

NHS 24 BOARD MEETING		22 JUNE 2023 ITEM NO 9.5 FOR APPROVAL
NHS 24 CLIMATE EMERGENCY AND SUSTAINABILITY PROGRAMME		
Executive Sponsor:	Laura Ryan, Medical Director	
Lead Officer/Author:	Caroline Shanley, Programme Manager	
Action Required	The Board is asked to approve the CESP strategy and action plan that has been endorsed by the Executive Management Team and Planning and Performance Committee.	
Key Points for Board to consider	<ul style="list-style-type: none"> • CESP activities are now part of the annual review for all health boards. • Responding to the climate emergency is one of the Scottish Government's highest priorities. • The alignment to national strategies is significant. • NHS 24's Climate Emergency and Sustainability action plan will develop and evolve being refined annually, which allows us to add to it as we develop new insights and approaches. 	
Governance process	The governance process in place aligns with the national governance and aligns with the national Climate Emergency and Sustainability Programme.	
Strategic alignment and link to overarching NHS Scotland priorities and strategies	<ul style="list-style-type: none"> • NHS Scotland climate emergency and sustainability strategy: 2022-2026. • The Scottish Government (SG) Care and Wellbeing Portfolio and Public health priorities for Scotland are overall strategic reform policies and delivery framework within Health and Social Care. • Chief Medical Officer – Realistic medicine annual report: 2022 • NHS 24 Public Health Framework and Realistic Medicine Action Plans • NHS 24 Workforce Strategy • NHS 24 Organisational Strategy 	
Key Risks	Risk management is aligned with the standing corporate governance process.	
Financial Implications	A key goal of the programme in NHS 24 is the identification and delivery of financial efficiency, financial opportunities will be identified by the Sustainability Development Group and the new Sustainability and Value group.	
Equality and Diversity	NHS 24 takes account of requirements in relation to equality and diversity in relation to Sustainability Development and environmental matters. The first	

	EQIA screening has taken place and will be reviewed for each agreed project going forward.
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1. RECOMMENDATION

- 1.1 The Board is asked to approve the CESP strategy and action plan. There may be financial implications associated with delivering the action plan however the normal NHS 24 governance routes for investment should be followed by budget holders.

2. TIMING

- 2.1 If possible, the documents should be approved by Board on 22nd June 2023. Approval of the strategy and associated action plan will enable teams to mobilise and deliver the Climate Emergency and sustainability related actions.

In a letter dated 8th March, Humza Yousaf (Then Cabinet Secretary for Health and Social Care) stated he was incredibly grateful for the efforts of all NHS staff during these difficult times and has requested boards accelerate efforts to mobilise our organisation to meet greenhouse gas emissions targets, adapt to climate change and improve the effect that the NHS has on the natural environment. A prompt approval will enable the organisation to adhere to this request.

3. BACKGROUND

- 3.1 As part of the new Programme of work to ensure that NHS 24 complies with targets set out in the [NHS Scotland climate emergency and sustainability strategy 2022-2026](#) the organisation must start to embed sustainability within our core values, and must report on the actions that it is taking.
- 3.2 The climate and ecological emergency has been described as the biggest global health threat of the 21st century but taking timely action also provides an opportunity to contribute to the improvement of population health, in line with SGs [Care and Wellbeing Portfolio Board](#) programme priorities; the [Public Health Priorities for Scotland](#), including on healthy and safe places and communities and sustainable and inclusive economies as well as the principles of Realistic Medicine.
- 3.3 Health care emissions contribute to the climate crisis, however there are strategic and operational structures that NHS 24 can put in place to deliver more environmentally sustainable services while also improving population health in the short, medium, and long term. NHS 24 also has a key role to play in supporting its workforce to consider wider environmentally sustainable behaviours, including in areas such as transport and access to nature, as well as supporting staff to promote these behaviours to our service users i.e. signposting to [existing SG public facing content on sustainable travel, home energy and diet behaviours](#), many of which have health co-benefits.
- 3.4 To play our part in tackling the climate crisis, NHS 24 must become a net-zero health board by 2040. There is a need to establish a culture of stewardship within NHS 24, where resources are safeguarded with a responsibility to provide environmentally sustainable healthcare, to address the triple crises of climate, pollution, and biodiversity loss. These

requirements feed into the NHS 24's Organisational Strategy and align with the existing Population Health; Realistic Medicine and other relevant frameworks and strategies, however a separate NHS 24 Climate Emergency and Sustainability Strategy and Action Plan has also been developed, which sets out our approach and actions in response to the NHS Scotland Climate Emergency Strategy.

- 3.5 In August 2022 Scottish Government published its Climate Emergency and Sustainability Strategy for NHS Scotland 2022 to 2026. There are five fundamental areas aligned with associated delivery actions and targets to achieve our overall net-zero ambitions.

- Buildings and Land
- Travel
- Goods and Services
- Care and Realistic Medicine
- Communities

The programme has set out actions in alignment with the 5 themes of the NHS Scotland Climate Emergency and Sustainability Strategy. The programme has scoped and defined short, medium- and long-term actions and strategic opportunities from each of the five themes and they will be reviewed and refined annually.

4. ENGAGEMENT

- 4.1 There has been engagement with various teams and directorates across the organisation. Two sustainability questions were added to the NHS 24 strategy consultation. Internal staff engagement focus groups took place and suggestion boxes were placed in 4 of the main sites. The engagement report (appendix 1) capturing the output was used to inform the strategy development and action plan.

The engagement report was shared with members of the Executive team to ensure engagement feedback was considered in the development of their action plan.

The programme team are also working closely with the Quality Improvement and Evaluation team to develop a logic model to provide a structured and evidence-based framework for tracking progress and evaluating the effectiveness of our efforts. This will enable us to make more informed decisions and take more effective action towards addressing the urgent challenges of climate change and sustainability.

5. FINANCIAL IMPLICATIONS

- 5.1 There could be financial implications and staffing requirements associated with delivering the action plan. Deep dives will need to be conducted by the responsible owners to understand what effort and budget is required for delivery, however directorates should follow normal NHS 24 governance processes for investment, staffing or new project requests when further detailed information is known.

APPENDIX 1



NHS 24 Climate Emergency and Sustainability

Engagement Team Report

DAVID SINCLAIR.1.0

1.1 Summary of key findings

- Feedback from staff suggests that the biggest areas of impact for NHS 24 are estates, energy use, equipment, travel and procurement.
- To help NHS 24 move towards their targets, staff suggested:
 - sharing buildings, having fewer and fuller occupancy at each centre
 - supporting greener travel and home working
 - review of procurement
- Other suggestions included:
 - Introducing improved energy saving measures
 - A stronger focus on recycling
 - Harnessing technology, for example, reduction of paper timesheets and using cloud storage
 - Considering new ways of working frontline work from home and training on IT
 - Partnership working e.g., equipment recycling and procurement
 - Education (informed decision making and climate deniers)
- Respondents advised that they felt that the key barriers are a lack of:
 - funding
 - staff knowledge around options
 - buy in from staff
 - control over procurement
- Surprisingly, some staff reported that they did not believe in climate change.

1.1.1 Stakeholder Engagement Activity

Between September 2022 and January 2023, we engaged with NHS 24 staff and an NHS 24 volunteer. We obtained feedback from seventy-one people using a range of

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methods, including focus groups, one-to-one interviews, staff surveys and suggestion boxes.

All NHS 24 staff were offered the opportunity of completing the survey, which was promoted via Team Talk and Intranet. The survey was completed by twenty-four frontline and fifteen non-frontline staff.

Suggestion boxes were placed in Lumina, Norseman, Cardonald and Aurora, with twenty-two separate responses received.

Focus Groups and one-to-one interviews were held with 9 staff. The participants who were interested in feeding into this work volunteered for the sessions and came from the Finance, Communication, TSPP and Workforce Directorates.

One member of NHS 24's Public Partnership Forum responded.

All responses have been collated in to one report. We refer to those who engaged with us as participants throughout this report and all information shared has been anonymised.

We asked all participants for their views on the following questions:

1. Which impacts of climate emergency and sustainability are you most concerned about?
2. What actions should NHS 24 take over the next five years?

Additional questions were asked during the focus groups and 1-2-1s:

3. As an organisation what do you consider to be our biggest areas of impact?
4. What else could we be doing?
5. What are the barriers?

Question One - As an organisation what do you consider to be our biggest areas of impact?

