

# Climate Emergency and Sustainability Annual Report

2023-2024



# Introduction

This is NHS Golden Jubilee’s Climate Emergency and Sustainability Annual Report for 2023/2024.

A national organisation, independently run by its own NHS Board, NHS Golden Jubilee (NHS GJ) delivers care through collaboration.

NHS Golden Jubilee has a national portfolio and is home to the Golden Jubilee University National Hospital, NHS Scotland Academy, Centre for Sustainable Delivery, Golden Jubilee Research Institute and the Golden Jubilee Conference Hotel.

NHS Golden Jubilee consists of 1 site located in Clydebank with all buildings interlinked covering a total gross internal area of 61,864.45m<sup>2</sup>. The site also benefits from 4.84 hectares of well-established greenspace with a total site boundary area of 12.97 hectares.

The Golden Jubilee University National Hospital is home to major centres for orthopaedics, ophthalmology, diagnostic imaging and general surgery, and also provides specialist regional and national heart and lung services.

These major centres delivered 82,870 procedures in the reporting year utilising the workforce of 2,500 staff with an equivalent 2,271 whole time equivalent (WTE).

The national Centre for Sustainable Delivery has been commissioned to lead the National Green Theatres Programme – a key element of the Scottish Government’s Climate Emergency and Sustainability Strategy 2022-2026.

Theatres are high carbon and energy intensive areas that produce high volumes of waste. NHS Scotland will benefit greatly from reducing the environmental impact of theatres.

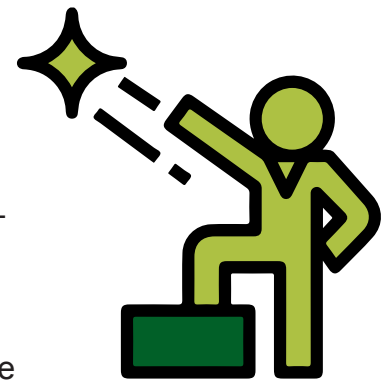
By introducing achievable actions we will:

- Save costs or become cost neutral.
- Improve patient experience.
- Improve staff experience.

NHS Golden Jubilee continues to grow from its inception and will continue to develop new ways to deliver services to benefit the NHS in Scotland, as well as acting as an anchor institution by developing long term sustainable ties to the wellbeing of the local and national populations we serve.



# Leadership and governance



A strategic action plan has been developed setting out in detail the roadmap for NHS Golden Jubilee to achieve the ambitions and goals of the NHS Scotland Climate Emergency and Sustainability Strategy 2022-2026. The plan will be finalised and published in 2024/2025.

A governance structure is in place to ensure a coordinated implementation of NHS Golden Jubilee sustainability and climate change objectives as part of the Sustainability and Climate Change Strategy to:

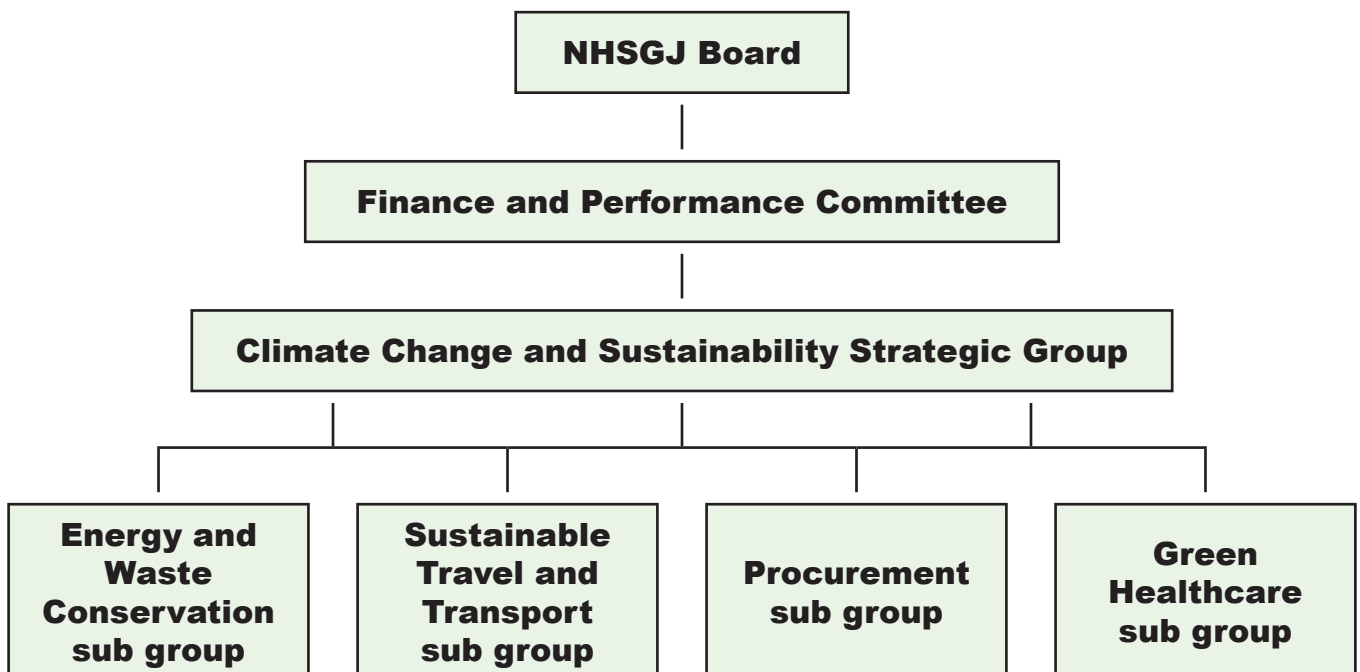
- Promote a sustainable healthcare environment and the delivery of greener models of healthcare for the benefit of staff, patients and other stakeholders and to plan promote and undertake practical and organisational initiatives.
- Promote greater staff and public involvement in the environment and sustainability of NHS GJ, to act as a point of contact for staff and patients who wish to improve our environment and develop communication with internal and external organisations.
- Advise NHS GJ on developments which have an impact on our external environment and measures to mitigate any impact, and to challenge potentially environmentally harmful proposals.

Carole Anderson, Director of Transformation, Strategy, Planning and Performance is the Executive Lead.

Callum Blackburn, Non-Executive Director, is the Sustainability Champion for the Board.

Our strategic action plan will be delivered through the established Climate Change and Sustainability Strategic Group. This group will be supported on the delivery of our aims through a number of programme teams with specific responsibilities in:

- Energy and Waste Conservation
- Green Healthcare
- Sustainable Travel and Transport and
- Procurement.



## Summary of Impacts

NHS Golden Jubilee aims to become a net-zero organisation by 2040 for the sources of greenhouse gas emissions set out in the table below.

The table below sets out the amount of Green House Gas (GHG) emissions produced annually by NHS Golden Jubilee.



Greenhouse gas emissions 2022-2023 and 2023-2024, tonnes CO2 equivalent					
Source	2022/23 emissions (tCO2e)	2023/24 emissions (tCO2e)	Percentage change – 2022/23 to 2023/24	2023/24 – target emissions	Percentage difference between actual and target emissions – 2023/24
Building energy	6882.08	7859.75	+14.21%	No targets have been set by NHS Golden Jubilee for the period 2023/24 due to the focus on emissions measurement and establishing accurate baseline.	
Non-medical F-gas	240.37	0	-100%		
Medical gases	152.38	188.78	+23.89%		
Metered dose inhaler propellant	42.07	38.50	-8.50%		
NHS fleet travel	50.74	40.38	-20.42%		
Waste	178.40	186.31	+4.43%		
Water	28.27	27.59	-2.41%		
Business travel	50.00	73.54	+47.08%		
<b>Total emissions</b>	7,624.31	8,414.85	+10.37%		
Carbon sequestration	Not available	Not available	Not available		
Greenhouse gas emissions minus carbon sequestration	7,624.31	8,414.85	+10.37%		

Table 1: For 2023/24, NHS Golden Jubilee has not set target reductions due to it's focus on data accuracy for current and baseline years

**In summary reference to table 1:**

- Building energy emissions increase is due to decarbonisation of the grid slowing over the past year and the increase in gas consumption due to a colder period over the reporting year compared to the year before.
- Non-medical F-gas saw a 100% reduction. Plant replacement has been ongoing but we expect this figure to increase within the next reporting year.
- Medical gas increase is mainly due to commissioning of the new surgical centre.
- Meter dose inhaler propellant saw a small reduction which is down to the good work our pharmacy team is doing encouraging patients to bring their own primary care inhalers.
- NHS fleet travel saw a reduction and will be reflected in decision making in vehicle hire/lease renewals.
- The increase in business travel is due to the capture of further travel modes such as rail, taxi and flights.
- Carbon sequestration is an area of focus for 2024/2025.

