

# Our Green Plan 2025/26 – 2027/28



## Yorkshire Ambulance Service NHS Trust

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# 1. Introduction

This document is Yorkshire Ambulance Service NHS Trust's Green Plan refresh and covers the Trust's planned actions for the three-year period of 2025/26, 2026/27 and 2027/28.

# Green Plan Introduction

Climate change poses an immediate and escalating threat to public health. The UK is already facing more frequent and severe floods, heatwaves, and worsening air pollution.

As a contributor to approximately 4% of the country's carbon emissions and over 7% of the economy, the NHS plays a crucial role in achieving the net-zero targets outlined in the Climate Change Act. The financial implications of climate change will be significant for both society and the NHS. On the other hand, taking action to address climate change can yield direct benefits for public health, improve health equity, and be economically advantageous for taxpayers.

In 2020, the NHS became the world's first health system to commit to achieving net-zero emissions. The report "Delivering a Net-Zero National Health Service" outlined the scale of this ambition. The Health and Care Act 2022 reinforced this commitment by placing new responsibilities on integrated care boards (ICBs), NHS trusts, and foundation trusts - collectively referred to as trusts - to consider statutory emissions and environmental targets in their decision-making processes.

Trusts and ICBs are expected to fulfil these responsibilities by implementing Board-approved Green Plans.

Green plans should outline the key actions each system and trust will take over the next three years to achieve emissions reductions and enhance resilience against climate impacts.



## Trust Overview

Yorkshire Ambulance Service NHS Trust (YAS) covers nearly 6,000 square miles of varied terrain, ranging from isolated moors and dales to urban areas, the coastline and inner cities. YAS serve a population of over five million people across Yorkshire and the Humber.

To achieve net-zero emissions and to adapt to a changing climate, YAS has developed a Green Plan that aligns with the Greener NHS Strategy and national sustainability goals. The plan, which has been approved by the Environmental Sustainability Oversight Group (ESOG) and the Trust Board, will also be integrated into the regional Integrated Care System (ICS) Green Plan.

The Green Plan addresses both near- and long-term Scope 1, 2, and 3 greenhouse gas emissions and a pathway to achieving net-zero across all emission scopes. Progress will be tracked against the baseline of the 2010 financial year. YAS will review and refresh its Green Plan at each 3-year reporting cycle.

The plan emphasises the environmental and social dimensions of healthcare, recognising the climate crisis as a public health issue.

Through this plan, YAS aims to collaborate with staff, patients, and partners to prioritise patient welfare while taking climate action, ensuring the delivery of high-quality care.



## 2. Governance

Yorkshire Ambulance Service NHS Trust's Green Plan outlines the essential actions the Trust will undertake to reduce emissions and enhance resilience against climate impacts over the next three years. To successfully implement these actions, a strong governance process has been established, and key employees have been assigned to each focus area and action item.

# Green Plan Governance

## Strategic Leadership & Board Accountability

Effective governance of the Green Plan at YAS NHS Trust begins with clear strategic leadership from the Trust Board. As the organisation's primary decision-making body, the Board sets the direction for environmental sustainability, ensuring that carbon reduction and resilience objectives are embedded within the wider organisational strategy.

The Board's commitment ensures that environmental considerations are integrated into financial planning, operational priorities, and long-term service development. Sustainability performance is incorporated into the YAS Board of Directors' quarterly meetings, providing visibility of progress, risks, and emerging pressures, in addition to review at the Annual General Meeting (AGM).

By assigning executive-level responsibility, the Board ensures that environmental ambitions are championed at the highest level.

## Operational Governance & Oversight Mechanisms

Below the Board, YAS maintains a robust governance structure comprising executive groups, operational committees, and assurance forums that collectively ensure the delivery of strategic priorities. For the Green Plan, these structures provide the oversight necessary to coordinate sustainability initiatives across clinical operations, fleet, estates, digital services, and workforce.

A dedicated Environmental Sustainability Oversight Group, monitors implementation, reviews performance data, and escalates risks or barriers. Integration with existing committees, such as those responsible for quality, finance, workforce, and risk, ensures that environmental considerations are embedded in routine decision-making rather than treated as standalone projects. This cross-functional approach ensures sustainability is addressed across service delivery, emergency response requirements, and regulatory compliance.

## Assurance, Reporting, & Continuous Improvement

YAS's governance frameworks, provide a foundation for monitoring environmental risk, tracking progress against carbon reduction targets, and ensuring that actions are grounded in robust data.

Regular reporting to the Board and relevant subcommittees creates accountability and supports evidence-based decision-making.

Establishing clear Key Performance Indicators (KPIs) for each of the nine Green Plan focus areas enables the Trust to measure impact and prioritise investment. Continuous improvement is supported through annual reviews of the Green Plan, alignment with national NHS sustainability requirements, and internal audits that identify opportunities for innovation and efficiency. Through this structured assurance approach, YAS can maintain momentum, respond to emerging environmental challenges, and demonstrate leadership in sustainable healthcare delivery.

# Green Plan Key Contacts

Member roles from across the Trust have been assigned to nine areas of focus of the action plan. These leaders will be responsible for ensuring actions within their focus area are implemented and tracked



Area of Focus	Role
Workforce and Leadership	Director of People and Organisational Development
Net-Zero Clinical Transformation	Executive Director of Quality and Chief Paramedic
Digital Transformation	Chief Digital Information Officer (CDIO)
Medicines	Executive Medical Director
Travel and Transport (Fleet)	Associate Director of Fleet and Estates
Estates and Facilities	Associate Director of Fleet and Estates
Supply Chain and Procurement	Executive Director of Finance
Food and Nutrition	Associate Director of Fleet and Estates
Adaptation	Associate Director of Fleet and Estates



## 3. Metrics & Targets

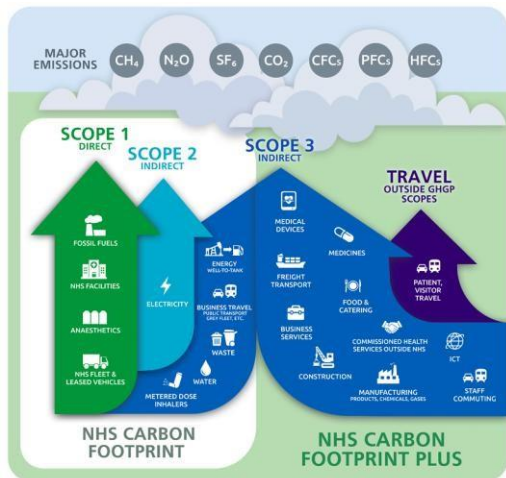
Yorkshire Ambulance Service NHS Trust reports its emissions in accordance with the international guidelines of the GHG Protocol, aligned with the NHS Carbon Footprint and Carbon Footprint Plus categorisation. Progress toward the 2040 net-zero target will be tracked from a FY2010 baseline.

# Carbon Footprint

Greenhouse gas emissions are conventionally classified into one of three 'scopes', depending on the emission source and the level of control an organisation has over the emission source. They are reported in 'tonnes of carbon dioxide equivalent' (tCO<sub>2</sub>e).

Scope 1 and 2 emissions are those that can be controlled and directly influenced. Some Scope 3 emissions, such as waste and business travel, can be directly influenced, while others, like commissioned health services, cannot be directly controlled.

Figure 1: NHS GHG Emissions Categorisation



YAS first measured its Scope 1, 2, and some Scope 3 emissions in FY2010 (1<sup>st</sup> April 2009 - 31<sup>st</sup> March 2010), utilising the data available at that time. Recently, the Trust has calculated its Scope 1, 2, and 3 emissions for FY2025, using additional data to create a more accurate representation of its carbon footprint. The data is provided to our third-party Environmental, Social, and Governance (ESG) advisors (Inspired Limited) for evaluation in accordance with the Greenhouse Gas Protocol; however, no formal assurance is offered.

YAS's emissions are reported on a consolidated, operational control approach, as defined by the Greenhouse Gas (GHG) Protocol. All emissions have been calculated following the GHG Protocol's Corporate Accounting and Reporting Standard. All seven greenhouse gases defined by the Kyoto Protocol have been accounted for and reported on in tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e) basis.