Estates and power usage

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The majority of participants identified that NHS 24's estates and power usage are the biggest areas of impact for carbon emissions.

"All the lights are on and the room is heated so we are using lots of power for just me."

"The energy used to heat and light our multiple buildings alongside powering all of our IT equipment all adds to our carbon emissions."

"Buildings and car parks are big blocks of concrete"

Travel

It was noted that there has been an increase in the number of service delivery staff employed by NHS 24 who require to travel to contact centres. However, due to the flexible approach that non service delivery staff are able to take, the overall impact caused by staff travel has potentially been reduced.

Staff generally felt that the majority of NHS 24's contact centres were not well placed to allow them to use public transport, particularly for those staff members who work out of hours. Many participants reported that public transport simply wasn't an option due to working out of hours. It was suggested that the contact centre locations meant that it was more likely for staff to commute by car.

Several participants also commented that they don't or wouldn't feel safe walking between the station and offices. Accessibility at stations was also seen as barrier for those who may have mobility issues.

Equipment

As NHS 24 is a digital and telephone-based service, several participants highlighted that our physical technology and the need for power were other areas of high impact.

There were also concerns raised about the speed of technological change and the need for regular upgrades and the appropriate disposal/recycling of equipment.

Procurement

Several participants mentioned the NHS procurement process and queried how sustainable the organisations are, that goods and services are procured from.

An example given was around “*our spend on uniforms for frontline staff*” and it was queried what processes, if any we have in place to support sustainable procurement and the recycling of these.

1.1.2 Question Two - Based on the themes identified, what would you suggest we do in the next 1-5 years to help us move towards our targets?

Participants were advised that all suggestions would be considered as everything counted towards reducing the organisations carbon emissions. They were also asked to include any suggestions even if they were unclear of the evidence behind it.

Estates

Participants felt that sharing our buildings with other organisations such as the Scottish Ambulance Service is a good way to maximise the use of the estate, and suggested that this could be expanded. It was also suggested that NHS 24 could consider renting out office space during the in hours period.

A suggestion was put forward to look at shorter leases to support the changes of staffing level due to infection control and service demand.

Some participants suggested that a reduction in our power usage/carbon emissions could be reached by:

- widening the use of automatic lights across all our estates
- lowering temperatures and stopping fluctuations
- having fewer and fuller occupancy at centres
- using renewable energy
- harnessing technology

Several participants felt that increasing plant life in and around our buildings would help to offset our carbon emissions and improve staff wellbeing by “*bringing nature in*”. Participants felt there is an opportunity to gain support from NHS 24 staff or volunteers to progress this work.

“having a natural space such as a living wall”

“Trees...Wildflower meadows would also be good”

Travel

To help support staff to use greener travel options, participants suggested:

- Incentivising public transport – *“it is 50/50 around me taking my car or using public transport due to costs”*
- Simplifying the cycle to work scheme as it is overly complicated – *“I had a look recently and found it difficult to understand”*
- Increasing the cycle to work financial limit so staff have the option to purchase e-bikes
- *Providing more chargers for electric vehicles – “we need to have more going forward. In 3 to 5 years’ time most of the car park will be hybrid/electric”*
- Offering car share opportunities – *“Staff should be supported to car share, and it should be organised properly in-house”*

Participants felt that moving to an agile approach for more staff would help to reduce travel to and from offices. It was also suggested that for staff who can take an agile approach, they should be supported to manage their meetings so they can reduce the need to travel over several days.

Participants also recognised that harnessing technology during Covid-19 has meant a shift away from face to face and they believed that this should continue internally, and with our partners and stakeholders where appropriate.

“We must learn and develop our ways of working to stop needless journeys, vehicle ownership and use.”

There was a recognition of the organisation’s role as an Anchor Institution. Some participants noted that the local economy may be impacted if less staff were in the office. Shops, travel and local recruitment could all be impacted by greater work from home opportunities.

Procurement

Several participants felt that although the procurement process isn’t managed solely

by NHS 24 there are opportunities to reduce our carbon emissions and improve sustainability by:

- scrutinising the sustainable credentials of companies NHS 24 use
- buying fair trade products
- using concentrated products (cleaning, hand gel etc)
- upgrading equipment only when necessary

“We need to improve our environmental and social credentials and work with suppliers who also do.”

“Do suppliers do audits so we can see it isn’t just green washing around environment and Human Rights?”

1.1.3 Question three - What else could we be doing?

Participants identified multiple opportunities on what else could be implemented.

Estates and energy use

Although covered in Question Two, participants suggested additional ways to reduce our carbon emissions, this included:

- decrease the brightness of monitors
- reduce the brightness of lights
- automatic light sensors across all centres and rooms
- equipment switched off when not in use or fully charged
- water conservation flushers in toilets

This work could be enhanced by having a single point of contact at each centre to support adherence to the agreed measures.

Working hours

Participants suggested compressing hours and reducing split shifts which would reduce trips to the office. It was also suggested that a change to the back shift rota would open up the opportunity for people to travel by train.

“Trains don’t run during all shifts, so you need a car.”

Travel

To improve active travel and reduce carbon emissions, participants put forward the following suggestions:

- pay people more to cycle to work or use public transport
- contribute to the cost of electric cars
- allow staff to transfer to an office nearer their home
- work from home opportunities available to all staff
- offices positioned to allow safe access to public transport

Offices are often in *“quiet areas so not always comfortable walking to public transport.”*

There was a recognition from participants that staff are still required to meet face to face for some meetings or engage with those who either cannot or do not wish to use technology.

Procurement

Participants felt there were many opportunities to explore around our procurement and this included: Fairphones, Fair trade products, renewable energy, carbon offsetting and our uniform process.

Recycling

There was a clear appetite to *“re-invigorate the recycling”* and identify ways that this could be supported and extended (clothes, batteries, freecycle etc).

Education – staff

Bringing the topic of carbon emissions to life would help staff to understand why it is important and what differences they are making.

Several participants talked about their frustration on not knowing enough about how to reduce carbon emission and what the best options were in their work and home life.

“What can I really do?” ... “I want to do more and make a difference”

One participant noted attending a Procurement Conference that had showcased what the organisation could be doing as there were many great examples of how NHS 24 could work differently. For example, concentrated products or bulk ordering could reduce cost, storage, plastic waste packaging and fuel but time is needed for staff to make decisions based on fact.

It was noted while analysing the survey and suggestions that not everybody believes that there is a climate emergency or sustainability issue. Some negative comments were received, such as *“Wake up snowflakes climate change is a HOAX!”*.

Partnerships

Participants highlighted different opportunities for NHS 24 to work in partnership, such as:

- work in partnership with organisations to increase our knowledge and understanding around a variety of issues and options, for example, Sustrans.
- Work with suppliers who use local produce and offer only meat free options.
- reviewing our vending machine offering and looking for locally sourced items and environmentally friendly packaging.
- working with organisations that could recycle our electronic equipment to help reduce the amount that goes to landfill.
- work with other public and third sector organisations to allow staff to work and meet closer to home.

Harness technology

The use of paper timesheets was reported to be a real frustration by most frontline respondents.

Participants suggested many opportunities to reduce our carbon emissions by harnessing technology.

- MS Teams for meetings
- Turning off cameras during meetings (saving electricity?)

- Migrate to cloud storage
- Using two monitors to reduce printing (training and equipment)
- Explore alternatives to fax
- Explore use of wind and solar energy
- *“Use some of this climate funding to contribute to improve our dilapidated and increasingly obsolete system that is exceedingly expensive to maintain.”*
- Continued investment in technology

“I used to print lots but now I use my phone and one note”

Changes in decision in making

There was a suggestion that sustainability and environmental impact should be at the heart of any decisions we make.

“Reviewing services to ensure sustainable, efficient and effective.”

Support staff at home

There is an opportunity to look at ways we could support staff to recycle, upcycle and repurpose resources that they may have at home (clothes banks, upcycling, freecycle etc)

Staff input

Some participants were keen to be kept informed and share ideas via MS Teams channels or via the intranet. There was interest in getting involved in some pieces of work and one participant went further and suggested volunteering work in their local communities (time off).

“Office plants... staff could volunteer to manage these”

Patients

NHS 24 is a *“remote organisation, trying to support people to self-care where appropriate”*. The organisation has a wider social responsibility and should take a

person-centred approach when supporting people with their care and reduce the amount of travel and costs involved in signposting to care.