The table below sets out how much of key resources we used over the last 2 years.

Source	2022/23 Use	2023/24 Use	Percentage change – 2022/23 to 2023/24
Building energy (kWh)	35,381,920.00	39,448,461.00	+11.49%
NHS fleet travel (km travelled)	289,681.92	193,600.00	-33.17%
Waste (tonnes)	813.00	887.00	+9.10%
Water (cubic metres)	100,788.00	98,349.00	-2.42%
Business travel (km travelled)	Not available	378,974.00	Not available

Table 2

**In summary reference to table 2:**

In addition to the narrative for table 1:

- Waste saw a reflective increase due to increased activity on site including patient procedures.
- Water saw a small reduction which is within expected parameters.



# Climate change adaptation

Scotland's climate is changing faster than expected according to research published by the James Hutton Institute in December 2023.



According to this research:

- “Between 1990 and 2019, February and to a lesser extent April have become wetter, particularly in the west, by up to 60%, exceeding the projected change by 2050 of 45-55%.”
- “Scotland is on track to exceed “a 2°C increase in temperature by the 2050s, with the months from May to November experiencing up to 4°C of warming over the next 3 decades (2020-2049).”
- “The number of days of consecutive dry weather – an indicator for drought and wildfire risk – are also expected to increase in drier months, such as September.”

Climate change exacerbates existing health risks and introduces new challenges, ranging from the spread of infectious diseases to the intensification of heatwaves and extreme weather events that will impact the health of the population, healthcare assets and services. NHS Scotland plays a pivotal role in safeguarding the life and health of communities by developing climate-resilient health systems capable of responding to these evolving threats.

The changing climate is increasing risks for health and health services. More information on these risks in the UK can be found in the UK Climate Change Committee's Health and Social Care.

Briefing available here:



[www.ukclimaterisk.org/independent-assessment-ccra3/briefings/](http://www.ukclimaterisk.org/independent-assessment-ccra3/briefings/)

## What are the main risks from climate change that the Health Board has identified through its Climate Change Risk Assessment?

NHS Golden Jubilee completed a Climate Change Risk Assessment using the Climate Change Risk Assessment and Adaptation Planning Tool developed in February 2024 with the support of NHS Scotland Assure.

The 5 main risks are noted as follows:

1. Access to the Golden Jubilee University National Hospital - Patient and staff access may be difficult in heavy downpours.
2. Access to the Golden Jubilee University National Hospital - Site access may be restricted during combined climatic weather events.
3. Patient capacity within Golden Jubilee University National Hospital - Delayed patient discharge due to increased local service demand.
4. Staff wellbeing - Staff wellbeing may be negatively impacted during warm temperatures; and
5. Electronic equipment and room temperature monitoring systems - Electronic equipment may overheat as room temperatures increase.

## **What actions has the health board taken to reduce those risks – what has changed since the last report?**

The action plan has identified key recommendations and relevant stakeholders, such as:

1. Consult with the Scottish Environment Protection Agency (SEPA) and check the certainty of local maps, and consider using their flood maps/alerts/warnings, which may come at a cost. This will help plans to be proactively adjusted, such as rerouting transport.
2. Consider liaising with Local Authorities to discuss whether they have flood plans and diversions in place for roads that are likely to flood.
3. Develop and formalise communication plan for weather and Scottish government and/or local authority or other alerts.
4. Formal community response to be developed.
5. Consider developing a Summer/Hot Weather Plan, similar to the Winter Plan, to ensure an intentional and fully consistent approach to addressing the impacts of periods of high and/or sustained summer heat. This could explore the local and historical impacts of previous heatwaves. Most notably, the knock-on impacts of increased service demand on GP surgeries and community health centres during periods of high heat on Golden Jubilee's capacity to discharge patients should be assessed.

The risks and actions are being addressed with a timeline target of March 2025.

## **What are we doing to be prepared for the impacts of climate and increase the resilience of our healthcare assets and services?**

### **Whole system planning**

NHS Golden Jubilee commissioned an external technical review to provide mechanical, electrical and public health engineering consultancy support in relation to the existing infrastructure condition and capacities, together with a high-level appraisal of infrastructure assessment options in relation to existing and future developments. The purpose of this exercise was to:

- Identify a 5 year plan with cost estimates.
- Agree prioritisation through business continuity risk rating workshops; and
- Develop a combined technical and Business Continuity Plan (BCP) rated report.

### **Development of an Environmental Management System**

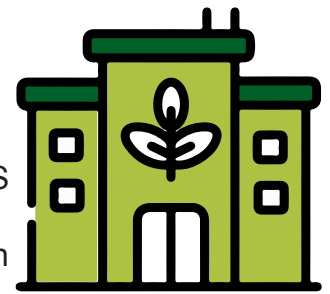
There are policy, strategy and delivery requirements on NHS Boards to implement Environmental Management Systems to the standard of ISO14001 or equivalent.

NHS Golden Jubilee has started the implementation phase and will continue to develop the system to ensure we not only meet requirements of the standard, but utilise the system to ensure compliance and reduce our impact on the environment.

Staff attended 2 training sessions arranged through NHS Scotland Assure. Next steps is to hold an internal workshop with key staff to begin developing both the legislation, and aspects and impacts registers. The first 6-12 months will be a development and learning phase whereby we intend to bring more stakeholders into the fold to ensure our system is fully comprehensive.

An environmental policy will be drafted during 2024/2025 to support the NHS Scotland Climate Emergency and Sustainability Strategy which we align to.

# Building energy



We aim to use renewable heat sources for all buildings owned by NHS Golden Jubilee by 2038. NHS Golden Jubilee has 1 building hosting the NHS Scotland Academy (alongside NHS Education for Scotland), Golden Jubilee University National Hospital, national Centre for Sustainable Delivery, Golden Jubilee Research Institute and Golden Jubilee Conference Hotel.