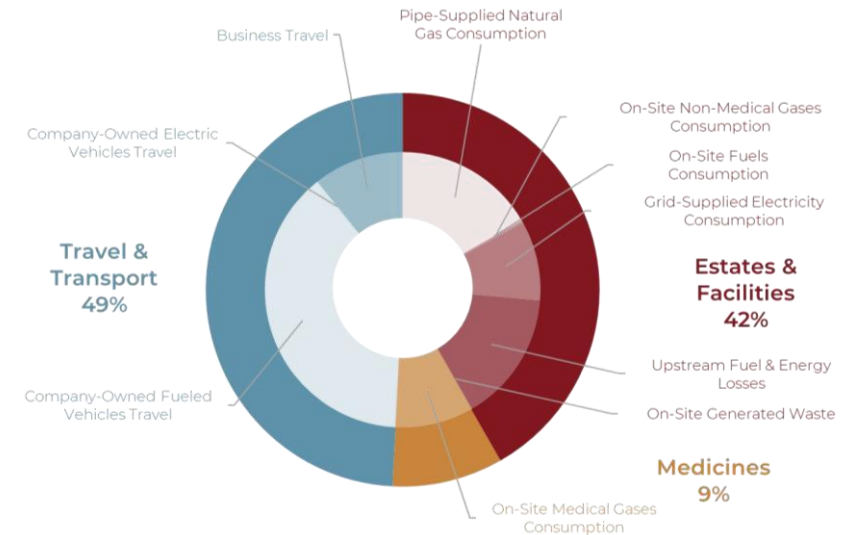
All conversion factors are sourced from the UK Government Department for Energy Security and Net Zero (DESNZ) GHG Conversion Factors for Company Reporting 2024 v1.1 and include Scope 3 Well-to-Tank (WTT) and Transmission & Distribution (T&D) losses.

Table 1: Yorkshire Ambulance Service NHS Trust's GHG Emissions Summary

Emissions Scope	FY2025 GHG Emissions tCO <sub>2</sub> e	Baseline (FY2010) GHG Emissions tCO <sub>2</sub> e*
Scope 1	7,028	n/a
Scope 2 (Location-based)	1,016	n/a
Scope 2 (Market-based)	0.3	n/a
Scope 3	2,836	n/a
<b>Total GHG emissions (Location-based)</b>	<b>10,881</b>	<b>17,223</b>
<b>Total GHG emissions (Market-based)</b>	<b>9,865</b>	<b>n/a</b>

\* Baseline emissions are reported as "Fuel" and "Estate" emissions, hence a breakdown into Scope 1, 2, and 3 is not possible

Figure 2: Emissions broken down by Emissions Source



# Greenhouse Gas Emissions Inventory

Table 2: Yorkshire Ambulance Service NHS Trust's GHG Emissions Inventory

Emissions Scope	FY2025 tCO <sub>2</sub> e	%	NHS Mapping
<b>Scope 1</b>	<b>7,028</b>	<b>64.6%</b>	<b>Carbon Footprint</b>
Natural Gas	1,818	16.7%	Carbon Footprint
Transport (internal combustion vehicles)	4,179	38.4%	Carbon Footprint
Other Fuels	11	0.1%	Carbon Footprint
Fugitives - air-con losses	29	0.3%	Carbon Footprint
Fugitives - medical gases	991	9.1%	Carbon Footprint
<b>Scope 2 (Location-based)</b>	<b>1,016</b>	<b>9.3%</b>	<b>Carbon Footprint</b>
Grid-Supplied Electricity	1,016	9.3%	Carbon Footprint
Transportation (electric vehicles)	0.3	0.003%	Carbon Footprint
<b>Scope 2 (Market-based)</b>	<b>0.3</b>	<b>0.003%</b>	<b>Carbon Footprint</b>
<b>Scope 3</b>	<b>2,836</b>	<b>26.1%</b>	
1. Purchased Goods & Services		N/A	
<i>Water consumption</i>		N/A	<i>Carbon Footprint</i>
<i>Other purchased goods and services</i>		N/A	<i>Carbon Footprint Plus</i>
2. Capital Goods		N/A	Carbon Footprint Plus
3. Fuel- and Energy-related Activities	1,655	15.2%	Carbon Footprint
4. Upstream Transportation and Distribution		N/A	Carbon Footprint Plus
5. Waste Generated in Operations	11	0.1%	Carbon Footprint
6. Business Travel	1,170	10.8%	Carbon Footprint
7. Employee Commuting		N/A	Carbon Footprint Plus
8. Upstream Leased Assets		N/A	
9. Downstream Transportation and Distribution		N/A	
10. Processing of Sold Products		N/A	
11. Use of Sold Products		N/A	Carbon Footprint
12. End-of-life Treatment of Sold Products		N/A	Carbon Footprint Plus
13. Downstream Leased Assets		N/A	
14. Franchises		N/A	
15. Investments		N/A	Carbon Footprint Plus
<b>Total Emissions (Location-based)</b>	<b>10,881</b>	<b>100.0%</b>	
<b>Total Emissions (Market-based)</b>	<b>9,865</b>	<b>90.7%</b>	

The Greenhouse Gas emissions inventory follows the GHG Protocol guidance and accounts for all operational and value chain activities associated with a company.

The Scope 3 inventory is divided into the 15 categories established by the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting & Reporting Standard. Not all categories are applicable to every business. All applicable categories have been quantified. Each applicable category has been mapped to either the NHS Carbon Footprint or NHS Carbon Footprint Plus categorisation.

FY2025 covers the period from the 1<sup>st</sup> of April 2024 to the 31<sup>st</sup> of March 2025. For the purposes of reporting overall emissions, YAS will be reporting Scope 2 emissions as location-based.

NHS England has set ambitious yet realistic net-zero targets to encourage immediate action, ongoing monitoring, and innovation. These targets were based on an analysis of current and planned NHS activities, national and international best practices, and assumptions about future innovations and the pace of change from the government and other sectors.

All NHS trusts are to align their Green Plans with NHS England’s net-zero ambitions:

## NHS Carbon Footprint emissions: Net-zero by 2040

*(with an ambition for an 80% reduction (compared with a 1990 baseline\*\*) by 2028 to 2032)*

## NHS Carbon Footprint Plus emissions: Net-zero by 2045

*(with an ambition for an 80% reduction (compared with a 1990 baseline) by 2036 to 2039)*

*\*\*1990 is used as the baseline year for Carbon Footprint Plus targets to align with UK climate laws and international standards. It offers a consistent, data-rich starting point, ensuring NHS net-zero goals are trackable and aligned with national and global climate efforts; however, as most Trusts did not measure their emissions in 1990, alternative baselines are often used. The baseline should best represent the Trust’s full GHG emissions footprint.*



# Targets

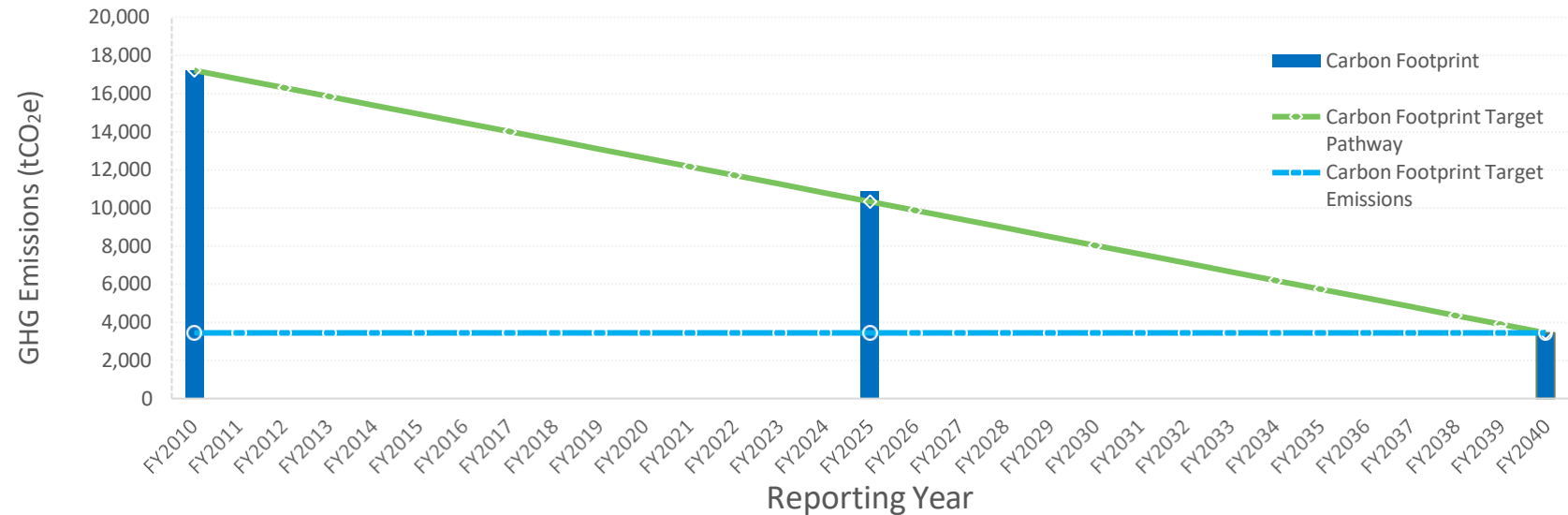
YAS aligns with the NHS 2040 target. The 2040 Carbon Footprint target of 3,445 tCO<sub>2</sub>e is mapped below. The Trust’s baseline year is FY2010, where 17,223 tCO<sub>2</sub>e were emitted. To reach the 2040 Carbon Footprint target, an annual emissions reduction of 2.7% was required. To date, the Trust has reduced emissions by 36.8%, falling slightly short of targets, which forecast a reduction of 41.3%. However, it is important to note that the original baseline only included emissions from fuel and estates, not a full carbon footprint. Given current emission levels, achieving the 2040 targets will require a slightly more aggressive annual reduction rate of 4.6%. YAS is planning to assess their Carbon Footprint Plus emissions for their 2045 targets in 2026.