“Prevention - easily accessible and understandable digital services linked to our telephony services which can assist in reducing A&E attendance, reduction of deployment of emergency services.”

One participant advised the roll-out of webchat and video chat for patients would support us on our journey to net zero.

1.1.4 Question 4 - What are the barriers?

When asked what the barriers for NHS 24 were to reach net zero before 2040, participants advised:

Cost/funding

Lack of funding to support this programme of work and to be able to implement changes is seen as a key barrier.

Knowledge

Many participants during the face-to-face sessions advised that they weren't always sure what opportunities were out there and what would be the best way forward.

The time to identify and research these options was also felt to be an additional barrier to gaining this knowledge.

“Sheer lack of knowledge...” and the feeling “are we doing the right thing”

Buy-in from staff

To progress with new ways of working, staff need to be brought onboard to support the change in culture. Several participants in the focus groups felt that there is a reluctance to believe that climate change is real and needs to be tackled now.

Lack of control

Our sphere of influence and *“lack of control on what we can change”* in areas within procurement, contracts and estates was felt to be a barrier to reducing our carbon emissions.

“Sustainability has to be easiest plan otherwise staff will not be interested in doing it.”

“It must be easy or save money otherwise people will not do it.”

1.1.5 Question 5 - Which impacts of climate emergency and sustainability are you most concerned about?

Climate change and the effects

Across all cohorts of participants, climate change and the effects of extreme weather (flooding and fires) was mentioned.

Resources

Participants are concerned about finite resources which are also mismanaged and discussed deforestation, plastic, and chemical waste.

The future

Participants talked about the current energy crisis and the cost of living and talked about the future and:

- the loss of life and the damage to the planet.
- being a climate refugee *“we might be them in a few years”*
- the negative impact on people’s health – *“air-pollution being a major cause of asthma”*
- *“what it means for both me as I grow older and for my children”*
- *“will there be alternative employment opportunities for staff currently working in industries due to be phased out (like the oil industry)”*

Other

- *“Social side of the coin. Environmental justice, socially ethnical, Human rights, Social justice, workers rights”*
- Changes not implemented due to cost

Sustainability of the NHS

The decline of availability of NHS care for those most in need and the overspill of primary care into 111, out of hours and Emergency Department.

Priorities

Some participants via the survey and suggestions boxes advised that they believed there was nothing to be concerned about:

“None. I don’t believe there is a “climate emergency”, climate change has been happening for millions of years.”

“None. I think that this is a government driven policy that has no grounding in evidence and the money should be spent on patient care.”

“I’m not really.”

While some felt that this should not be a focus for the NHS:

“Stop it. NHS is the last sector that needs to compromise itself over a global climate disaster...The NHS is a minor part of this and the service it provides shouldn’t be compromised further over an issue it doesn’t extensively contribute to.”

“I think NHS24 does very well at this and would struggle to say how they could improve it”



NHS 24 CLIMATE EMERGENCY AND SUSTAINABILITY STRATEGY

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Status – Final Draft

Name	Job Title or Role	Signature	Date
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<i>Completion of the following signature blocks signifies the approver has read, understands, and agrees with the content of this document.</i>			
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Approved by: Planning & Performance Committee	Planning & Performance Committee		

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NHS 24 CLIMATE EMERGENCY AND SUSTAINABILITY STRATEGY

1. Executive Summary

The Scottish Government expects Scotland's public bodies to lead by example in combating climate change, and make a valuable contribution toward achieving emissions reduction targets, influencing, and enabling positive behaviour change, driving change and acting as an exemplar of climate action and low carbon innovation.

We have accepted and responded to the challenge in this strategy.

Sustainability outcomes need to become part of and underpin delivery of existing and future health and well-being outcomes – taking the opportunity to align local social, economic, and environmental benefits to ensure a cohesive approach to current and future planning.

Our Climate Emergency and Sustainability Vision

NHS 24 delivers high quality health and care services that are environmentally and socially sustainable and are affordable now and in the future.

NHS 24 improves the opportunities and determinants of health for the people of Scotland to deliver population wellbeing and a reduction in health inequalities. We will do this by providing the resources and backing to our people to harness their potential and their enthusiasm, to deliver sustainable change that positively impacts our services.

NHS 24 champions sustainability to contribute to a more cohesive, resilient, and net-zero society.

Our Climate Emergency and Sustainability Mission

- Contribute to United Nation's Sustainable Development Goals
- Become a net-zero greenhouse gas emissions health service by 2040
- Make assets and activities resilient to the impacts of a changing climate
- Establish a culture of sustainable healthcare
- Design out waste and pollution
- Greenspace and Biodiversity are valued and increased
- Promote active travel and minimise our use of transport
- Sustainability is a key basis for all governance and policies

For our Population

NHS 24 will align the principles of sustainable healthcare and value-based patient care, though prevention; patient empowerment and self-care; and lean clinical pathways.

We will provide sustainable, efficient services to reduce waste and harm and reduce the unnecessary variation in outcomes. To achieve this, we need to understand population needs and avoid being a demand-led service

NHS 24 plays a key role in providing accessible information & services to enhance prevention, improve disease outcomes & reduce inequalities in health that lead to increased morbidities that accumulate across the life course.

Collaborate with our cross -sector partner agencies and communities to address the wider determinants of health through our role as an [Anchor Institution](#)

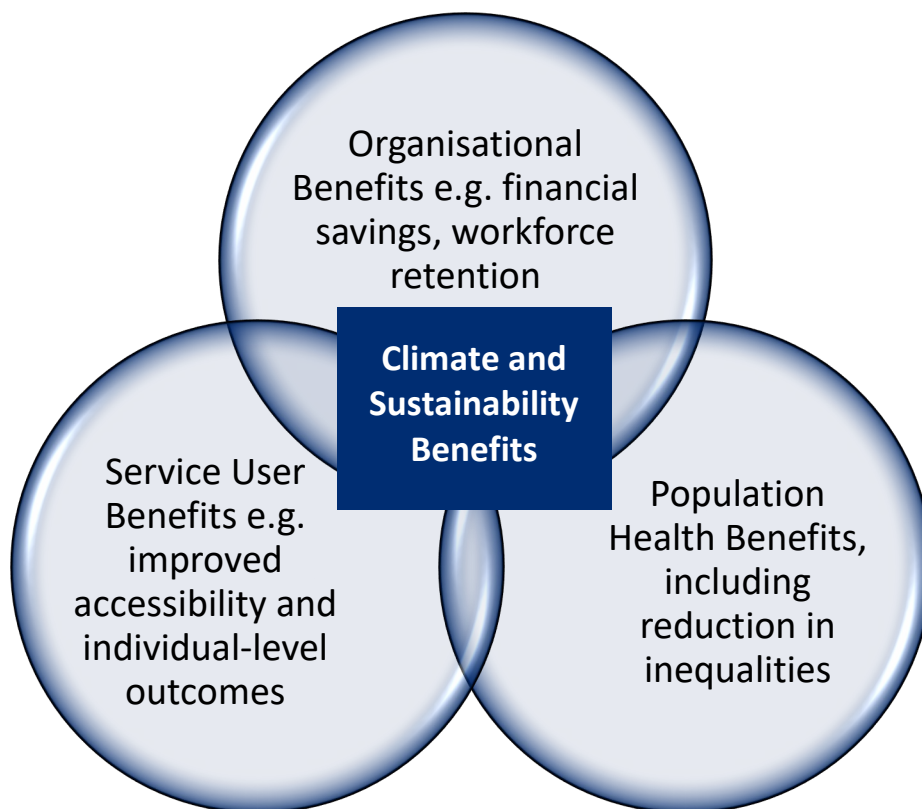
Reduce greenhouse gas emissions that contribute to the climate emergency, as well as supporting the resilience of people and places to the adverse impacts of climate change

To deliver this we will use our key enablers

Patients, their carers/families, and the wider community are supported and empowered to actively participate in the definition, design, testing and delivery of our services.

- Working inclusively and collaboratively with patients, the public, our staff, and partners to innovate and make best use of scarce resources to best meet needs.
- Work in partnership with trade unions as we recognise this transformation may mean employee roles change as we develop.
- We will support the energy and enthusiasm of our people and give them the resources and backing they need to drive and deliver change.
- Harnessing the potential of our digital technology to optimise and transform services and ways of working, whilst reducing waste, repetition, and harm
- Being intelligence-led through better analysis and sharing of end-to-end data, to continuously improve quality and performance,
- Whole system leadership to ensure best value and the effective, fair and sustainable use of finite resources, is embedded within our services to evidence that best value is being delivered to support the climate emergency.