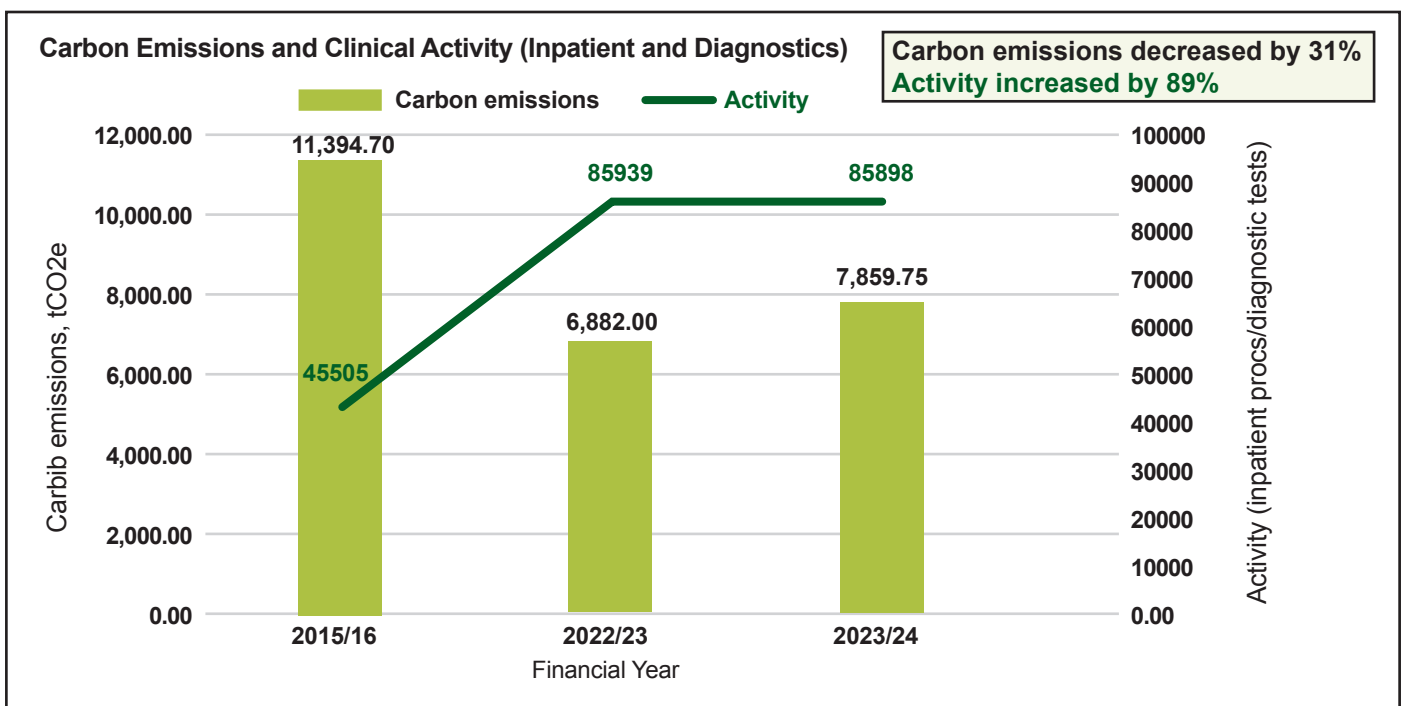
In 2023/2024, 7,859.75 tonnes of CO2 equivalent were produced by NHS Golden Jubilee use of energy for buildings. This was an increase of 14.21% since the year before.

In 2023/2024, NHS Golden Jubilee used 39,448.46 MWh of energy. This was an increase of 11.49% since the year before.

Building energy emissions, 2015/16, 2022/23 and 2023/24 – tCO2e				
	2015/16 energy emissions	2022/23 energy emissions	2023/24 energy emissions	Percentage change 2015/16 to 2023/24
Building fossil fuel emissions	4,785.50	3,749.20	4,417.64	-7.69%
District heat networks and biomass	Not Applicable	Not Applicable	Not Applicable	Not Applicable
Grid electricity	6,609.20	3,132.80	3,442.12	-47.92%
Totals	11,394.70	6,882.00	7,859.75	-31.02%

Table 3

Graph 1 below shows our emissions have reduced by 31.02% since 2015/2016 with our activities and procedures increasing by 89%.



Graph 1



<b>Building energy use, 2015/16, 2022/23 and 2023/24 – MWh</b>				
	2015/16 energy use	2022/23 energy use	2023/24, energy use	Percentage change 2015/16 to 2023/24
Building fossil fuel use	25,944.88	20,539.24	24,149.48	-6.92%
District heat networks and biomass	Not Applicable	Not Applicable	Not Applicable	Not Applicable
Grid electricity	14,299.74	14,842.68	15,298.98	+6.99%
Renewable electricity	Not Applicable	Not Applicable	Not Applicable	Not Applicable
<b>Totals</b>	<b>40,244.62</b>	<b>35,381.92</b>	<b>39,448.46</b>	<b>-1.98%</b>

Table 4

## What did we do in 2023/2024 to reduce emissions from building energy use?

In 2023/2024 we undertook the following projects:

<b>In 2023/24 we undertook the following projects:</b>		
<b>Project Description</b>	<b>Energy Savings (kWh)</b>	<b>Carbon reduction (t/CO2e)</b>
Electronically Commutated (EC) Fans • 9 no. air handling units received replacement fans	6,480	1.46
LED Lighting Replacement • Meeting rooms • Ultrasound • Academy • Outpatients • Linen Room	56,764	12.77
<b>Totals</b>	<b>63,244</b>	<b>14.23</b>

Table 5

## What are we doing in 2024/2025 to reduce emissions from building energy use?

- Communications campaign to encourage staff to switch off lights and equipment when not used.
- Review heating and cooling set points via the building energy management system to establish efficiencies.
- Continue to replace old light fittings with LED utilising maintenance budget and own technical Staff where feasible.

In 2024/2025 we plan to undertake the following projects:

In 2024/25 we plan to undertake the following projects:		
Project Description	Energy Savings (kWh)	Carbon reduction (t/CO2e)
Electronically Commutated (EC) Fans • 6 air handling units received replacement fans	3,600	0.81
LED Lighting Replacement • Engineering Office • Radiology booking office • Corridors • Generator switchroom • Stairwell 4 • Pharmacy • Binstore NSD	126,144	28.38
Chillers • Planned to complete 6-8 units	4,500	1.01
Lifts • 8 lifts • Lift cars, controllers and lighting	7,568	1.70
<b>Totals</b>	<b>141,812</b>	<b>31.90</b>

Table 6

## What projects are we planning for the longer-term to reduce emissions from building energy use?

Where funding is available, NHS Golden Jubilee has identified a number of projects which would reduce our emissions. These include:

Project Description	Benefits
Sub metering - Electricity • 9 HV breaker and 6 load centres • Upgraded and linked to Building Energy management System (BEMS)	Ensure compliance by upgrading old kit and provide a platform to monitor energy consumption accurately
LED Lighting Replacement	The site has a large mixture of t8 and t5 fittings. Not only are these high energy users, purchasing is becoming more difficult due to non-manufacturing of this type of lamp.
Variable Speed Drive Replacement • Replace 36 dated variable speed drives to modern/intelligent variable speed drives.	Estimated annual savings: • Energy (kWh) = 1,067,708 • Carbon (t/CO2e) = 240.22
Electronically Commutated (EC) Fans • Replace 37 remaining fans to air handling units	Payback period is estimated at 24 months with energy saving up to 70% compared to AC fans.
Solar PV • Feasibility study to establish benefits of Installations to all south and east facing pitched roof areas	• Reduce reliance on grid electricity • Free up maximum capacity

Table 7

# Sustainable care

A world renowned institution, NHS Golden Jubilee has provided care through collaboration for patients across Scotland since 2002.

Consisting of the Golden Jubilee University National Hospital, Research Institute, Conference Hotel, Centre for Sustainable Delivery and NHS Scotland Academy, NHS Golden Jubilee works with colleagues around the globe, from industry to academia, to provide the highest quality of person centred care.



As Scotland's flagship hospital for elective and specialist care, we are home to Scotland's largest ophthalmology centre, 1 of Europe's biggest elective orthopaedic centres and a major diagnostic imaging service.

NHS Golden Jubilee also manages all heart and lung surgery for the west of Scotland, as well as 3 national heart and lung services, including the country's only adult heart transplantation unit.

## National Centre for Sustainable Delivery

The national Centre for Sustainable Delivery (CfSD) is a national unit designed to sustainably improve and transform Scotland's health care system through innovation, collaboration and clinical leadership.

Hosted by NHS Golden Jubilee and commissioned by the Scottish Government, CfSD brings together existing transformation programmes with an innovation team to support the rapid rollout of new techniques, innovations and clinically safe, fast and efficient pathways for Scotland's patients. CfSD will work with experts and patients across Scotland to make our healthcare system the best in the world and ensure that people receive the right care, from the right people, at the right time. To achieve this we need to focus on sustainability, value, innovation and listening to our patients.

### National Academy

NHS Scotland Academy is an exciting partnership between NHS Golden Jubilee and NHS Education for Scotland to offer accelerated training for a wide range of health and social care roles and professions.