Table 3: Yorkshire Ambulance Service NHS Trust’s Target Summary and Status

Target	Reduction required per year* (%)	Reduction required per year (tCO <sub>2</sub> e)	Status & Risk Mitigation
Achieve net-zero on ‘Carbon Footprint’ emissions by 2040	2.9	444	Continuing to move away from both gas boilers, emissive medical gases, and combustion engine vehicles will significantly lower emissions.

\*Reduction required per year compared to baseline (FY2010) emissions.

Figure 3: Yorkshire Ambulance Service NHS Trust’s Net-Zero Pathways





## 4. Sustainable Developments

Yorkshire Ambulance Service NHS Trust has begun delivering a number of sustainable actions. Early progress has been made across several focus areas, laying the groundwork for longer-term sustainability improvements across the organisation.

# Estates and Facilities Progress



## Solar PV and Battery Storage

YAS has further rolled out Solar PV and Battery Storage across the YAS Estates. This includes the Solar PV System which has been installed at Bradford Ambulance Station as part of the Estates sustainability work and transition to renewable fuel sources.



## Bainbridge Ambulance Station

The Trust has introduced an Air Source Heat Pump (ASHP) to support the transition to energy-efficient heating systems.



## Leeds Central Ambulance Station

The Trust has installed an energy efficient heating system and BMS to improve energy performance through effective control of temperatures.

# Travel and Transport Progress



## Green Technologies and EV Infrastructure:

Since the previous Green Plan, YAS has delivered sustainability schemes year on year, introducing Green Technologies across its Estate.

Notably, YAS has introduced Electric Vehicle Charge Point (EVCP) infrastructure at several sites across Yorkshire to support the electrification of its vehicle fleet.



## Introduction of 35 E-PTS vehicles and supporting infrastructure:

YAS has been awarded Public Sector Commercial Fleet of the Year at the 2025 GREENFLEET Awards, held in Coventry on 4 December 2025.

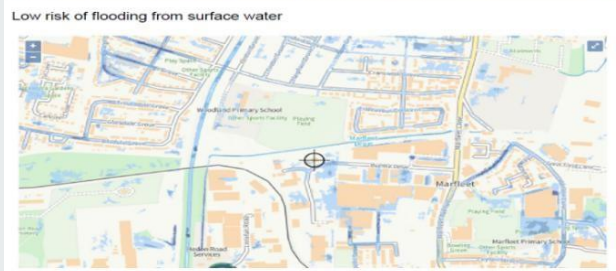
This award recognises our successful rollout of 35 new electric Patient Transport Service (E-PTS) vehicles - the largest ambulance-sized electric PTS fleet in any NHS Ambulance Trust. Other organisations shortlisted for this award included Platform Housing, Scottish Water, Falkirk Council, London Borough of Islington and London Ambulance Service.

# Procurement, Medicines, and Adaptation Progress



## Adaptation

The Trust has embedded adaptation to climate change as a key risk factor within its Business Continuity Plans to ensure that mitigations are in place to protect service delivery and our Trust assets.



## Biodiversity

YAS has introduced Green Spaces throughout their estate to improve biodiversity and provide its people with a relaxing environment to take breaks.



Fairfield Green Space 2024

## Procurement

The Trust has introduced a stock management system which enables the procurement team to implement smart ordering based on real consumption data to ensure the right stock levels are maintained across our services and reduce unnecessary journeys.

## Medicines

The Trust has introduced a digital system for managing medicines. This is currently being rolled out across the Trust. The new system significantly reduces the reliance on paper documentation and registers for managing our medicines reducing waste and unnecessary supply chain.





# 5. Action Plan

Yorkshire Ambulance Service NHS Trust's action plan is divided into nine focus areas, in line with the NHS's recommendations. SMART actions and KPIs have been set out for each focus area.

# Workforce and Leadership

*“The transition to a net-zero NHS will be driven by its people. There is already strong support for a greener future; 9 in 10 staff support the NHS net-zero ambition.”<sup>1</sup>*

*This focus area aims to drive the Trust’s Green Plan development and implementation through the appointment of an executive net-zero lead and the rollout of employee training.*

The Workforce and Leadership workstream at YAS is establishing a strong foundation in governance, staff engagement, and sustainability capability.

Several actions are underway or in development to strengthen organisational capability and governance in relation to sustainability and carbon reduction. These include the Learning and Development team working with the YAS Academy to develop and deliver a specialist

training programme on sustainability and carbon reduction, ensuring that the scale, content and frequency of training can be incorporated into the Trust Training Plan and rolled out across relevant service lines.

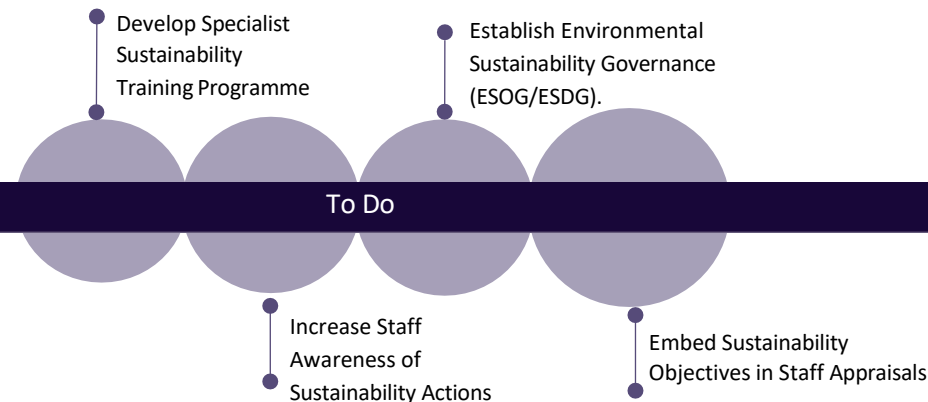
Sustainability and carbon reduction objectives are also being embedded within the Trust’s appraisal process, encouraging staff to support the Green agenda through annual appraisals and associated training. The Trust’s ambitions, strategy and values are referenced within the online appraisal form to support discussion and alignment with organisational priorities.

Governance arrangements are being strengthened through the development of a structured oversight process, with the Environmental Sustainability Oversight Group (ESOG)

overseeing and approving sustainability initiatives and carbon reduction strategies developed through the Environmental Sustainability Delivery Group (ESDG).

In addition, work is in progress to raise staff awareness of sustainability actions that can influence their day-to-day roles, supported by the use of quantifiable data such as energy usage, cost information, and vehicle idling reports to encourage good environmental practice across the workforce.

Overall, the workstream reflects a structured approach to leadership, workforce capability, and staff engagement, embedding sustainability into the organisation’s culture and supporting carbon reduction goals.