The NHS 24 climate emergency and sustainability strategy and action plan describes a holistic approach to decision making and investment. This will improve outcomes, as depicted in the graphic below, in line with the [Institute of Healthcare Improvement's Triple Aim approach](#), Value Based Health and Care Vision for Scotland <https://www.gov.scot/publications/delivering-value-based-health-care-vision-scotland/>, and Realistic Medicine principles <https://www.realisticmedicine.scot/>



Key areas for delivery

Aligned with the national Climate Emergency and Sustainability Programme (CESP)
The Service aims to achieve sustainability in the following five key areas:



By striving to achieve sustainability in the above areas and engagement with key stakeholders, the Service will continue to provide a high-quality and responsive service whilst working towards securing a sustainable future.

To deliver the actions aligned to our CESP strategy we will :

- Have clear sustainability objectives and targets that are effectively communicated to the whole organisation and other key stakeholders.
- Have a clear sustainability organisational and governance structure identifying key roles, responsibilities, and lines of communication.
- Develop implementation plans to achieve the objectives outlined in this Strategy.
- Measure strategic performance by gathering statistics, comparing against key performance indicators, and benchmarking with other organisations.
- Continually reviewing the strategy and updating it for innovations and new developments
- Promote cultural and behavioural change throughout the organisation by developing Sustainability Champions.

The document will describe the following.



2. Introduction

The need to act to address the climate emergency is one of our Service strategic aims. We have clearly defined the ambition in our new organisational strategy and aligned this to our overarching vision.

NHS 24 is committed to supporting a just and inclusive transition to net zero, through which we will maximise the social and economic opportunities of climate change while minimising and carefully managing challenges; and delivering valued and desirable environmental and socio-economic outcomes in line with our strategic outcomes.

The Service can help meet NHS Scotland targets, reduce its overall carbon footprint, and mitigate environmental impact throughout our service resilience and operations.

International Drivers



The UN Secretary-General, Ban Ki-moon referred to the 2030 Agenda for Sustainable Development, which were adopted unanimously by the 193 Heads of State and other top leaders in 2015, at the UN Sustainable Development summit, as “our shared vision of humanity and a social contract between the world’s leaders and the people” he went on to say “They are a to-do list for people and planet, and a blueprint for success” he added, “of the 17 goals and 169 targets to wipe out poverty, fight inequality and tackle climate change over the next 15 years”.

The 2030 Agenda for Sustainable Development calls on countries to begin efforts to achieve the 17 SDGs over the next 15 years. The goals address the needs of people in both developed and developing countries, emphasizing that no one should be left behind. Broad and ambitious in scope, the agenda addresses the three dimensions of sustainable development: social, economic and environmental, as well as important aspects related to peace, justice and effective institutions. The mobilization of means of implementation, including financial resources, technology development and transfer and capacity-building, as well as the role of partnerships, are also acknowledged as critical.

<https://www.un.org/sustainabledevelopment/blog/2015/12/sustainable-development-goals-kick-off-with-start-of-new-year/>

In direct response to the international Paris Agreement, the Climate Change (Scotland) Act 2009 was amended by the Climate Change (Emissions Reduction Targets) (Scotland) Act 2019, with Scottish Government increasing the ambition of Scotland’s emissions reduction targets to net zero by 2040, bringing this forward from 2045. There are also interim targets, including:

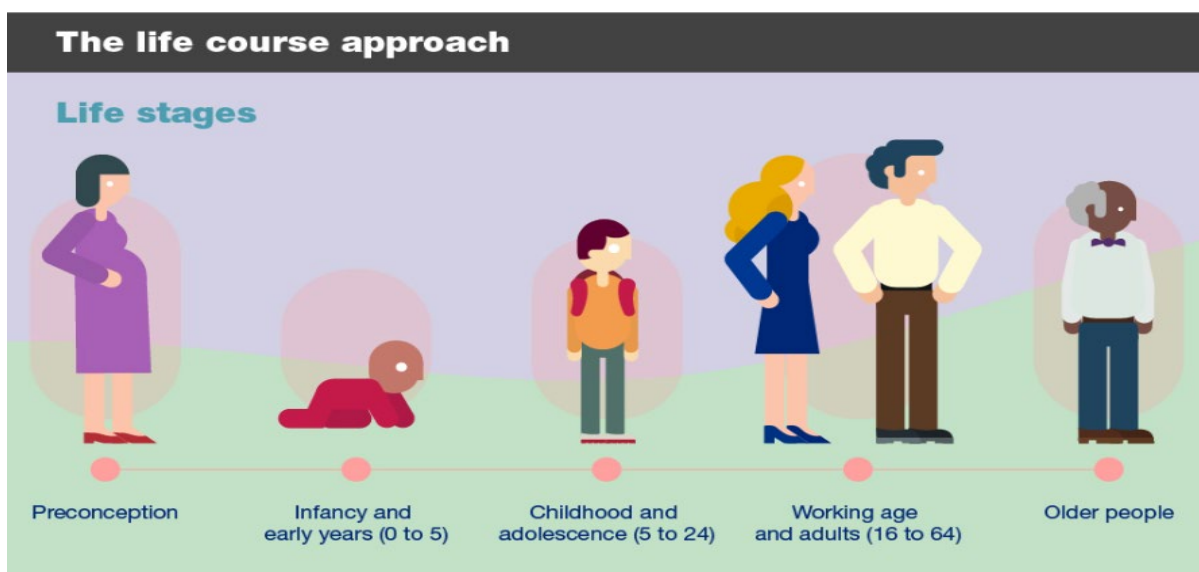
- 75% reduction in emissions by 2030

- 90% reduction in emissions by 2040

Scottish Government Health and Social Care Policy Drivers

Responding to the global climate emergency is one of the Scottish Government's highest priorities. The Scottish Government's National Performance Framework, which shares the same aims as the United Nations' Sustainable Development Goals, is expected to shape our response to the climate emergency and our path to net zero.

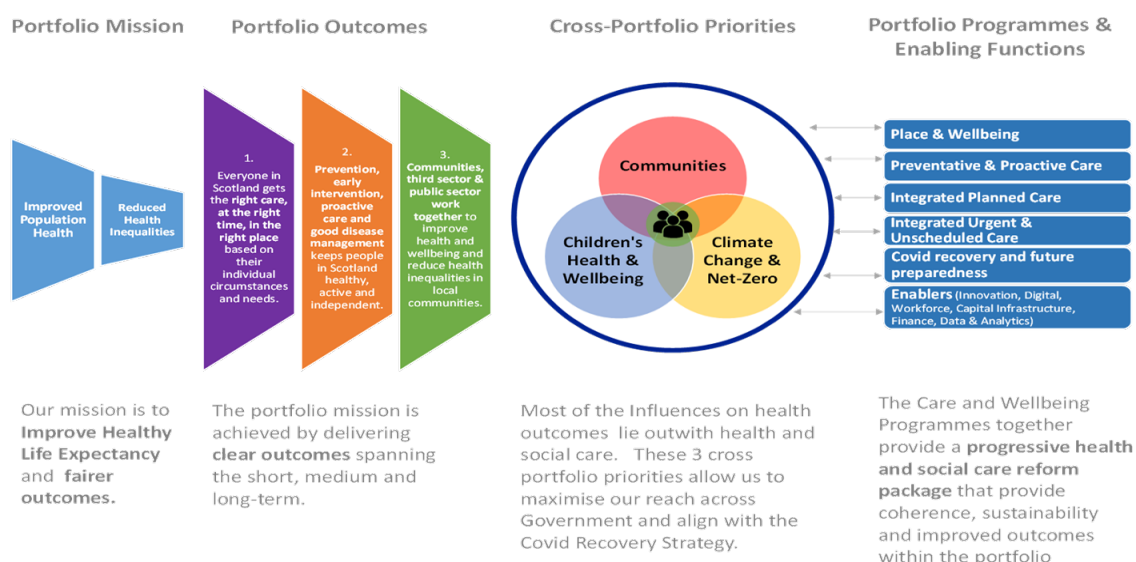
Population Health Needs



The recently published [Scottish Burden of Disease Study](#) identifies that the demographic transition in Scotland, with a decrease in younger age groups and increase in older age groups, means that even if disease prevalence rates remain constant, the annual disease burden will increase by 21% over the next 20 years. Identifying proactive and preventative care opportunities, including those to [support mental health](#) as well as physical health, is essential to help reduce that future burden.