#### The Academy:

- Provides an opportunity for staff to improve their skills in specific areas, using residential, distance and virtual reality learning.
- Offers attractive training programmes linked to recruitment and career progression.
- Draws on the strengths of both parent organisations using both the state-of-the-art clinical and simulation facilities at NHS Golden Jubilee and the educational expertise and technology-enabled learning offered by NHS Education for Scotland.
- Supports NHS Scotland to develop additional capacity and new capabilities.
- Adds to existing educational programmes and respond to evolving and emerging workforce needs.
- Helps ensure the health and social care workforce is prepared for future needs in Scotland by addressing recruitment gaps and training needs.
- Commits to the principles of eliminating discrimination and harassment, promoting equality of opportunity for all and recognising and valuing diversity in employment and in the delivery of our services. Our Inclusive Education and Learning Policy sets out our commitment to making education and learning more inclusive.

## 6.1 Anaesthesia and surgery

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

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

NHS Golden Jubilee's total emissions from these gases in 2023/2024 were 133.63 tonnes of CO<sub>2</sub> equivalent, an increase of 27.78% from the year before. This is entirely due the increase in piped entonox for the commissioning of the new surgical centre.

More detail on these emissions is set out in the tables below:

Nitrous oxide and entonox emissions, 2018/19, 2022/23, 2023/24 – tCO <sub>2</sub> e				
Source	2018/19 (baseline year)	2022/23	2023/24	Percentage change 2018/19 to 2023/24
Piped nitrous oxide	179.69	0	0	-100.00%
Portable nitrous oxide	9.90	59.89	52.14	+426.67%
Piped entonox	0	0	27.09	Not available
Portable entonox	1.94	44.69	54.40	+2704.12%
<b>Total</b>	<b>191.53</b>	<b>104.58</b>	<b>133.63</b>	<b>-30.23%</b>

Table 8

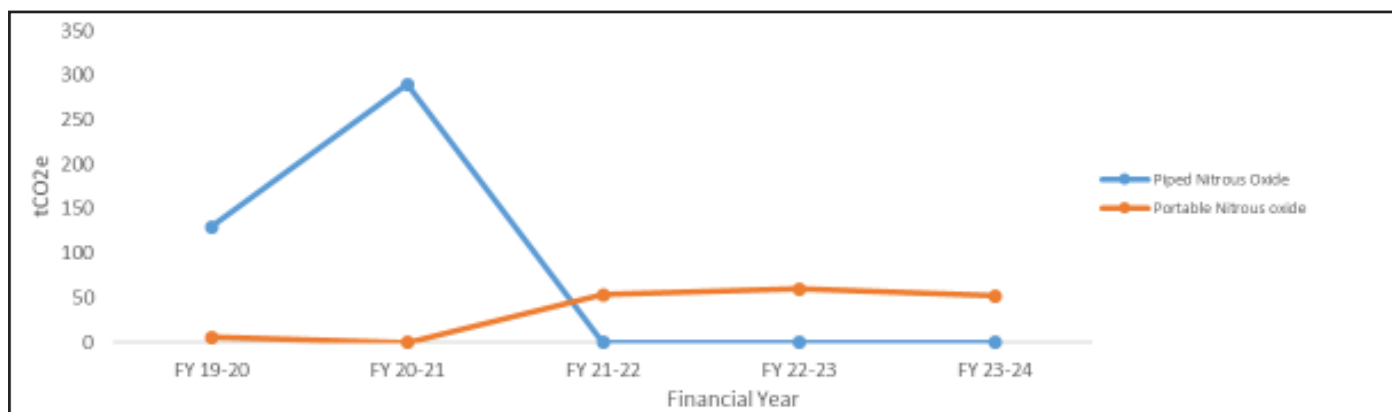
Volatile medical gas emissions, 2018/19, 2022/23, 2023/24 – tCO <sub>2</sub> e				
	2018/19 (baseline year)	2022/23	2023/24	Percentage change 2018/19 to 2023/24
Desflurane	5.40	1.70	0	-100.00%
Isoflurane	37.20	33.10	40.06	+7.69%
Sevoflurane	12.40	13.00	15.09	+21.69%
<b>Total</b>	<b>55.00</b>	<b>47.80</b>	<b>55.15</b>	<b>+0.27%</b>

Table 9

### What did we do in 2023/2024 to reduce emissions from anaesthetic gases?

NHS Golden Jubilee has been a leader in the field of Total Intra-Venous Anaesthesia (TIVA) which contributes to avoiding the use of volatile gases. Work has been continuing over the last year to further reduce emissions from anaesthetic gases by maximising the opportunities to use TIVA in our surgical procedures.

The use of piped nitrous oxide as a carrier gas for volatile and aesthetic agents ceased in early 2020 and subsequently the nitrous oxide manifolds were decommissioned.



Graph 2

Heating, Ventilation and Air Conditioning system (HVAC) and Anaesthetic Gas Scavenging System (AGSS): We are working with the theatres teams and Estates to reduce the electricity and carbon footprint in a way that is clinically satisfactory. A short life working group has been established and is progressing this project.

## What are we doing in 2024/2025 to reduce emissions from anaesthetic gases?

The NHSScotland National Green Theatres Programme was officially launched in 2023 to help reduce the carbon footprint of theatres across NHS Scotland and enable more environmentally sustainable care by:

- Working with clinicians and professionals to develop actions that reduce carbon emissions, waste and resource use.
- Supporting Boards to implement, measure and report on these improvements.

To further reduce emissions from anaesthetic gases we are maintaining staff awareness and working to keep usage low as well as promoting the use of TIVA.

In conjunction with the Green Theatres Programme, we will progress the following in 2024/2025:

- HVAC (Heating, Ventilation and Air Conditioning system) and AGSS (Anaesthetic Gas Scavenging System): A short life working group has been established and is progressing this project.

## What are we doing in 2024/2025 to make surgery more sustainable?

Patient warming: a clinical audit will be conducted to manage patient's temperature peri and post operatively. This will inform a further piece of work to identify how we can improve clinical practice with regard to patient thermoregulation, and how we can achieve this using more sustainable products.

- Reusable theatre caps: A risk assessment will be carried out to inform a standard operating procedure (SOP) for the safe introduction of reusable theatre caps.

- Reusable theatre gowns: Will be trialled with clinical teams to assess usability and logistics around laundry.
- Lean theatre Trays: Will be rolled out to hip operations and to other specialities. In our first trial period of 120 MAKO robotic knee procedures, we achieved savings of £3.5K / 183,720g CO2.
- Rubbing not Scrubbing: This is being extended beyond the Orthopaedic theatres to Thoracic Surgery and Cardiac Catheterisation Laboratories.

## 6.2. Respiratory medicine

Greenhouse gases are used as a propellant in metered dose inhalers used to treat asthma and Chronic Obstructive Pulmonary Disease (COPD). Most of the emissions from inhalers are from the use of reliever inhalers – Short Acting Beta Agonists (SABAs). By helping people to manage their condition more effectively, we can improve patient care and reduce emissions.

There are also more environmentally friendly inhalers such as dry powder inhalers which can be used where clinically appropriate.

We estimate that emissions from inhalers in NHS Golden Jubilee were 38.50 tonnes of CO2 equivalent in 2023/2024.

Inhaler propellant emissions, 2018/19, 2022/23, 2023/24 – tCO2e				
Source	2018/19 (baseline year)	2022/23	2023/24	Percentage change 2018/19 to 2022/23
Primary care	0	0	0	N/A
Secondary care	41.57	42.07	38.50	-7.39%
Total	41.57	42.07	38.50	-7.39%

Table 10

### What did we do in 2023/2024 to reduce emissions from inhalers?

This year to improve patient care and reduce emissions from inhalers we will encourage patients to bring their own prescription medicines, including inhalers, so we are not adding to the carbon burden by prescribing something they have at home. We have encouraged ward staff to utilise patients own medication where possible and ensure patients own drugs are sent on transfer.

Due to the nature of our services we rarely initiate inhaler therapy and only supply inhalers when patients have forgotten to bring them in, medication has expired or is not transferred with the patient. In addition, we will encourage staff to use the type that are not pre-metered dose inhalers, which is better for the environment and interchangeable in the majority of patients.

In general we will raise awareness when dispensing inhalers and not to order duplicate inhalers when they get home, and encourage patients to recycle them at their local pharmacy where available.

