developed and adopted</li> <li>- Apply low power energy settings to devices</li> <li>- Assess virtualisation and implement where appropriate, removing/reducing hardware dependencies</li> </ul>	<ul style="list-style-type: none"> <li>- Conduct an ICT lifecycle assessment</li> <li>- Identify redundant ICT and turn off/recycle and track reuse</li> <li>- Assess Energy consumption for all ICT assets</li> <li>- Assess network rationalisation</li> <li>- Look into app rationalisation</li> <li>- Identify ICT areas that need to be consolidated by reducing device intensity through sharing and device reduction initiatives, adopting</li> </ul>	<p>Teams was adopted at the beginning of the pandemic, reducing travel and need for staff to travel to the office.</p> <p><b>To do in 2021/22</b>            Creation and introduction of the Green ICT strategy            Assessment of Green ICT procedures and monitoring            Assessment of data storage facilities</p>
<p><b>VOIP</b></p> <ul style="list-style-type: none"> <li>- Assess, make accessible and publicise guidance on WebEx and video conferencing, provide training as required</li> <li>- Ensure that VOIP technologies are prioritised over travel to meetings</li> </ul>	<ul style="list-style-type: none"> <li>- Ensure that VOIP technologies are prioritised over travel to meetings</li> </ul>	
<p><b>Cloud/Data Centres/Servers</b></p> <ul style="list-style-type: none"> <li>- Assess Data Centre and server room energy use</li> <li>- Assess energy differences between server rooms, data centres and cloud services.</li> <li>- Ensure data centres comply with EU Code of Conduct. Ensure best practice energy efficient initiatives are carried out</li> </ul>	<ul style="list-style-type: none"> <li>- Work with Data Centres to reduce energy use</li> <li>- Identify Data Centre requirements for future contracts to minimise energy consumption and storage</li> <li>- Consolidate onto fewer servers that are loaded to maximum levels of utilisation with due regard to resilience needs</li> </ul>	
<p><b>Green ICT strategy</b></p>		<p>To be developed in 2021</p>

2020-21	2021-22	Progress update
<ul style="list-style-type: none"> <li>- Develop a Green ICT strategy looking at all procurement processes and the full life cycle analysis of ICT products with energy consumption</li> <li>- Develop a Green ICT procurement strategy as part of the Green ICT strategy</li> </ul>		