The key portfolio mission of the Scottish Government Care and Wellbeing portfolio are population health and health inequalities

Care & Wellbeing Portfolio



Net Zero

The NHS Scotland Policy on the Global Climate Emergency and Sustainable Development echoes the call from the Scottish Government requiring public sector organisations to support a 'just transition' to net zero, supporting a net zero and climate resilient economy in a way that delivers fairness and tackles inequality and injustice especially, through our strategy and associated action plan NHS 24 will support a just transition to net zero by:

- Planning, investing, and implementing a transition to an environmentally and socially sustainable, climate resilient, health and care service in a way which builds on local economic and workforce strengths and potential.
- Create opportunities to develop resource efficient and sustainable approaches which help address inequality and poverty.
- Design and deliver low carbon and climate resilient investment and infrastructure.

3. Alignment with Key Policy Drivers

'Climate change poses a catastrophic threat to humanity and the natural systems that underpin our lives. It is obvious that tackling climate change will have a positive impact on human health', NHS Scotland Climate Emergency and Sustainability Strategy 2022 to 2026.

The NHS 24 CESP strategy considers the guidance and best practice set out in:

Scottish Government policy (Cross-Sector):

- Climate Change (Emissions Reductions Targets) (Scotland) Act 2019
- Scotland's National Performance Framework
- The Sustainable Procurement Duty, outlined in the Procurement Reform (Scotland) Act 2014

NHS Scotland policy:

- NHS Scotland Climate Emergency and Sustainability Strategy 2022 to 2026
- Policy for NHS Scotland on the Global Climate Emergency and Sustainable Development DL (2021) 38
- The Scottish Government (SG) Care and Wellbeing Portfolio and Public health priorities for Scotland are overall strategic reform policies and delivery framework within Health and Social Care.
- Chief Medical Officer – Realistic medicine annual report: 2022
- Sustainable Design and Construction (SDaC) Guide SHTN 02-01
- 2020-21 Programme for Government to decarbonise public sector fleet
- NHS Scotland National Sustainability Assessment
- NHS Scotland Sustainable Construction Guide
- NHS Scotland Environmental Management & Waste Data Platform
- NHS Scotland Waste Management Action Plan

NHS 24 Strategy:

- NHS 24 Public Health Framework and Realistic Medicine Action Plans
- NHS 24 Workforce Strategy
- NHS 24 Organisational Strategy

This strategy reflects the ambitions of the NHS Scotland Climate Emergency and Sustainability Strategy 2022 to 2026.

- Sustainable Buildings & Land
- Sustainable Travel
- Sustainable Goods & Services
- Sustainable Care
- Sustainable Communities

The Scottish Government's drive to address climate change is evident. The aim is for the country to reduce greenhouse gas emissions through more efficient buildings and transportation, decarbonising electricity and heat supplies and deploying low carbon and renewable energy options.

We are also collaborating national special health boards to share learning and develop joint proposals and bids when appropriate.

4. Why is there a need for the strategy

The planet is facing a triple crisis of climate change, biodiversity loss and pollution because of human activities breaking the planet's environmental limits.

The World Health Organisation recognises that climate change is the single biggest health *threat* facing humanity. Health organisations have a duty to cut their greenhouse gas emissions, the cause of climate change, and influence wider society to take the action needed to both limit climate change and adapt to its impacts. More information on the profound and growing threat of climate change to health can be found here: www.who.int/news-room/fact-sheets/detail/climate-change-and-health. However, it is also recognised that the climate change presents an *opportunity* to improve health, prompting actions in relation to transport; energy; product consumption and waste that can potentially improve population health and reduce health inequalities.

The changing climate has significant implications for the health and wellbeing of the population. Extreme weather events e.g., hot/cold/dry/wet/storms/flooding etc. and other changes in weather patterns and climate will test transport, communications, fuel, and energy networks, which will negatively affect delivery of health and social care services. New diseases and pests and the knock-on implications for food production etc. and the movement and migration of people for various reasons - including rising sea levels and food and water scarcity may affect patient care and increase pressure on already stretched NHS funding.

The health and social care system will play a crucial role in addressing the health impacts associated with climate change. The Service will consider the business continuity risks associated with climate change in order to fully address the climate-related challenges that will affect service delivery in future - responding to both projected and current impacts of climate change. Beyond climate change, the Service will also continue to develop a more sustainable approach to healthcare; whereby environmental costs are considered within our decision making - and the contribution clinical activity and decisions have on environmental impacts is recognised and addressed.

Plastic use, disposal and biodiversity loss are also key issues and, whilst the link between healthcare delivery and reducing the associated impacts may not seem immediately obvious, the NHS does have a role to play. Biodiversity loss is a global issue; however, steps will be taken at a local level to address impacts. Our Service has a duty to support local action by protecting and encouraging biodiversity working closely with other NHS partners. Biodiversity and greenspace play a key role in

healthy living and illness recovery, and spending time in/with nature has been shown to be beneficial for a range of medical conditions. Our role as an anchor institution supports these initiatives.

Environmental sustainability will be considered and integrated into our existing healthcare delivery arrangements as part of a 'whole system approach'.

Sustainability outcomes need to become part of and underpin delivery of existing and future health and well-being outcomes – taking the opportunity to align local social, economic, and environmental benefits to ensure a cohesive approach to current and future planning.

5. Strategic Aims

The Service recognises that the effect of its activities on the environment is important and will mitigate the environmental impact of its activities.

The Service recognises that the minimum acceptable level of environmental performance is full legal compliance, however, we will develop and routinely review our Environmental Management System (EMS) and aim to continuously improve its procedures to better its environmental performance.

We will commit to:

- Work towards achieving NHS Scotland targets through efficient use of energy and technological investment and setting our target of 2040 to be a net zero Service.
- Use suppliers who have policies and procedures, which align with the Service and NHS Scotland environmental objectives.
- Enhance the built working environment through good design and planned repair, maintenance, and refurbishment regimes.
- Minimise waste to landfill and implement recycling and safe disposal initiatives where possible.
- Aim to achieve continuous environmental improvement and best practice.
- Engage with key stakeholders and business partners on climate change issues
- Ensure that sustainability is a priority in the development and evaluation of all strategic plans, delivery plans, business cases and operational activities.
- Provide sustainability information, instruction, and training to all staff, suppliers, and stakeholders.
- Support environmental initiatives in the community
- Support research and development activities aimed at improving our Service overall environmental performance.

Addressing the Climate Emergency and Sustainability agenda, the NHS 24 CESP Strategy will rely on deep cultural change across the entirety of our organisation. This cultural shift will assure our partners and public that NHS 24 considers this as a foundation to our operational and strategic planning approach. This ambitious commitment will be demonstrated transparently, to assure integration within our planning and decision-making processes.

We will do this by:

- Sustainability is considered alongside economic, staff and healthcare considerations
- Risks associated with climate change are considered and managed – protecting the Board, its patients, and the wider population
- Equipment and services are sourced from suppliers that have clearly demonstrated a commitment to reduce impacts on the environment through sustainable practices including management of their own carbon footprint
- Future-proofing the estate is prioritised i.e., forward planning with climate change mitigation and adaptation in mind and improving existing buildings to reduce costs and environmental impacts
- New buildings commissioned deliver spaces that are highly efficient, low carbon and fit for purpose and aligned with mandatory energy performance standards for all buildings
- Waste is reduced and efficient use of resources prioritised
- The health benefits associated with biodiversity and greenspace are explored and maximised.

To deliver these we will engage with staff, suppliers and patients to support behavioural change and make it clearer for people to understand what practical steps they can take to support delivery of sustainability outcomes.

6. Governance

The Service recognises that to deliver our strategy effectively, appropriate governance, management, monitoring and communication structures must be in place. It is also important that our sustainability strategy aligns to the new NHS 24 organisational strategy that is currently being developed.

To deliver our ambitions the Organisational and Governance Structure has been set up identifying key roles, responsibilities, and lines of communication. We will use this to foster sustainable practices, provide direction and influence behaviours and cultures.



Through the implementation of our robust governance strategy, consideration is given to not only what we do but also how we do it, creating an environment where governance enables positive change and the responsible delivery of national and sector outcomes.