## **What are we doing in 2024/2025 to improve patient care and reduce emissions from inhalers?**

As a Board that infrequently initiates inhaler therapies, we are auditing the supply of inhalers to investigate the reasons behind supply of routine therapy during short stay admissions. We will then review and target initiatives to ensure supply is appropriate. In addition, we are planning a change to wording on admission letters to encourage patients to bring in their own medicines. We have also aimed to reduce wastage by using a multidisciplinary approach to reduce the need for inhalers to accompany patients to the theatres suite.

## **What are we doing to raise awareness with staff and patients?**

This year we are continuing to encourage patients to bring their own prescription medicines, including inhalers, so we do not add to the carbon burden by prescribing something they have at home.

Our admission letters will be updated to stress the importance of bringing all medicines into hospital, due to the nature of our services we rarely commence inhaler therapy and normally only supply them when someone has forgotten to bring them for their stay. This will be emphasised to all wards and departments to ensure staff have full awareness of this issue.

In addition we will encourage staff to use the type that are not pre-metered dose inhalers, which is better for the environment and interchangeable in the majority of patients. In general, we will raise awareness when dispensing for discharge, only supplying when definitely required. We will continue to discuss with patients regarding not over ordering when they get home, and recycling them at their local pharmacy where available.

### **6.3. Other sustainable care action**

## **What else did we do in 2023/2024 to make care more sustainable?**

In 2023/2024, NHS Golden Jubilee did the following to make operating theatres more sustainable:

- Oral paracetamol: Use of oral paracetamol has been rolled out with a significant reduction in the use of IV paracetamol. This is now being regularly monitored to ensure that this change in practice is sustained. The Pharmacy team is actively looking at further medications where a switch from IV to oral administration would be clinically appropriate.
- Rubbing Not Scrubbing: Orthopaedic Theatres have embedded using sterillium rub in place of scrubbing for all cases with the exception of the first case of the day. This has been introduced safely with no impact on infection rates, significantly reducing water use; and
- Lean Surgical Trays: This has been introduced in Orthopaedics and Ophthalmology. Currently saving 1 tray per procedure for Mako knee procedures which significant financial and carbon savings.

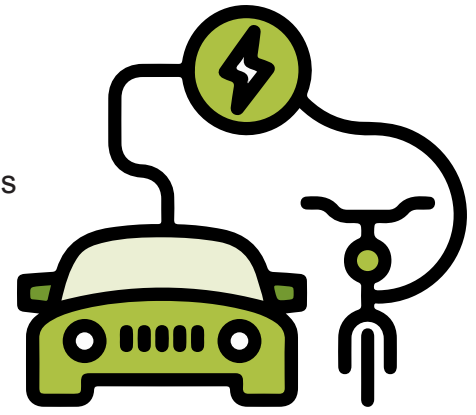
## **What else are we doing in 2024/2025 to make care more sustainable?**

Waste segregation: at the moment we are using orange waste bags in all clinical areas, and recycling collections only at the storage room level. This issue has been discussed previously, and will be reviewed again this year to determine whether recycling collections can be expanded.

## Travel and transport

Domestic transport (not including international aviation and shipping) produced 28.3% of Scotland's greenhouse gas emissions in 2022. Car travel is the type of travel which contributes the most to those emissions.

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



Our Sustainable Travel and Transport Group reports to our Climate Change and Sustainability Strategic Group.

The Travel and Transport Sub Group purpose is to support a realistic shift in staff, patient and visitor travel behaviour away from single occupancy car travel to sustainable travel and alternatives such as walking or cycling.

The objectives of the group are to:

- Maximise the proportion of walking, cycling and public transport trips to and from the site.
- Increase awareness of the sustainable travel options available to both staff and visitors and emphasise their health and wellbeing benefits.
- Reduce reliance on the private car as a means of accessing the site.
- Reduce the number of single occupancy car trips to our site by 5%.

The purpose of the group is to:

- Provide coordination and leadership, ensuring cycling is promoted and appropriate infrastructure and resources are made available.
- Create an action plan and coordinate actions through existing groups/committees where appropriate to ensure delivery.
- Initiatives will be considered and coordinated through this group in a strategic and structured way, including but not limited to:
- Continuing to develop staff benefits for accessing public transport including season ticket loans.
- Working with West Dunbartonshire Council to progress sustainable access plan including improved routes to and from the site for rail and bus transport.
- Developing a plan and milestones for carbon neutral patient transport and other fleet vehicles.
- Developing a site masterplan proposal for electric vehicle charging infrastructure.
- Reintroducing and promoting the 'Liftshare' car sharing scheme.
- **What did we do in 2023/2024 to reduce the need to travel?**

We continued to reduce the need to travel by making use of MS Teams for meetings and hybrid working for appropriate staff groups.

Procurement continued to consolidate deliveries to reduce supplier travel requirements.



## **What did we do in 2023/2024 to improve active travel?**

- We continue to promote our cycle to work scheme to support active travel and encourage use of our cycle storage facilities.
- Held Dr Bike sessions.

## **What did we do in 2023/2024 to improve public and community transport links to NHS sites and services?**

We continue to work with West Dunbartonshire Council in the first stage of a Sustainable Access Appraisal (SAA) outcome with a view to introducing:

- New pedestrian footpath link to Caledonia Street.
- Improved wayfinding from Dalmuir Train Station.
- Upgraded bus stop infrastructure on Dumbarton Road.

## **What are we going to do in 2024/2025 to reduce the need to travel?**

- Review options to launch the new and improved Liftshare app to improve car sharing opportunities.
- Continue to promote cycle to work and travel card schemes.
- Continue to promote MS Teams for meetings where applicable and restrict business travel unless essential.
- Continue to encourage staff to follow the transport hierarchy published by Scottish Government (procurement).
- Review and update our Travel and Transport Policies to prioritise the use of sustainable options.

## **What are we going to do in 2024/2025 to improve active travel?**

- Re-apply for Cycling Scotland Employer Friendly Award.
- Arrange further Dr Bike sessions.
- Support work of our Health and Wellbeing Group.
- Work closely with Strathclyde Partnership for Transport, First Bus and ScotRail to engage with our staff to promote more sustainable ways to travel.

## **What are we going to do in 2024/2025 to improve public and community transport links to NHS sites and services?**

- Our fleet provides transport for patients attending from other NHS Boards from across Scotland. We will review the options available for renewable powered vehicles that are suitable for providing patient transport and operating over significant distances.
- We are working to remove all petrol and diesel fuelled cars from our fleet.

## Working in partnership with West Dunbartonshire Council

A key ambition of the Long Term Plan is to better connect the NHS Golden Jubilee to the heart of the town centre.

The proposals identify both an active travel route along the tow path of the canal and a clearly signposted route along Dumbarton Road. In both cases, as with the proposed town centre 'trails', existing streets and paths make up the entirety of the routes, with no requirement (apart from at key wayfinding locations) to change surface finishes or introduce new sections).

### Agamemnon Street Improvements

- New vinyl signage banners to existing lamp posts (3 number.);
- New wayfinding Totem signs (2 number.); and
- New painted cycle lane (220 linear metres approx.)

### Boquhanran Road Improvements

- New thermoplastic decorative paint finish to be applied to surface of access route, ramp and risers of stairs leading to canal towpath (approx. 400 sqm area).

### Canal Towpath Interventions

- New wayfinding points.
- Bonded resin path insert (2m x 2m) directional totem, coordinated bench and cycle stand at each location (5no, i.e. 1 per 200m).

### Dumbarton Road Interventions

- New vinyl signage banners to every other existing lamppost on 1 side of the road only (10no.).

The following table sets out how many renewable powered and fossil fuel vehicles were in NHS Golden Jubilee fleet at the end of March 2023 and March 2024:

	March 2023		March 2024		Difference in % zero tailpipe emissions vehicles
	Total vehicles	% Zero tailpipe emissions vehicles	Total vehicles	% Zero tailpipe emissions vehicles	
Cars	0	0	0	0	0%
Light commercial vehicles	3	0	4	0	0%
Heavy vehicles	0	0	0	0	0%
Specialist vehicles	0	0	0	0	0%

Table 11

The following table sets out how many bicycles and eBikes were in NHS Golden Jubilee’s fleet at the end of March 2023 and March 2024:

	March 2023	March 2024	Percentage change
Bicycles	0	0	0%
eBikes	0	0	0%

Table 12

We provide a cycle to work scheme which is a Government approved salary initiative, allowing employees to hire a bike and accessories up to the value of £4,000. This hire is free from tax and national insurance contributions. We currently have 25 active cycle to work scheme members.