# Workforce and Leadership – Action Plan Summary

FOCUS AREA SUB-SECTION	ACTION	ACTION INFORMATION	STATUS	COMPLETION TIMEFRAME	ESTIMATED SAVINGS (£)*	ESTIMATED SAVINGS (tCO <sub>2</sub> e)*
Staff Engagement, Engagement and Behavioural Change	Develop Specialist Sustainability Training Programme	Learning and development team to engage in and develop a suitable, in-depth specialist training on sustainability and carbon reduction at YAS and rollout to suitable service lines. The review seeks to identify who requires training, how many staff are involved, the training requirements, and the required frequency, to inform the Trust Training Plan. The YAS academy will support us in reviewing this and include it in the Training Plan as appropriate.	To-Do	2026/27	N/A	N/A
Staff Engagement, Engagement and Behavioural Change	Embed Sustainability Objectives in Staff Appraisals	Encourage and support the Trust Green agenda by including requirements for sustainability or carbon reduction objectives as part of annual staff appraisals and appraisal training. The Trust's ambitions, strategy, and values etc are all included and referenced in the appraisal online form for discussion.	To-Do	2026/27	N/A	N/A
Staff Engagement, Engagement and Behavioural Change	Establish Environmental Sustainability Governance (ESOG/ESDG).	Develop and embed a robust governance process in the form of the Environmental Sustainability Oversight Group (ESOG) overseeing and approving sustainability related schemes and carbon reduction strategies developed through the Environmental Sustainability Delivery Group (ESDG).	In-Progress To-Do	2026/27	N/A	N/A
Staff Engagement, Engagement and Behavioural Change	Increase Staff Awareness of Sustainability Actions	Support raising staff awareness in terms of sustainability and carbon reduction activities they can influence on a day-to-day basis, using quantifiable data. For example, energy usage cost information to drive good practice in our workforce and vehicle idling reports.	To-Do	2026/27	£	Low

\* This key applies to all following action plan summaries:

Estimated savings (£): £ = ≤ £10,000 | ££ = > £10,000 and ≤ £100,000 | £££ = > £100,000

Estimated savings (tCO<sub>2</sub>e): Low = <5% of target boundary | Medium = <20% of target boundary | High = >20% of target boundary

N.B. Where estimated emissions savings have been marked as "n/a", this denotes that the action itself does not save emissions but may promote emissions savings through further actions.

# Net-Zero Clinical Transformation

*“The NHS is committed to moving to out-of-hospital and digitally-enabled care where clinically appropriate, improving prevention of ill health and reducing health inequalities. These changes also underpin our commitment to net-zero.”<sup>1</sup>*

*Net-zero clinical transformation aims to ensure high-quality, preventive, low-carbon care for patients across the Trust.*

The Net-Zero Clinical Transformation workstream at YAS is in the early stages of development. The Trust has expanded its focus on this focus area, which marks an important and timely progression. The strategy centres on integrating sustainability into clinical practice through leadership, operational changes, and data-driven assessments.

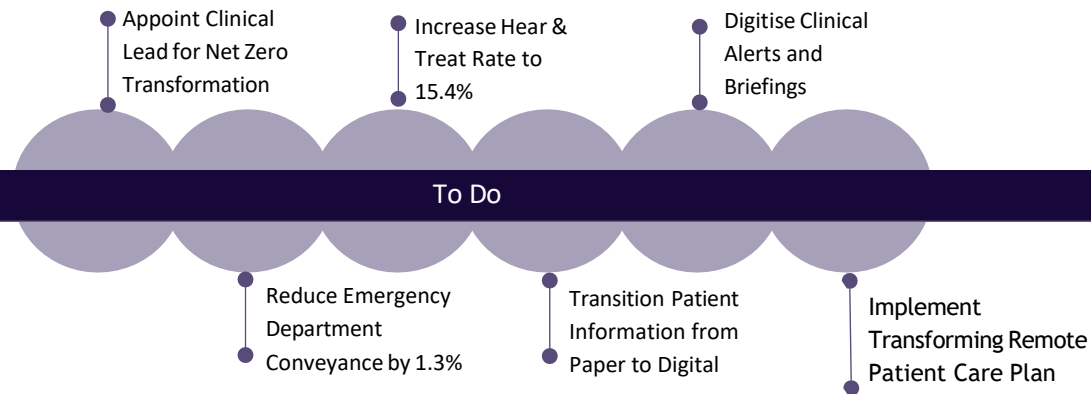
A clinical lead will be identified to provide oversight and coordination of net zero clinical transformation across the Trust, with the role expected to be filled by July 2026.

Work will also be undertaken to develop and implement a Transforming Remote Patient Care Business Plan, which will outline medium-term actions to advance remote patient care and establish a framework for board-level assurance and performance monitoring from April 2026.

Operational improvements will focus on optimising patient care pathways, including increasing hear and treat rates to 15.4% and reducing emergency department conveyance by 1.3% by March 2027.

In addition, activity will progress to transition away from paper-based processes, including moving clinical updates and alerts to digital systems such as JRCALC by December 2026, and increasing the use of digital communication with patients by transitioning appropriate information from paper leaflets to digital formats by March 2027.

Overall, the updated action plan introduces structure, leadership, and clear steps to drive meaningful improvements in care quality, emissions reduction, and equity, strengthening a key focus area.



# Net-Zero Clinical Transformation – Action Plan Summary

FOCUS AREA SUB-SECTION	ACTION	ACTION INFORMATION	STATUS	COMPLETION TIMEFRAME	ESTIMATED SAVINGS (£)*	ESTIMATED SAVINGS (tCO <sub>2</sub> e)*
Leadership & Governance	Appoint Clinical Lead for Net Zero Transformation	Identify a clinical lead for oversight and management of net zero clinical transformation across the Trust, to be in position by Q2 FY26/27.	To Do	2026/27	£	N/A
Clinical Response Model & Pathways	Implement Transforming Remote Patient Care Plan	Develop and implement a Transforming Remote Patient Care Business Plan, covering medium term actions and activities to transform RPC, providing board level assurance and performance monitoring from April 2026.	To Do	2026/27	£	N/A
Clinical Response Model & Pathways	Increase Hear & Treat Rate to 15.4%	Increase hear and treat to 15.4% by the end of FY26/27.	To Do	2026/27	£	Low
Clinical Response Model & Pathways	Reduce Emergency Department Conveyance by 1.3%	Reduce emergency department conveyance by 1.3% by the end of FY26/27.	To Do	2026/27	£	Low
Data, Measurement & Assessment	Transition Patient Information from Paper to Digital	Transition away from paper documentation for clinical updates to digital systems for providing clinical alerts and briefs, utilising systems such JRCALC by December 2026.	To Do	2026/27	£	Low
Data, Measurement & Assessment	Digitise Clinical Alerts and Briefings	Utilise technology and digital systems for communicating with our patients, transitioning from paper leaflets to digital systems for appropriate areas by end of FY26/27.	To Do	2026/27	£	Low

# Digital Transformation

*“Strong digital foundations are essential for transforming care by improving access, quality, productivity and reducing emissions.”<sup>1</sup>*

*This focus area concentrates on maximising the benefits of the digital transformation to reduce emissions and enhance patient care.*

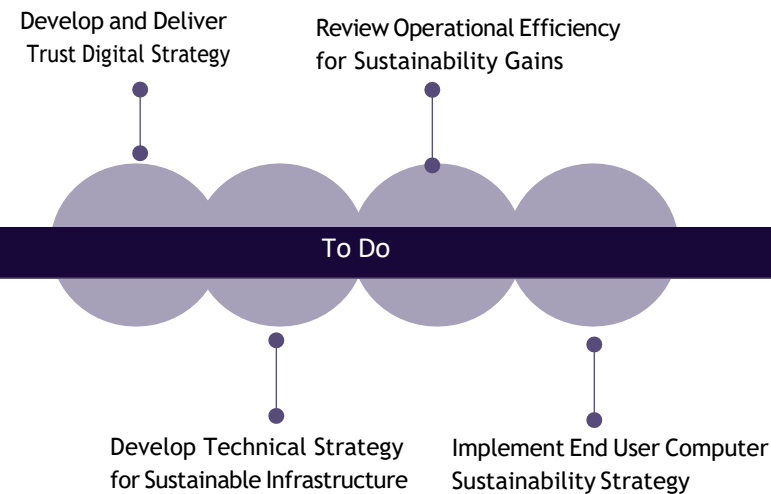
The original Green Plan outlined a clear and ambitious set of actions to support digital transformation with sustainability at its core. These priorities remain consistent and continue to shape the Trust’s ongoing efforts in the updated Green Plan.

A review of operational efficiency will be undertaken to identify sustainability opportunities, including printer usage and reduction, on-call efficiencies, data storage practices, and reducing travel through remote working, with associated improvements targeted for implementation by 2028.

A Digital Strategy will be created and put into operation by July 2026 to set the organisation’s digital priorities and identify ways digital approaches can contribute to carbon reduction, with implementation of related initiatives targeted for completion by 2031.