To make this happen we will adopt a culture of stewardship and staff will know they will have the backing of senior managers and executives when they take the initiative to make changes for the better. Business as usual is not enough. To enable this, we have:

- Appointed a Climate Emergency and Sustainability Champion non-executive board member
- Appointed an executive lead for Climate Emergency and Sustainability
- Appointed a programme manager for Climate Emergency and Sustainability
- Ensure that progress in responding to the climate emergency and sustainability issues is regularly considered by the Planning and Performance Committee and Board
- Established a strong governance structure for implementing the aims of this strategy, ensuring that those aims, and their local sustainability strategies are fully integrated into all planning, management decisions and operational practices across the Service

To deliver this we have put in place a Sustainability Development Group and a Sustainability Governance Board (Executive Management Team in NHS 24) to help the Service with the challenges of decarbonisation and environmental sustainability that it faces and take a lead role in the delivery of the strategy.

The NHS Scotland strategy defines the teams and should include representation from estates and facilities, service delivery, clinical (realistic medicine), public health, resilience and business continuity, transport and procurement to have the necessary range of skills to deliver meaningful change. The NHS 24 programme structure follows the NHS 24 Project and Programme Framework and will have representative leads and subject matter experts from across all directorates

<ul style="list-style-type: none"> • Finance • Technology • Workforce/HR • Medical • Nursing and Care • Transformation, Strategy, Planning & Performance 	<ul style="list-style-type: none"> • Service Delivery • Communications • Trade Unions • Equality and Diversity • Estates and Facilities • Security • Risk
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We commit to full and transparent reporting to assess progress against the aims of this strategy. This will consist of the following:

- We will continue to implement the range of tools to measure and monitor specific environmental indicators including eSight (used to monitor energy consumption), the Statutory Compliance and Risk Tool (SCART), the National Sustainability Assessment Tool (NSAT) and the Waste Data Reporting Tool.
- In 2021, Scottish Government launched a new Environmental Management System (EMS) which Health Boards can use to identify environmental risks, assess the likelihood and scale of impacts, identify mitigation measures, and prioritise actions.
- The Scottish Government strategy confirms that further work is required to embed the new Environmental Management System within local Health Board governance and reporting processes, we will assess the value and impact of this system
- We will continue to carry out our climate change risk assessment and adaptation plan.
- We will also continue to work with other special health boards on the development of a biodiversity plan.
- The NHS Scotland strategy has stated there is a new requirement for NHS Boards to publish an annual report approved by the CEO summarising its progress against the aims of the wider NHS Scotland Climate Emergency & Sustainability Strategy 2022-2026 we will also ensure this is carried out.

NHS 24 staff will play an important role in determining the success of this strategy. Our values must be shared values and our people must feel supported, enabled, and empowered to take responsibility and to actively support our transition towards a more sustainable, net-zero future.

NHS 24 commit to establishing a culture of stewardship, where we safeguard and responsibly use natural resources to provide environmentally sustainable healthcare.

We commit to foster and promote a culture:

- where employees are mindful of the resources they use and share a vision of green and sustainable healthcare
- of continuous improvement, to prevent environmental harm and ensure compliance with legal requirements
- where all staff take responsibility for the resources they use, practise shared decision making and tackle unwarranted variation in order to provide better value care, for patients and our care system

We cannot deliver our strategy alone. The effective delivery and success of our strategy will rely on an integrated, collaborative, and close partnership working approach with our local communities and patients, and with outside organisations who have similar aims or who can assist us in achieving our aims.

We are committed to continuing to work in partnership with our stakeholders, including:

- our staff
- our patients
- our communities
- our suppliers
- our contractors
- our landlords
- Scottish Government
- other Health Boards
- our local community partnerships

7. Where are we now

Sustainability within NHS 24 has been considered for some time and progress is presented for assurance at the Planning and Performance Committee.

This new Climate Emergency and Sustainability Strategy provides us with the opportunity to review, refocus and accelerate activity where necessary, as well as improved access to national level expertise and opportunities to learn from the actions being taken by other boards. All Boards must deliver against the national ambitions. NHS 24 will deliver through wide engagement to and exploit opportunities through placement at the centre of in the health and social care system as a national Board, and anchor institution.

In April 2022 during the consultation period of the Climate Emergency and Sustainability Strategy for NHS Scotland, and in preparation for the strategy publication, a net zero route map for NHS 24 was developed by Ricardo Energy & Environment (Ricardo). The coordination of this consultation was supported by National Services Scotland (NSS) on behalf of all Boards. The report considered three possible futures for NHS 24 in the form of pathways towards net-zero emissions by 2040. Each pathway involves different combinations of decarbonisation interventions, providing costed options and timings for deployment of measures under those pathways. The report examines the challenges and priorities facing NHS 24, the report reviews the 2019/20 baseline CO2 emissions, and charts realistic options to achieving net-zero by 2040. The NHS 24 net zero route map will therefore play a key part in identifying and defining the short, medium- and long-term priorities that the organisation must deliver.

NHS 24 will identify actions to deliver decarbonisation in line with the national sustainability assessment tool (NSAT). NHS Scotland has developed the (NSAT) which all Health Boards use on an annual basis to measure their progress across sixteen different areas of sustainability.

Our three highest scoring areas in 2021/2022 were Greenspace (60%); Welfare (60%) and Environmental management (58%). Our three areas with the most room for improvement were: Procurement (36%); Green House Gases (38%) and Ethics; Awareness and Waste (each with 40%). The aim is to improve the percentage in all areas year on year.

8. What we need to do

The key findings from the Net Zero routemap will be developed and integrated within our action plan that is being developed alongside actions from the NSAT in support of this strategy, enabling the service to deliver our net zero ambitions.

The implementation of our action plan will provide an opportunity for improvement of service provision and potential benefits to the wider community, where information will be captured, reviewed and reporting to demonstrate the value of achieving our ambitious net zero carbon targets.

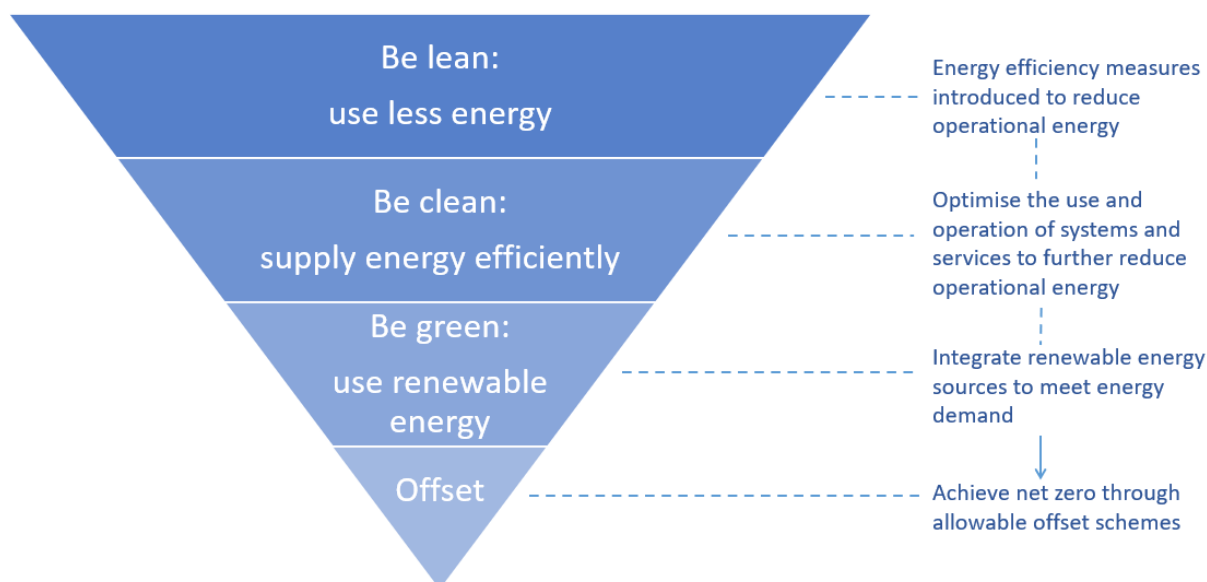
The action plan will include the following 5 key areas.

- Sustainable Buildings & Land
- Sustainable Travel
- Sustainable Goods & Services
- Sustainable Care
- Sustainable Communities

9. Buildings and Land

Through robust facilities management we can monitor our existing estate to help develop, identify, prioritise and implement measures to reduce demand for energy.