The following table sets out the distance travelled by our cars, vans and heavy vehicles in 2023/2024.

Distance travelled, kms	Cars	Light commercial vehicles	Heavy vehicles	Specialist vehicles	Total
2023/24	0	193,600.00	0	0	193,600.00

Table 13

Business travel is staff travelling as part of their work in either their own vehicles or public transport. It covers travel costs which are reimbursable and doesn’t cover commuting to and from work. The table below shows our emissions from business travel by transport type.

Business travel emissions, tCO2e	Cars	Public transport	Flights	Total
2023/24	16.08	57.46	47.79	121.33

Table 14



# Greenspace and biodiversity

## Biodiversity

Biodiversity, or the wide variety of living organisms within an environment, has declined at a rapid rate in the last 50 years.

Evidence demonstrates that these trends are attributed to human activities, such as land use change, habitat degradation and fragmentation, pollution, and the impacts of climate change.

The State of Nature report published in 2023 has highlighted the decline of nature across Scotland, with 11% of species now classed as threatened with extinction.

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

## What actions have been taken to identify, protect and enhance biodiversity across your organisation?

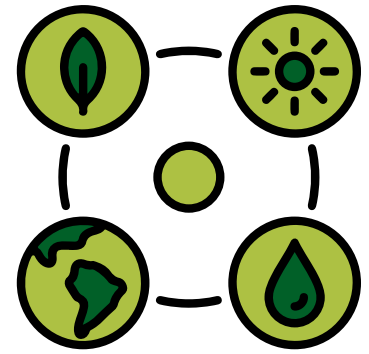
NHS Golden Jubilee continues to develop new initiatives to support sustainability and biodiversity through the Climate Change and Sustainability Strategic Group governance structure. In addition to local governance, NHS Golden Jubilee is represented at a number of national groups and this ensures our local, community and national approach.

Pending funding approval, NHS Golden Jubilee has developed our Site Master Plan in relation to hard and soft landscaping and pedestrian, vehicular and cycle access, including routes on and through the site. We will continue to work with West Dunbartonshire Council and our local community to support their sustainability priorities, including developing our greenspace and its biodiversity for the benefit of our staff and our local citizens.

NHS Golden Jubilee also continues to develop initiatives such as 'Trees for Life' and plants 1 tree as hotel guests opt out of room cleaning services, reducing resource consumption, carbon emissions and increasing carbon sequestration. Conference facility users are also offered an opportunity to donate to the Hotel's 'Grove' fund with 1 tree planted for each donation. In addition to health benefits for patients and staff, investment in greenspace around hospitals and healthcare centres helps tackle climate change and biodiversity loss.

This year to improve our greenspace and biodiversity we will further develop the Site Master Plan, particularly in relation to further opportunities to enhance the flora on site as the majority of the greenspace site is currently grass lawns with some trees. This will require further advice and exploration to determine the best planting strategies to combat the exposed nature of the site in terms of wind and weather and enhance the biodiversity.

We have plans that will enhance the greenspace and biodiversity of the site with clear benefits to our staff and the community. However, these plans require capital investment to enhance the greenspace. Some aspects will also require engagement with the local authority if statutory approvals are required.



## **What actions have been taken to contribute to the NHSScotland Estate Mapping programme, or to develop an internal mapping programme?**

Information including boundary detail and current greenspace has been confirmed and shared with the NHSScotland Estate Mapping Team. This will allow us to plan ahead in maintaining, improving and enhancing our greenspace. This exercise will also enable carbon sequestration of our greenspace.

## **What actions have been taken to mainstream biodiversity across the organisation?**

Grounds are well maintained via an external contractor to ensure biodiversity is protected and planting continues to aesthetically enhance our surroundings.

Plans are in place to establish a biodiversity/greenspace subgroup in 2024/2025 to take forward a range of biodiversity improvement plans.

## **How have nature-based solutions been utilised to address the climate and biodiversity emergencies?**

The Climate Change Risk Assessment and Adaptation Plan has identified no risks to our current greenspace. However, there are opportunities to enhance biodiversity on the site which will be reviewed over 2024/2025. Plans are also in place to establish a biodiversity/greenspace subgroup in 2024/2025.

## **What actions have been undertaken to raise awareness, engagement and understanding of biodiversity and nature?**

Plans are in place to establish a biodiversity/greenspace subgroup in 2024/2025 and highlight plans during Climate Week 2024.

## **What surveys, monitoring or assessment of biodiversity have been undertaken? If you have – have systems been developed to continue monitoring long-term?**

Plans are in place to establish a biodiversity/greenspace subgroup in 2024/2025 to progress surveys and systems of monitoring.



## Greenspace

The design and management of the NHSScotland green estate for human and planetary health, offers an opportunity to deliver a range of mutually beneficial outcomes. These include action on climate change (both mitigation and adaptation), biodiversity, health and wellbeing for patients and staff, community resilience building and active travel.

NHS Golden Jubilee is fortunate to be surrounded by ample green space, outside space for walking and sitting, including a cycle path near our site along the canal. Not only does this provide opportunities for walking and relaxing but supports wellbeing of patients, staff and visitors.

The table below outlines any key greenspace projects and their benefits.

Project name/ location	Benefits of project	Details of project
Garden of reflection	Biodiversity Health and wellbeing	Transformation of the existing courtyard to create a quiet peaceful refuge where staff can retreat, relax and de-stress.  Works included installation of new paving, benching as well as planting of shrubs, plants and bulbs with the removal of the existing water feature.
Living Wall	Biodiversity Health and wellbeing	Our moss wall located within the Hotel is crafted from real moss that has been treated with natural preservatives, allowing it to retain its fresh, green appearance without ongoing upkeep. The moss doesn't require light or water, needing only an occasional light dusting to maintain its appearance.  The moss wall brings a vibrant, natural aesthetic to our Hotel, enhancing the space with its lush green colour and unique, tactile quality. Its preserved nature offers a low-maintenance solution that doesn't require light or water, making it an eco-friendly addition that also improves the visual and audio appeal of our interiors. This green wall feature helps create a welcoming, contemporary ambiance, allowing us to stand out and connect with guests seeking sustainable spaces.

Table 15



## Sustainable procurement, circular economy and waste



Earth Overshoot Day marks the date when our demand for resources exceeds what earth can regenerate in that year. In 2024, Global Earth Overshoot Day is 1 August, a day earlier than in 2023.

For the UK, the picture is more worrying. In 2024, the UK's Earth Overshoot Day was 3 June. The current level of consumption of materials is not sustainable and is the root cause of the triple planetary crises of climate change, biodiversity loss and pollution.

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

### What did we do in 2023/2024 to reduce the environmental impact and the quantity of the goods and services we buy?

The Procurement team participate in the National Green Theatres Programme and are involved in the implementation of multiple separate actions to ensure more environmentally sustainable theatres, such as, reviewing the use of re-usable devices and reduction of wastage from incorrect medical examination glove usage.

Utilising the Scottish Government Sustainability Procurement Tool to identify targeted contracts to influence sustainability requirements, the Procurement Team has prioritised the following areas for action: recyclates and general waste, managed transport service (aim for a reduction in CO2 emissions) custom packs (review of the materials used) and patient engagement apps (reduce patient journeys).

### What are we doing in 2024/2025 to reduce the environmental impact of the goods and services we buy?

In the next year, NHS Golden Jubilee will have an obligation to publish a new 3 year Procurement Strategy which must include how procurement will impact in terms of climate, sustainability and community benefit. This will be followed by an annual progress report. Additionally, procurement Key Performance Indicators will be monitored as part of the NHS Golden Jubilee Anchor Strategy – these will focus on community benefit.