In addition, a strategy for End User Computing will be developed and put in place by July 2026 to examine ICT waste, minimise disposable technology, and improve the management of equipment lifecycles. The resulting programme of actions is intended to be delivered by 2031.

A Technical Strategy will also be developed and implemented by July 2026, addressing energy assessment requirements for new sites, the application of cloud-first principles, and the resilience of critical infrastructure in relation to climate adaptation, with an ambition to deliver associated actions by 2031.



# Digital Transformation – Action Plan Summary

FOCUS AREA SUB-SECTION	ACTION	ACTION INFORMATION	STATUS	COMPLETION TIMEFRAME	ESTIMATED SAVINGS (£)*	ESTIMATED SAVINGS (tCO <sub>2</sub> e)*
Strategy	Develop and Deliver Trust Digital Strategy	Develop and implement an overarching Digital Strategy by Q2 FY26/27, identifying key focus areas and carbon reduction opportunities, with an ambition of delivering associated actions by 2031.	To-Do	2026/27	£	N/A
Strategy	Develop Technical Strategy for Sustainable Infrastructure	Develop and implement a Technical Strategy by Q2 FY26/27, covering energy assessment requirements for new sites, assessment of cloud first and critical infrastructure in relation to climate adaptation, with an ambition of delivering associated actions by 2031.	To-Do	Short term – 2026/27 Long term – 2031	£	N/A
Digital Waste Management	Implement End User Computer Sustainability Strategy	Develop and implement an End User Computer strategy by Q2 FY26/27, covering an assessment of waste generated by ICT, avoidance of disposable ICT products and review of equipment lifecycle with the ambition of delivering associated actions by 2031.	To-Do	2031	£	Low
Strategy	Review Operational Efficiency for Sustainability Gains	Complete a review of operational efficiency to identify sustainability opportunities including printer usage and reduction, on call efficiencies, data storage and travel reduction through remote working with the ambition of implementing associated improvements by 2028.	To-Do	2028	£	Low

# Medicines

*“A few medicines account for a large portion of the NHS medicine-related emissions, for example, anaesthetic gases (2% of NHS emissions) and inhalers (3%).”<sup>1</sup>*

*This focus area aims to reduce the Trust’s emissions associated with the use of medical gases and medicines, as well as reduce medical gas wastage.*

The Medicines workstream at YAS is largely at the planning stage, with a wide set of actions identified but not yet underway. As this area was only lightly covered in the previous Green Plan, the expanded focus represents a positive and necessary step forward.

The Trust will improve its understanding of Entonox use and establish a formal monitoring and reporting process. Following implementation, action will concentrate on reducing non-clinical waste emissions that contribute to the

Trust’s carbon footprint, supported by phased annual targets and an ambition to achieve a 35% reduction by 2035.

Activity will also progress to transition drug documentation from paper-based processes to digital systems through the Medicines Management App by the end of March 2027. In addition, opportunities will be explored to increase the use of oral paracetamol where clinically appropriate, in place of intravenous administration, recognising the difference in carbon impact between the two options, with this work to be progressed by the end of March 2027.

Further work will transition prescription-only medicines documentation from paper-based processes to digital systems using the Medicines Management App by the end of March 2027.

## Medicine Emissions

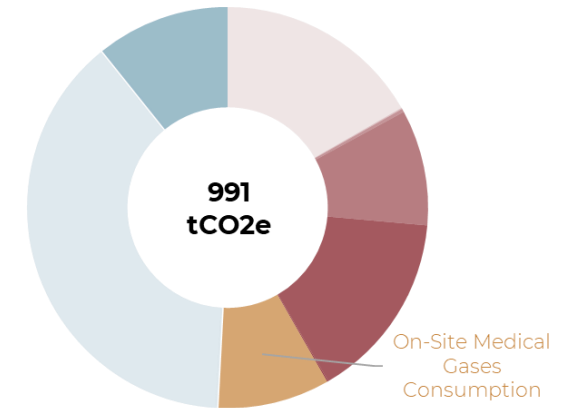
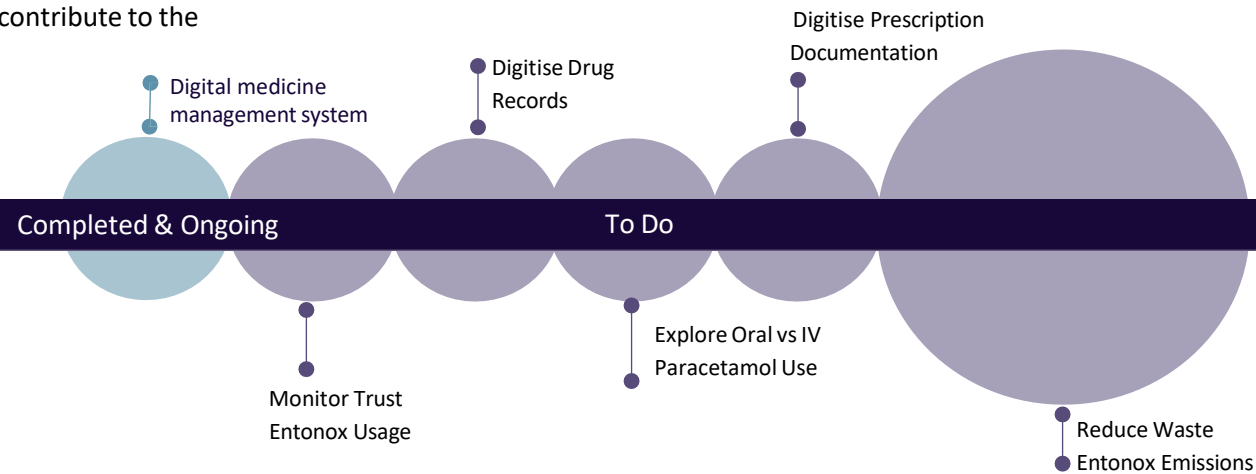


Figure 4: Yorkshire Ambulance Service NHS Trust’s Total Share of Medicine Emissions



# Medicines – Action Plan Summary

FOCUS AREA SUB-SECTION	ACTION	ACTION INFORMATION	STATUS	COMPLETION TIMEFRAME	ESTIMATED SAVINGS (£)*	ESTIMATED SAVINGS (tCO <sub>2</sub> e)*
Leadership & Strategy	Monitor Trust Entonox Usage	Develop an effective understanding of the use of Entonox across the Trust and create a mechanism for monitoring use and reporting.	To-Do	2026/27	N/A	N/A
Entonox Reduction Programme	Reduce Waste Entonox Emissions	Once reporting is in place, aim to reduce waste Entonox Gas emissions not related to clinical patient use, currently contributing to the Trust's carbon footprint, implementing staged targets YOY with the ambition to reduce by 35% by 2035.	To-Do	2035	£££	Medium
Medicines & Prescribing Reviews	Digitise Conted Drug Records	Transition from controlled drug paper documents to digital using the Medicines Management App by the end of March 2027.	To-Do	2026/27	£	Low
Medicines & Prescribing Reviews	Explore Oral vs IV Paracetamol Use	Explore the use of oral paracetamol rather than using IV due to the differing carbon impact due to the difference of 38 gCO <sub>2</sub> e vs 653 gCO <sub>2</sub> e by end of March 2027.	To-Do	2026/27	£	Low
Medicines & Prescribing Reviews	Digitise Prescription Documentation	Transition from prescription-only medicines paper documentation to digital using the medicines management app by the end of March 2027.	To-Do	2026/27	£	Low



*YAS have developed an app to improve the management of medicines across the Trust. Although not fully implemented yet across the Trust, the new process has been implemented in the North and transitions the Trust from paper-based record keeping and documentation to digital, significantly reducing paper usage and subsequent waste.*

# Travel and Transport

*“The NHS fleet is the second largest in the country, consisting of over 20,000 vehicles. It directly contributes to harmful air pollution.”<sup>1</sup>*

*The travel and transport focus area should include developing a Trust-wide sustainable plan that prioritises active travel, public transport, and zero-emission vehicles.*

The Green Plan has already delivered significant reductions in transport emissions through a series of completed initiatives. These include introducing 35 electric PTS vehicles with supporting infrastructure. YAS also won the 2025 GREENFLEET Public Sector Commercial Fleet of the Year award for the largest ambulance-sized electric PTS fleet in any NHS Trust.