We are committing to a **‘Lean, Clean, Green’** approach across our estate, optimising the opportunity for a fully sustainable outcome.



We are committing to responsible practices and investment decisions to:

- determine present and future needs of our user groups and consider the suitability of existing space and whether existing assets are fit for purpose, in relation to functionality, inclusiveness, health and wellbeing, environmental impact etc.
- optimise use and functionality of existing assets through an estate review and planned rationalisation activity, promoting co-location of shared or complementary services, hybrid working and digital health initiatives.
- identify ambitious operation energy targets (accounting for both regulated and unregulated energy) that will help to incentivise and support a reduction in operational energy use.
- improve efficiency, functionality and healthiness of existing estate through whole building approaches and planned upgrades to fabric, systems and services, enhancing user wellbeing and supporting the Property and Asset Management Strategy decarbonisation activity.
- influence behaviour and support a culture shift, through engaging and encouraging all staff to be responsible and efficient with their resource use
- optimise programming and controls of all systems and services, by means of scheduled reviews and adjustment.

- following the implementation of energy efficiency and optimisation measures, plan for renewable integration to meet residual demands, this will include exploring community heat / renewable partnership initiatives with our stakeholders and power purchase agreements and heat purchase agreements with local renewable electricity and heat providers.
- identify and apply to designated funding schemes to support the financing and mobilisation of activity that supports our transition to net zero. This includes a review of the Scottish Government's Heat in Buildings Strategy which sets out that its Green Public Sector Estate Decarbonisation scheme will invest a minimum of £200 million between 2021-2026 in public sector energy efficiency and decarbonisation improvements.

NHS 24 is currently in the process of scoping and defining meaningful data extraction information and methods from various locations such as utility bills and energy meters. The information will be input to a central system for ease of future reporting. When this work is complete for all buildings, we will be able to report on kWh / MWh of energy used and the organisation will then have meaningful data to create realistic reduction targets.

Recognising the target and reporting requirements highlighted within the NHS Scotland Policy on the Global Climate Emergency and Sustainable Development, we are also committing to setting further operational water and waste targets for our existing estate:

Water:

- we will monitor and report our associated greenhouse gas emissions arising from our water consumption and wastewater treatment.
- we will identify suitable targets that support a reduction in unnecessary water consumption.
- we will introduce water measures to reduce any unnecessary water consumption across our Service, this will include efficiency measures such as reduced flow rates on wash hand basins and showers and preventative measures such as leak detection, where appropriate.
- we will consider the potential savings of harnessing rain or grey water for reuse to support flushing demands and washing of vehicles.

Waste:

- we will monitor and report our associated greenhouse gas emissions arising from our generation of waste.
- by 2025, we commit to:

- reducing domestic waste arising by a minimum of 15%, compared with a suitable baseline year.
- ensuring no more than 5% of all of our domestic waste goes to landfill
- seek to reduce any food waste we may produce (recognising that at present NHS 24 sites do not have any food provision facilities.
- ensuring that 70% of all domestic waste is recycled or composted, through dedicated on-site segregation, storage and / or treatment facilities.
- we will utilise our sustainable procurement strategy and support staff training and awareness activities in support of meeting these targets and to ensure greater use of reusable items

Greenspace and Biodiversity:

NHS 24 has minimal greenspace around its buildings therefore NSAT questions relating to nature and biodiversity were deemed to be not applicable to NHS in 2021/22, however NHS 24 contributed to a joint Biodiversity Duty Report, 2018-2020, in conjunction with five other national special Health Boards. We are planning to collaborate with the same Health Boards to develop the next joint Biodiversity Duty Report, 2021-2023, which is due for publication in December 2023.

We do however, as part of our forthcoming NHS 24 Climate Emergency and Sustainability Action Plan, propose to review the role that we can potentially play in improving greenspace and increasing biodiversity. This could, as a minimum, include exploring options to signpost staff and service users to the health and wellbeing benefits of greenspace and biodiversity, and to encourage them to make use of, protect and seek opportunities to enhance or expand quality or quantity of greenspace and biodiversity in their local communities, in line with information provided by Nature Scot on 'Our Natural Health Service' and via the Scottish Governments 'Lets Do Net Zero' [website](#).

10. Travel and Transport

Domestic transport (not including international aviation and shipping) produced 24% of Scotland's greenhouse gas emissions in 2020. Car travel is the type of travel which contributes the most to those emissions.

NHS Scotland is supporting a shift to a healthier and more sustainable transport system, in line with the government's commitment to reduce overall car kilometres in Scotland by 20 per cent by 2030, including by reducing people's need to travel; supporting people to access what they need more locally, thereby reducing the distance travelled; and prioritising active travel (travel by walking, wheeling and cycling) and public transport. Where car use is still required people should be supported to consider how they can share or combine car journeys.

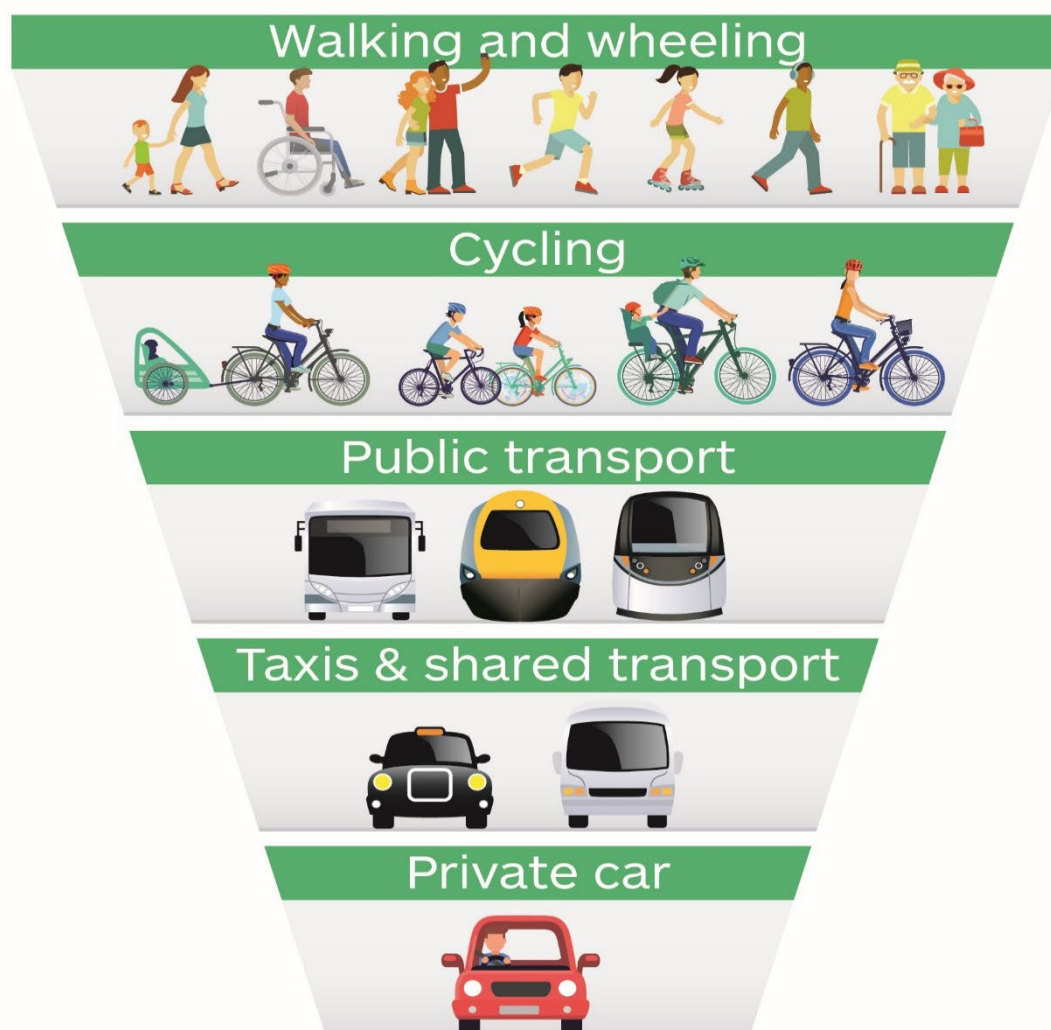
It is important to remember that while electric vehicles may have zero ‘tailpipe’ emissions, they still have an emissions profile, including the emissions used to produce and maintain them, as well as energy emissions if the electricity to charge them is from a non-renewable source. Furthermore, reducing the number of private cars in our communities has wider benefits for individual and population-level health and wellbeing, including from improved air quality (electric vehicles still contribute to air pollution from particles generated from their tyres and brakes), reduced road danger, and increased opportunities for physical activity.