From 2024/25 onwards we will progress the following:

- Embed sustainability requirements within local tendering activity by ensuring that these are built into contract selection and/or award criteria and ensure whole lifecycle costing methodology is used in commercial criteria where appropriate.
- Ensure all Procurement Officers within Procurement have undertaken Procurement Climate Literacy Training and are aware of Scottish Government Sustainable Procurement Tools.
- Ensure sustainability is an agenda topic during the Key Supplier Performance Meetings. This will allow particular ideals such as packaging and carbon footprint reduction to be monitored and identify opportunities for improvement.

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

The table below sets out information on the waste we produce and its destination for the last 3 years:

Type	2021/22 (tonnes)	2022/23 (tonnes)	2023/24 (tonnes)	Percentage change – 2021/22 to 2023/24
Waste to landfill	10.60	24.60	46.19	335.76%
Waste to incineration	280.45	275.75	263.87	-5.91%
Recycled waste	141.43	133.15	153.54	8.56%
Food waste	16.89	25.90	20.99	24.28%
Clinical waste	373.79	392.26	407.17	8.93%

Table 16

In summary reference to table 16:

- We have no direct control to the amount of waste which is sent to landfill and incineration. However, during 2024/2025, a new tender is planned which will have a contractual requirement to send less than 5% of our residual waste to landfill.
- Recycled waste includes dry mixed recycling, Waste Electrical and Electronic Equipment (WEEE), confidential paper, washroom hygiene, glass and wood.
- The increase to food and clinical waste is reflective of the increased activity and patient procedures year on year.

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

<b>Reduce domestic waste by a minimum of 15%, and greater where possible compared to 2012/2013 – by 2025 (baseline 2021/22)</b>	
Target – reduce domestic waste by	67.41 (tonnes)
Performance – domestic waste reduced by	+35.22 (tonnes)
Outcome	Not achieved yet
Further reduction required	102.63 (tonnes)

Table 17

<b>Ensure that no more than 5%, and less where possible, of all domestic waste is sent to landfill – by 2025</b>	
Target – reduce waste sent to landfill by	1.63 (tonnes)
Performance – waste sent to landfill reduced by	+21.96 (tonnes)
Outcome	Not achieved yet
Further reduction required	24.23 (tonnes)

Table 18



<b>Reduce the food waste produced by 33% compared to 2015/16 – by 2025 (baseline 2021/22)</b>	
Target – reduce food waste by	5.57 (tonnes)
Performance – food waste reduced by	+4.10 (tonnes)
Outcome	Not achieved yet
Further reduction required	9.67 (tonnes)

Table 19

<b>Ensure that 70% of all domestic waste is recycled or composted – by 2025</b>	
Target – recycle or compost	210.25 (tonnes)
Performance – recycled or composted	174.53 (tonnes)
Outcome	Not achieved yet
Further increase required	42.51 (tonnes)

Table 20

## **What did we do in 2023/2024 to reduce our waste?**

In recent years to reduce we undertook a programme of staff training on segregation of waste. As noted in previous sections, our increased activity including that associated with the new theatre expansion (opening in 2024) will be contributing to increases in clinical waste.

However, we must continue to strive for high levels of recycling within our waste segregation systems and processes.

We will continue with staff training on the segregation of waste. We will also review the design of the waste segregation systems and processes to make it as easy as possible for staff, visitors and patients to segregate waste at source. This will include reviewing the positioning and labelling of bins and waste stations for clinical, domestic and food waste streams.

## **What are we doing in 2024/2025 to reduce our waste?**

NHS Golden Jubilee has recently established a waste management group (operational) and waste and energy group. The purposes of these groups will be to focus on specific actions in line with the Climate Emergency and Sustainability Strategy for Scotland.

The group will establish a very specific action plan for the Board, taking guidance from national documents such as NHSScotland Waste Management Guidance Scottish Health Technical Note 03-01 (SHTN03-01) and the Waste Management Action Plan which is due to be revised for this incoming year.

Currently the Board is focusing on waste reduction and segregation, and in particular segregation of clinical waste. It was recognised that approximately 33% of waste deposited in orange clinical waste bags is not actual clinical waste. Working alongside clinical and infection control colleagues, we will progress this, and work to develop recycling stations in these areas.

NHS Golden Jubilee is also fully engaged with the Green Theatres programme within which it is recognised that there are potentially large gains, both environmentally and financially to be gained from the segregation of theatre waste, with a particular view to ensuring that only clinical waste is dealt with through that waste stream.

Training and Education have been identified as a key requirement on site, and NHS Golden Jubilee have engaged with the Sustainability Manager at NHS Scotland Assure to provide general overview training to clinical and non-clinical staff.

More sessions are planned in the future to take advantage of an e-learning module which is in development to cover this area.

The new non-domestic waste contract is currently going through the tender process. NHS Golden Jubilee recognises that there is wider opportunity within this contract in terms of waste segregation, in particular the identification of a high grade non-infectious plastic. We will look to engage with contractors who are able to accept this waste, recognising the importance the volume of material currently going through waste streams.

NHS Golden Jubilee is also developing a new food waste policy and will work alongside the Catering Expert Services Group on this, as well as NHS Scotland Assure, Scottish Government and Zero Waste Scotland.

We will investigate new innovations in food ordering and disposal options. However, the focus will be on food waste reduction and engagement with clinical teams and ward staff to review menu and ordering processes.

Where possible, NHS Golden Jubilee will engage with Commodity Advisory Panels about encouraging sustainable procurement and recognising the aims and ambitions of national groups for environmental input within these areas.

We are keen to be involved in potential projects looking at circular solutions, addressing the way in which goods and services are procured and managed, whilst appreciating that much of this work is national and sits within the wider Circular Economy Procurement Programme.

The Central Sterile Processing Department (CSPD) recognises the pressure linked to the continued use of single use medical devices (the material management within these and also potential issues with regards to scarcity of raw materials and issue with supply chain).

We see these areas as critical going forward and will work alongside various projects to encourage and develop alternative solutions and change the thinking on the way we operate in the future. We need to do this to address scope 3 emissions, which are emissions as result of activities from assets not owned or controlled by NHS Golden Jubilee.



## Environmental stewardship

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

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

Having an Environmental Management System (EMS) in place provides a framework that helps to achieve our environmental goals through consistent review, evaluation, and improvement of our environmental performance.



### **What steps did we take in 2023/2024 to develop and implement our EMS?**

Without dedicated resource, the development and implement of a system was on hold.

### **What steps will we take in 2024/2025 to further develop and implement our EMS?**

We have recruited a dedicated Manager for environmental stewardship and sustainability to help implement measures and manage our reporting and performance towards the 2040 target. Development and implementation of an EMS will progress throughout 2024/2025.

### **What did we do in 2023/2024 to reduce our environmental impacts and improve environmental performance?**

Without dedicated resource, the development and implement of a system was on hold.

### **What are we doing in 2024/2025 to reduce our environmental impacts improve environmental performance?**

A legal aspects and impacts register of the Environmental Management System will be progressed during 2024/2025 through workshops involving key staff from Facilities, Health and Safety, and Procurement.

### **What factors have prevented implementation of EMS to ISO14001 Standard for any sites in NHS Golden Jubilee estate which have not yet reached that standard?**

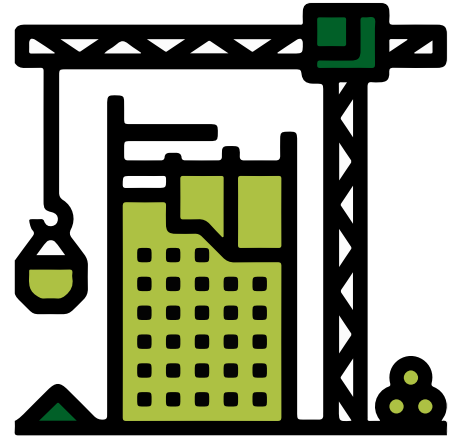
Dedicated resource availability has prevented the implementation of an Environmental Management System (EMS). However, we will progress the development and implementation of the system in 2024/2025.