A series of initiatives are being implemented to transition the Trust’s vehicle fleet towards zero emissions, reinforcing the organisation’s commitment to sustainability. Key actions include ensuring all new vehicles, excluding ambulances, are zero emission from 2027, introducing fully zero-emission ambulances from 2030, and achieving a fully zero-emission fleet for all non-ambulance vehicles by 2035. By 2036, over half of the ambulance fleet will be zero emission, with the full fleet projected to be fully decarbonised by 2040.

Overall, this workstream demonstrates a structured and long-term approach to fleet decarbonisation, embedding sustainability into operational planning, vehicle procurement, and the Trust’s broader carbon reduction strategy.

## Travel and Transport Emissions

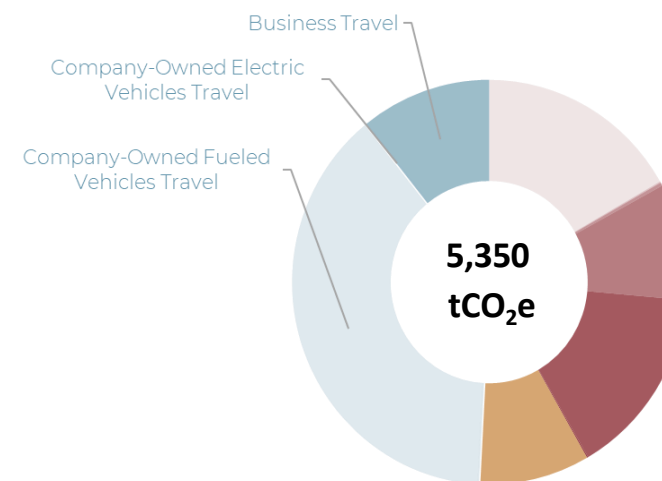
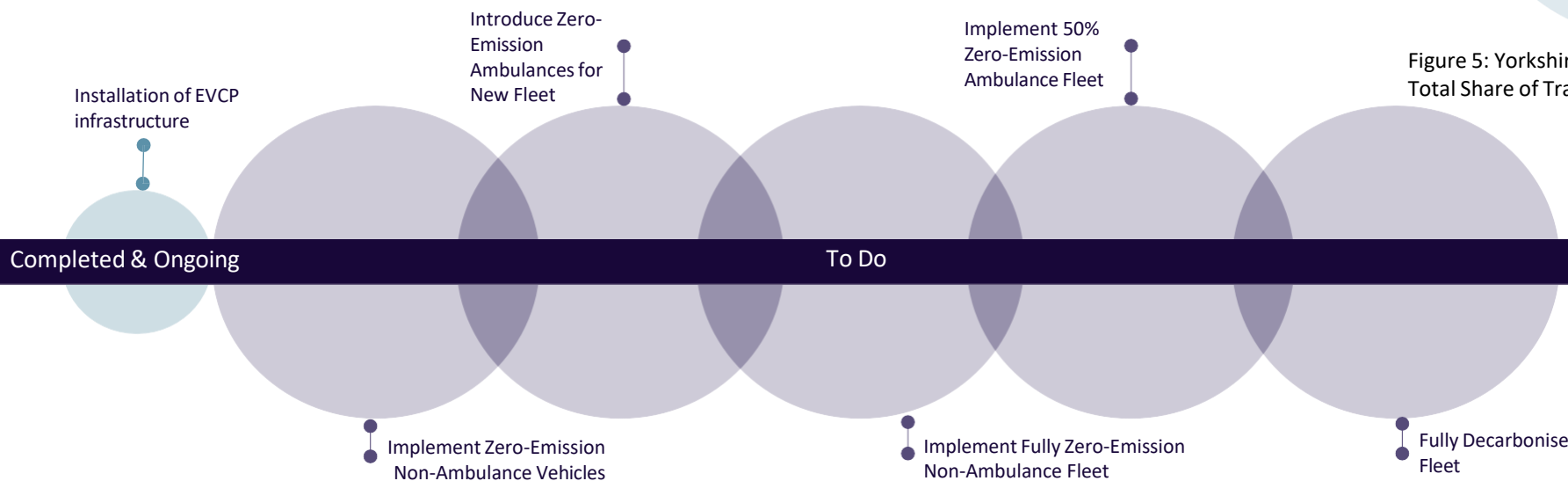


Figure 5: Yorkshire Ambulance Service NHS Trust’s Total Share of Travel and Transport Emissions



# Travel and Transport – Action Plan Summary

FOCUS AREA SUB-SECTION	ACTION	ACTION INFORMATION	STATUS	COMPLETION TIMEFRAME	ESTIMATED SAVINGS (£)*	ESTIMATED SAVINGS (tCO <sub>2</sub> e)*
Reduce Transport Emissions	Implement Zero-Emission Non-Ambulance Vehicles	Ensure all new vehicles owned or leased by the Trust are zero emission (excluding ambulances) from 2027, this is to include Support Services, and Operational Lease vehicles (including RRV – Road Rail Vehicles).	In Progress	2027	£££	High
Reduce Transport Emissions	Introduce Zero-Emission Ambulances for New Fleet	Ensure all new ambulances from 2030 are zero emissions.	To-Do	2030	£££	High
Reduce Transport Emissions	Implement Fully Zero-Emission Non-Ambulance Fleet	Ensure all vehicles owned or leased by the Trust are zero emission by 2035 (excluding ambulances).	To-Do	2035	£££	High
Reduce Transport Emissions	Implement 50% Zero-Emission Ambulance Fleet	Ensure Over 50% of the ambulance fleet are zero emission by 2036.	To-Do	2036	£££	High
Reduce Transport Emissions	Fully Decarbonise Fleet	Decarbonise the full fleet 100% by 2040.	To-Do	2040	£££	High

Aligned with delivering Net Zero NHS strategy targets:

- All new ambulances from 2030
- Full fleet decarbonisation by 2040 with an 50% of the ambulance fleet will be zero emission by 2036

*The above targets are set out in the NHS strategy to deliver Net Zero and it is the Trust’s intentions to meet these targets. The Trust would be more ambitious within its delivery timeframe, contingent upon the availability of funding for vehicles and charging infrastructure.*

# Estates and Facilities

*“There are significant opportunities across the NHS estate to reduce emissions and lower costs, while improving energy resilience and patient care.”<sup>1</sup>*

*This focus area should aim to reduce carbon emissions from the Trust’s buildings and infrastructure by enhancing energy efficiency, minimising waste, and improving building design and refurbishments.*

YAS has completed multiple actions across its estate, ranging from the continued rollout of solar PV and battery storage across the estate, the installation of an energy-efficient heating system and BMS (Building Management System) at Leeds Central Ambulance Station, and the installation of an Air Source Heat Pump (ASHP) at Bainbridge Ambulance Station.

A programme is underway to enhance the sustainability of the YAS Estate and support the Trust’s carbon reduction goals. Key initiatives include transitioning the Estate to renewable energy sources, such as Solar PV and Battery Storage, and achieving coverage across 80% of the Estate by 2035. In addition to

this, YAS also aims to install energy-efficient heating and cooling systems, including AHSPs, Ground Source Heat Pumps (GSHPs), and Air Conditioning powered by Solar PVs, with the same target coverage and year.

Building Management Systems with sub-metering will be introduced to support energy monitoring, staff education, and reporting, targeting 50% Estate coverage by 2028. District and network heating options will be explored using data-driven assessments. Sustainable waste initiatives, including an offensive waste stream, aim to reduce clinical waste by 2028.

Infrastructure to support the electrification of the YAS Fleet will enable more than 50% of the fleet to be zero-emission by 2036 and full fleet decarbonisation by 2040.

Overall, this programme reflects a structured approach to embedding renewable energy, efficiency, and decarbonisation into the Estate and fleet operations.

## Estate and Facilities Emissions

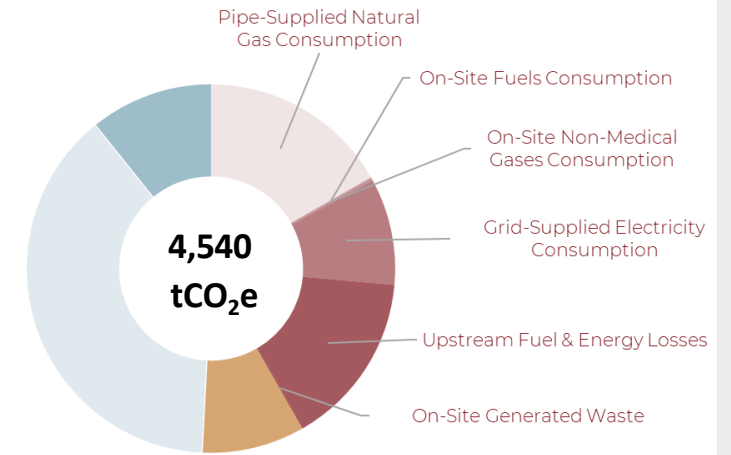
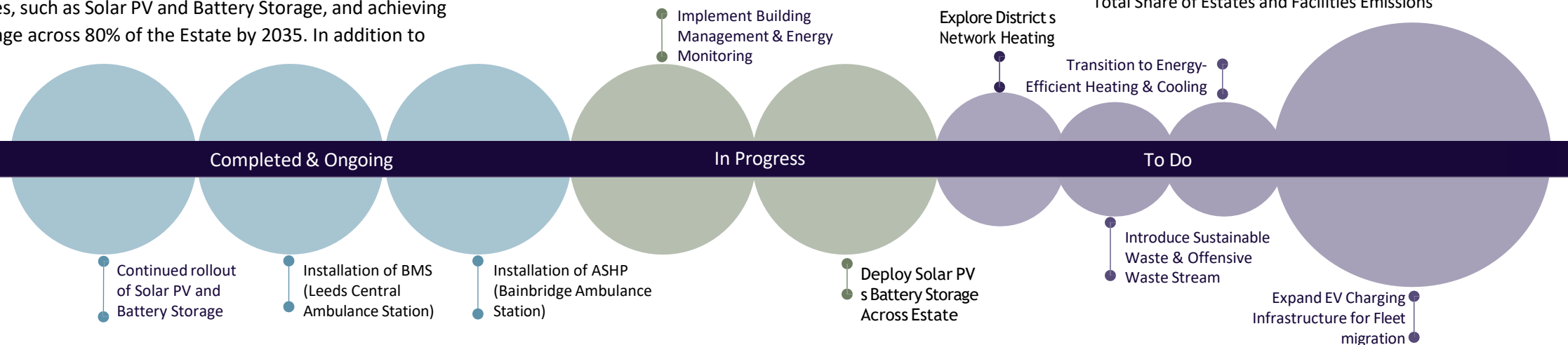


Figure 6: Yorkshire Ambulance Service NHS Trust’s Total Share of Estates and Facilities Emissions



# Estates and Facilities – Action Plan Summary

FOCUS AREA SUB-SECTION	ACTION	ACTION INFORMATION	STATUS	COMPLETION TIMEFRAME	ESTIMATED SAVINGS (£)*	ESTIMATED SAVINGS (tCO <sub>2</sub> e)*
Estates – Gas	Implement Building Management & Energy Monitoring	Introduce Building Management Systems to support the management of energy usage, staff education and Trust reporting, implementing sub metering technologies across all Trust utilities with the ambition of achieving BMS across 50% of the Estate by 2028.	In Progress	2028	££	Medium
Estates – Electricity	Deploy Solar PV s Battery Storage Across Estate	Transition the YAS Estate to renewable energy sources, utilising green technologies such as Solar PV and Battery Storage with the ambition of achieving Solar PV / Battery Storage installations across 80% of the YAS Estate by 2035.	In Progress	2035	££	Medium
Estates – Gas	Explore District s Network Heating	Explore District Heating and Network Heating options for the YAS estate, making data driven decisions based on the benefits across the short, medium and long term.	To-Do	2026/27	£	N/A
Waste Management	Introduce Sustainable Waste & Offensive Waste Stream	Implement and embed new sustainable waste initiatives and procedures, including the ambition to introduce an offensive waste stream aimed at reducing clinical waste by 2028.	To-Do	2028	£	Low
Estates – Gas	Transition to Energy-Efficient Heating & Cooling	Transition the YAS Estate to energy efficient heating and cooling systems, utilising Air Source Heat Pump (ASHP) Ground Source Heat Pump and Air Conditioning with Solar with the ambition of achieving energy efficient heating/cooling systems across 80% of the Estate by 2035.	To-Do	2035	££	Medium
Electric Vehicle (EV) Charging Infrastructure	Expand EV Charging Infrastructure for Fleet migration	Support the electrification of the YAS Fleet by providing the supporting infrastructure and adequate EVCP facilities, aligned with the YAS Fleet EV migration and the ambition to be >50% zero emissions by 2036 and 100% by 2040.	To-Do	Short term – 2036 Long term – 2040	£££	High

Aligned with delivering Net Zero NHS strategy targets:

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

# Supply Chain and Procurement

*“The NHS net-zero supplier roadmap outlines steps suppliers must follow to align with the NHS net-zero ambition between now and 2030.”<sup>1</sup>*

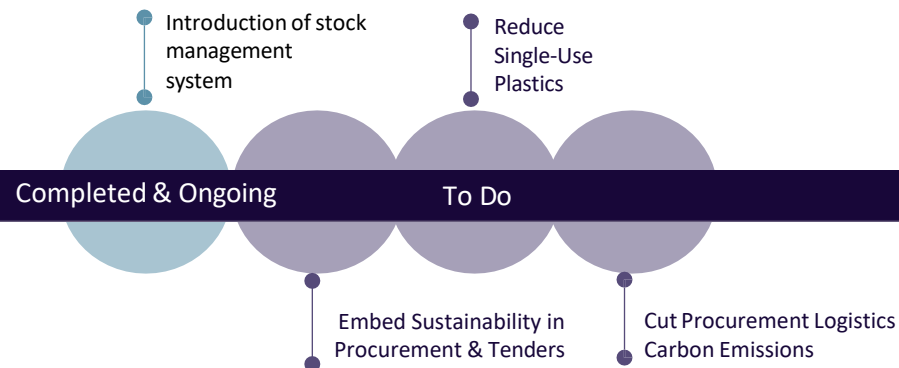
*This focus area aims to integrate the requirements of the NHS net-zero supply chain roadmap into the Trust’s relevant processes and instigate engagement with suppliers.*

YAS efforts have focused on evaluating the products and services procured by YAS and developing a green strategy and policy; plastic reduction has been a key focus area. In addition, A stock management system has been introduced, enabling the team to use real consumption data to inform smarter ordering. This helps maintain appropriate stock levels across our services while reducing unnecessary journeys.

An organisation-wide baseline for single-use plastics will be established, supporting a commitment to reduce non-clinical plastics by 5% each year until 2035. Clinical products will also be reviewed to identify and test feasible non-plastic alternatives, with the intention of delivering comparable reductions in clinical single-use items.

Furthermore, a carbon baseline for procurement logistics will also be developed to understand current CO<sub>2</sub> emissions. The findings will guide efficiency improvements, including packaging reduction, improved inventory management, and supplier evaluation, with the objective of reducing logistics-related emissions by 70% by 2035.

In addition, tender requirements will be reviewed and suppliers engaged through the Evergreen programme. Procurement processes will be adapted to incorporate stronger social value and sustainability criteria within evaluation frameworks. This will be done using sustainability criteria with specific weightings informing minimum requirements, and supported by clear, measurable KPIs that are monitored and managed throughout the lifecycle of each contract.



# Supply Chain and Procurement – Action Plan Summary

FOCUS AREA SUB-SECTION	ACTION	ACTION INFORMATION	STATUS	COMPLETION TIMEFRAME	ESTIMATED SAVINGS (£)*	ESTIMATED SAVINGS (tCO <sub>2</sub> e)*
Plastic Reduction	Reduce Single-Use Plastics	Complete an assessment of all single use plastic items to establish baseline number. Reduce all non-clinical single use plastic items by 5% year on year to 2035. Assess and trial non-plastic clinical products with an ambition of reducing single use products by 5% where feasible year on year to 2035.	To-Do	2035	£	Low
Plastic Reduction	Cut Procurement Logistics Carbon Emissions	Complete a baseline carbon footprint assessment for procurement logistics to establish current CO <sub>2</sub> emissions with a view to reducing emissions through the rollout of efficiency schemes for example, reductions in packaging, rollout of the inventory management system and assessment of suppliers, to reduce emissions by 70% by 2035.	To-Do	2035	££	Low
Tender Requirements	Embed Sustainability in Procurement & Tenders	Review tender requirements and engage suppliers on the Evergreen programme, adapting tenders to reflect social value and sustainability elements within evaluation criteria, considering weighting above minimum requirements, where appropriate, and develop specific measurable KPIs that are monitored and managed throughout the duration of the contract.	To-Do	2026/27	£	N/A

# Food and Nutrition

*“Organisations should continue implementing the National standards for healthcare food and drink, requiring NHS organisations to deliver High-quality, healthy and sustainable food and minimise waste.”<sup>1</sup>*

*This focus area aims to reduce the Trust’s food-related emissions by making lower-carbon food choices and minimising food waste.*

The Food and Nutrition workstream at YAS reflects early progress with clear priorities for development. It is estimated that food and catering services in the NHS produces 1,543 ktCO<sub>2</sub>e each year, equating to approximately 6% of total emissions.