## Sustainable construction

Where there is a need for new healthcare facilities, we want both the buildings and grounds to be safe, nature-rich, sustainable, resilient and accessible.

NHS Golden Jubilee is working on the following building projects:

- Hospital Expansion Programme Phase 2 – Surgical Centre.
- Hospital Expansion Programme Phase 2 – Work Task Orders.



### What did we do in 2023/2024 to make our construction projects more environmentally sustainable?

All Contractors adhered to the Considerate Constructors Scheme.  
Contractors Site Waste Management Plan:

- Extract
- Produce
- Consume
- Reuse
- Recycle

Reduction of on-site waste.

Reducing energy consumption on finished projects, i.e. lighting.

Work to deliver key guidance and targets for health building projects in Scotland using:

- DL(2021)38 Policy statement – A policy for NHS Scotland on the Climate Emergency and Sustainable Development
- NHS Scotland Sustainable Design and Construction Guide (SHTN20-01)

### What are we doing in 2024/2025 to make our construction projects more environmentally sustainable?

We continue to work with construction partners to make our major construction projects more environmentally sustainable.

We have ensured that we work with contractors to:

- Take back schemes (floor protection, PPE, plasterboard) to recycle more construction materials.
- Changed their use of diesel to HVO (Hydrogenated vegetable oil) in all of site plant.
- Introduction of Bio-digester remediate to deal with any potential construction spills (eco-friendly aerobic bio-digester).
- Move on site catering providers to biodegradable packaging.
- To make our construction projects more environmentally sustainable, our contractors have changed site access from card to facial recognition to save use of plastic cards. In addition, they are:
- In discussions with cabin suppliers with a view to changing to waterless urinals to reduce water usage.
- Installing a “last man out” switch that will automatically shut off all power to non-essential items such as photocopiers, printers etc.
- Trailing “palletloop” recycling of pallets.

For smaller projects, we adhere to the national Minor Works Framework where contractors are required to deliver on the 3 pillars of sustainability, which are Economic, Environmental and Social.

Contractors achieve this by exclusively using locally based small and medium enterprises (SME) subcontractors, which will stimulate the local economy, and also reduce carbon emissions through shorter travel distances to the site.

Contractors adhere to divert 100% of the waste generated during the project from landfill and prioritise reuse over recycling, where possible, in line with circular economy principles. To help make this easier, contractors must conform to waste segregation while onsite. Reuse maximises the value of the product and consumes significantly less energy than recycling.

Contractors must be a Scottish Living Wage accredited employer and adhere to the principles of Fair Work First, which contributes to economic and social sustainability for their employees.



## Sustainable communities

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

The NHS touches every community in Scotland. We have a responsibility to use our abilities as a large employer, a major buyer, and one of the most recognised brands in the world – an ‘anchor’ organisation – to protect and support our communities’ health in every way that we can.



### What are we doing to act as an anchor institution for our local community?

The Anchors Strategic Plan was submitted to Scottish Government in October 2023. The basis of the plan covers 3 key pillars of anchor activity including workforce, procurement, and estates.

Specific examples of delivery include pre-employment work programmes, i.e. Apprenticeships, placements and work experience for local pupils. These plans are supplemented by strategic activity to address West Dunbartonshire’s grand challenges including:

- Population decline.
- Economic recovery.
- Inequality and poverty (including child poverty).

A recent example is NHSGJ’s role as a lead organisation within the recently formed Family Prosperity Network, which is a consortium of key stakeholders to address child poverty challenges in West Dunbartonshire via collaborative interventions.

### What are we doing to improve the resilience of our local community to climate change?

We are continuing to drive down our greenhouse gas emissions to ensure we reach our target of net zero by 2040.

We are establishing a Biodiversity and Greenspace Group to further enhance our estate and provide the local community with a safe space for walking.

We are continually monitoring our climate change risk assessment and adapting to the impacts of the changing climate.

Procurement continue to work with suppliers in reducing and, where possible, consolidation deliveries to not only reduce carbon emissions from reduced travel, but to reduce the number of commercial vehicles travelling through our community to the hospital.

# Conclusion

NHS Golden Jubilee continues to make progress, and indeed are leading by example on many key areas, in relation to climate change and sustainability.

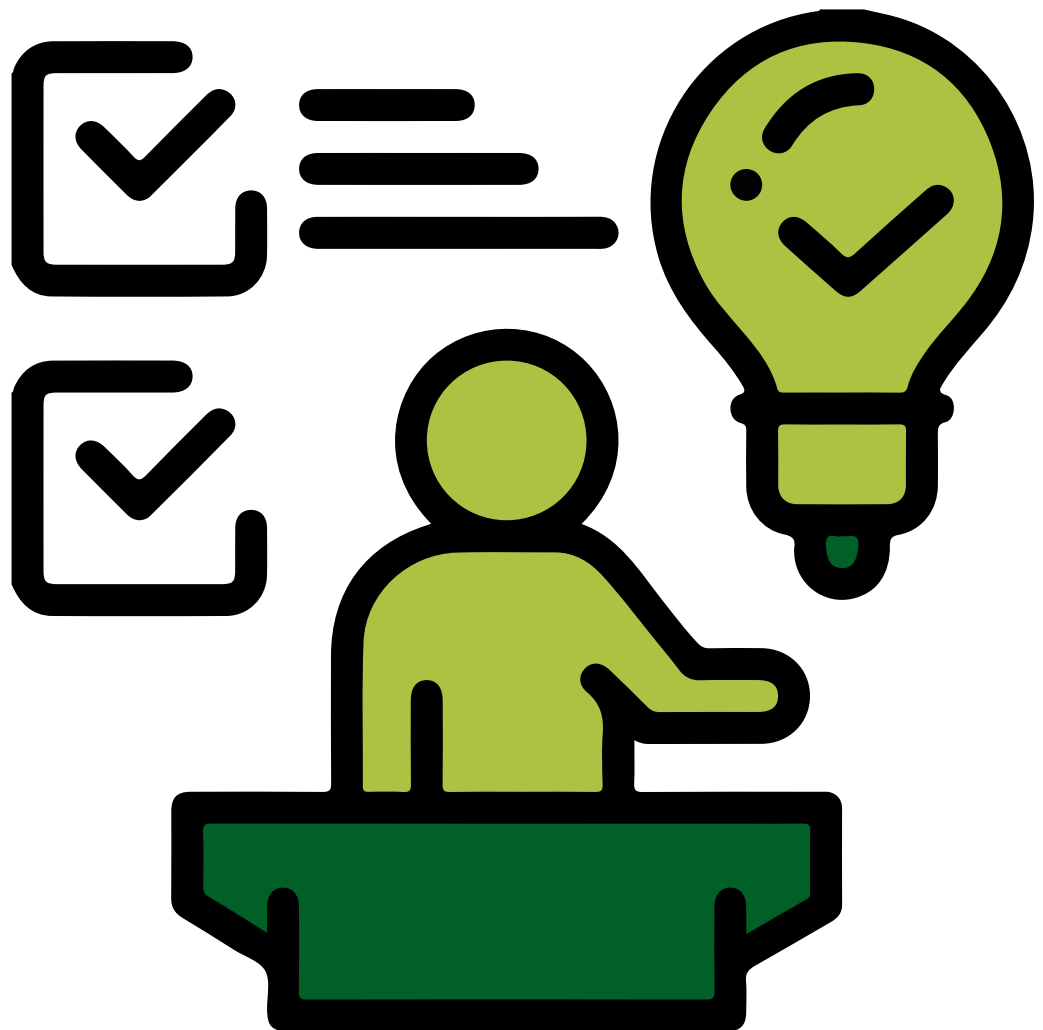
We recognise the impact of the climate crisis and are fully aware of what is needed to accelerate our knowledge and expertise across NHS Golden Jubilee.

Current funding is extremely challenging and will impact our efforts.

However, we will continue to strive for excellence in reducing our impact on the environment.

The recognition and establishment of a revised governance structure for our sustainability programme cements our commitment and prioritisation to sustainability.

We look forward to showing our future progress in this vital area of work.





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