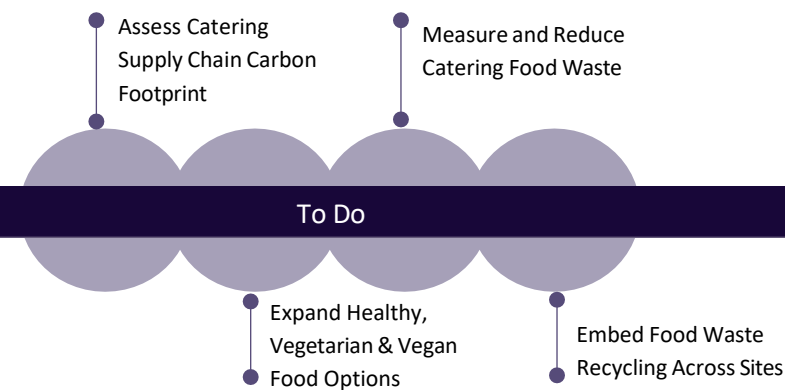
Healthier, locally sourced food can improve wellbeing while cutting emissions related to agriculture, transport, storage and waste across the supply chain and on NHS estate.

Work will be undertaken with the Trust’s catering provider to develop a clearer understanding of the catering supply chain, including the locations where food is produced and supplied from, with the aim of reporting on the supplier’s carbon footprint by December 2026.

Alongside this, the Trust will collaborate with its catering provider to identify opportunities to broaden the range of healthy and sustainable food choices available to staff, patients and visitors. This will include expanding vegetarian and vegan options, reviewing menus to support healthier eating, and considering initiatives that encourage lower-carbon dietary choices. Suitable initiatives arising from this work will be agreed and introduced by the end of 2026.

The Trust will gather detailed information on food waste generated through on-site catering to gain a clearer understanding of current volumes and identify opportunities to reduce waste. This will include analysis of trends, sources, and potential inefficiencies in food preparation and service. A comprehensive report summarising findings and proposing achievable reduction targets will be produced by October 2026.

In parallel, food waste recycling processes will be further embedded and optimised across all relevant YAS sites to ensure consistent and effective use. Data on food waste volumes will continue to be collected to monitor progress and support continuous improvement, with full implementation of these measures scheduled for completion by the end of 2026.



# Food and Nutrition – Action Plan Summary

FOCUS AREA SUB-SECTION	ACTION	ACTION INFORMATION	STATUS	COMPLETION TIMEFRAME	ESTIMATED SAVINGS (£)*	ESTIMATED SAVINGS (tCO <sub>2</sub> e)*
Supply Chain	Assess Catering Supply Chain Carbon Footprint	Work alongside the Trust's catering provider to fully understand supply chain, produce locations, and to also report the supplier's carbon footprint by December 2026.	To-Do	2026/27	N/A	N/A
Menus & Catering	Expand Healthy, Vegetarian & Vegan Food Options	Work alongside the Trust's catering provider to explore healthy food, vegetarian and vegan options with any suitable initiatives launched by December 2026.	To-Do	2026/27	N/A	N/A
Waste Management	Measure and Reduce Catering Food Waste	Gather information on food waste produced from onsite catering, in view of developing improvement opportunities and targets. Report to be developed by October 2026.	To-Do	2026/27	N/A	N/A
Waste Management	Embed Food Waste Recycling Across Sites	Embed and refine YAS food waste recycling processes across relevant locations ensuring effective utilisation whilst gathering information on volume produced by December 2026.	To-Do	2026/27	N/A	Low

# Adaptation

*“Resilience and adaptation should be built into business continuity and longer-term planning to avoid climate-related service disruptions.”<sup>1</sup>*

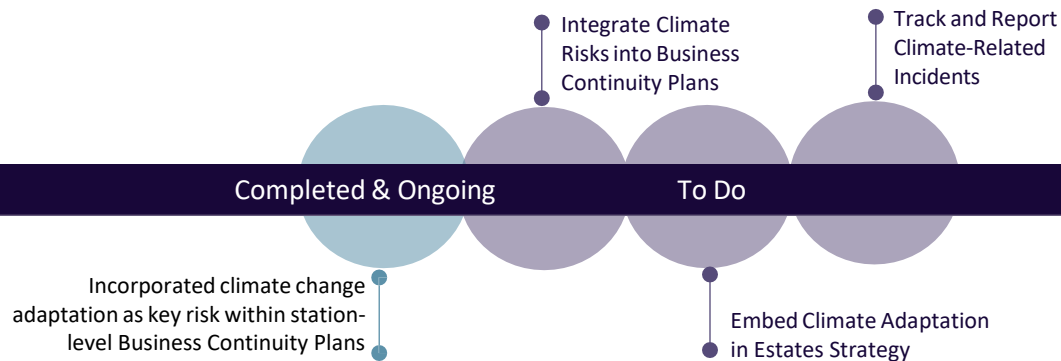
*The adaptation focus area looks to help the Trust implement measures to prepare for severe weather and improve the climate resilience of local sites and services.*

Since the original Climate Adaptation Plan was published, significant progress has been made. Notably, the Trust has incorporated climate change adaptation as a key risk within station-level Business Continuity Plans, ensuring mitigation measures are in place to protect service delivery and safeguard Trust assets.

Climate and environment-related risks will be incorporated into the Trust’s Business Continuity Plans to ensure potential impacts on services are anticipated and mitigated in the event of climate-related incidents, such as flooding or extreme weather events. This approach strengthens organisational resilience, minimises the risk of service disruption, and supports proactive management of hazards.

In addition, resilience and climate adaptation will be embedded as core principles within the Estates Strategy. This will ensure that all new projects are designed not only to advance the Trust’s net zero ambitions but also to incorporate climate adaptation measures, while identifying opportunities to enhance biodiversity and support sustainable estate management across the organisation.

In parallel, robust systems and processes will be established to record and monitor climate-related incidents, including flooding and overheating, and their impacts on services, including associated costs. The data collected will provide a stronger evidence base to inform strategic decision-making, support risk management, and guide the development of Trust-wide strategies at the highest organisational level, ensuring climate resilience is fully integrated into operational and long-term planning.



# Adaptation – Action Plan Summary

FOCUS AREA SUB-SECTION	ACTION	ACTION INFORMATION	STATUS	COMPLETION TIMEFRAME	ESTIMATED SAVINGS (£)*	ESTIMATED SAVINGS (tCO <sub>2</sub> e)*
Climate Change Adaptation & Risk	Integrate Climate Risks into Business Continuity Plans	Embed climate and environment related risks / service impact assessments into the Trust's Business Continuity Plans to mitigate service disruption in the event of a climate related incident, for example, flooding incidents.	To-Do	2026/27	£	N/A
Climate Change Adaptation & Risk	Embed Climate Adaptation in Estates Strategy	Integrate resilience and climate adaptation into the Estates strategy at base level, ensuring new projects aim for net zero whilst factoring in climate adaptation and biodiversity improvements within project schemes.	To-Do	2026/27	£	N/A
Climate Change Adaptation & Risk	Track and Report Climate- Related Incidents	Develop systems and processes for capturing information on climate related incidents, flooding, overheating, impacts on services and costs in view of informing Trust strategy at the highest level.	To-Do	2026/27	£	N/A



**Document Control**

<b>Issue Number</b>	<b>Date</b>	<b>Author(s)</b>	<b>Description of Changes</b>
1.0	19/12/2025	Dr Connor Deacon-Price, Giovanni Manfredi, and Lucy Karlake	Initial Issue
2.0	12/03/2026	Dr Connor Deacon-Price, Giovanni Manfredi, and Lucy Karlake	Amended formatting, addition of extra narrative, and streamlined action plan as per feedback

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**Bold Ambition 1: Our Patients**

**Bold Ambition 2: Our People**

**Bold Ambition 3: Our Partners**

**Bold Ambition 4: Our Planet & Pounds**