NHS 24 have continued to support home / hybrid working where appropriate. A process has been put in place to review the travel mileage claimed for by each directorate. Cost of payments for travel mileage is now included within budget statements to raise awareness of the financial, as well as environmental impacts of travel behaviours. NHS 24 continues to work towards becoming a ‘Cycle Friendly Employer’, including by taking actions such as ensuring availability of the salary sacrifice scheme for purchase of cycles; and suitable workplace facilities to support cycling to work. Locations and accessibility of our centres remain a key consideration within our Estates Strategy, and mapping of the home location of our staff has been undertaken.

Going forward, travel and transport is one of the key areas that we will focus on in the development of our forthcoming NHS 24 Climate Emergency and Sustainability Action Plan. Our new Workforce Strategy commits to continue to build on the flexible working changes that emerged through COVID-19 which included hybrid working, including committing to offering more flexible, varied roles and opportunities for remote and hybrid working. We will also be reviewing our existing Travel and Accommodation Policy, to ensure it is aligned with the CESP ambitions, as well as supporting Scottish Government’s commitment to a 20% reduction in car kilometres by 2030. We commit to further regular and meaningful engagement and support to staff to understand and experience the benefits of using active travel and public transport, both for their personal health wellbeing, as well as to support wider community health and wellbeing and address the climate emergency.

The [National Transport Strategy](#) promotes walking, cycling, public transport and bike, car and ride sharing in preference to single occupancy car use and NHS 24 will promote prioritising sustainable transport options.

Prioritising Sustainable Transport



<https://www.transport.gov.scot/active-travel/developing-an-active-nation/sustainable-travel-and-the-national-transport-strategy/#>

NHS 24 are working to remove all petrol and diesel fuelled cars from our fleet by 2025. The following table sets out how many renewable powered and fossil fuel vehicles were in NHS 24's fleet at the end of March 2022.

	Renewable powered vehicles	Fossil fuel vehicles	Total vehicles	Percentage renewable powered vehicles
Cars	1	6	7	14%
Light	0	0	0	N/A

Commercial Vehicles				
Heavy vehicles	0	0	0	N/A

The following table sets out how many cycles and e-cycles were in NHS 24's fleet at the end of March 2022. We will prioritise a review of this to identify areas of improvement

	Number
Cycles	0
ecycles	0

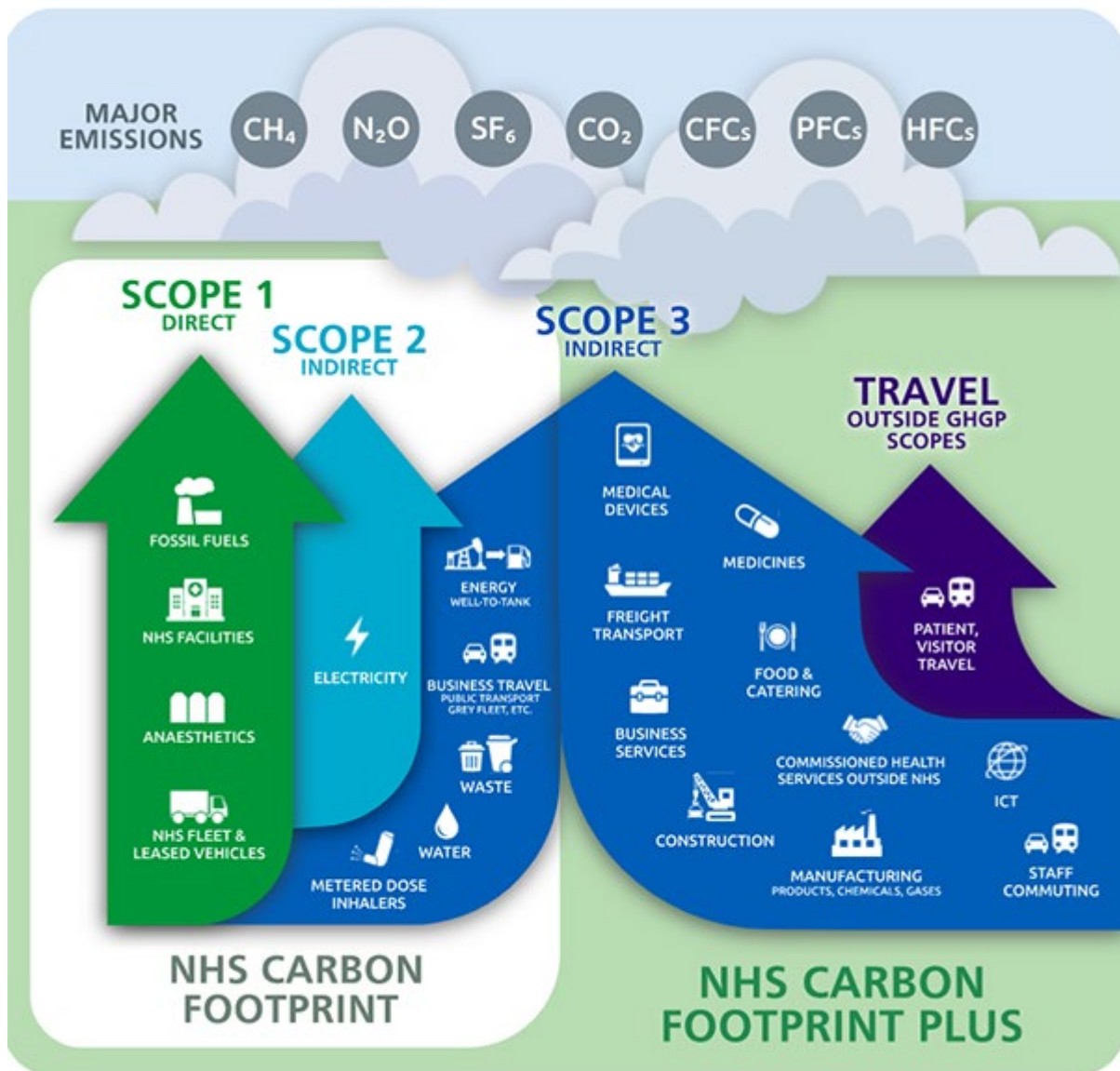
11. Goods and Services

Earth Overshoot Day marks the date when our demand for resources exceeds what Earth can regenerate in that year. In 2020, the Global Earth Overshoot Day was 22nd August. In 2021, it was 29th July. The current global trend shows a concerning picture of over consumption. For the UK, the picture is more worrying. In 2022, the UK's Earth Overshoot Day was 19th May. The current level of consumption of materials is not sustainable, it 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.

Sustainable procurement of goods and services will play an important role in supporting our Service in the delivery of this strategy and enabling our transition to a net zero future and more circular economy.

The Scottish Government estimates that, on average, more than 60% of an organisations total carbon emissions may relate to Scope 3 emissions i.e., procurement of goods and services. Therefore, the role of sustainable procurement guidance and initiatives will be crucial in mitigating our indirect emissions impact.



Greenhouse Gas Protocol (GHGP) scopes in the context of NHS Source: Delivering a net zero National Health Service, October 2020

www.england.nhs.uk/greenernhs/a-net-zero-nhs/

We are committed to actively promoting sustainable procurement practices by considering social impact and environmental impact when procuring goods and services. This is reflected in our Annual Procurement Strategy, which includes guidance on our circular economy strategy and community wealth building initiatives.

We recognise the importance of supply chain sustainability and that this must be considered to help determine the extent of the associated greenhouse gas emissions and the resulting environmental impact and social impact of our purchasing decisions.

We have a corporate social responsibility to work in partnership with suppliers and the supply chain to take into account the whole lifecycle, environmental, social and ethical impact of procured goods and services.

Scottish Government introduced the [Sustainable Procurement Duty](#) (following [The Procurement Reform \(Scotland\) Act 2014 \(the Act\)](#)) requiring public bodies to consider how they can improve the economic, social and environmental wellbeing of their constituency, and act in a way to secure improvements identified. In response to this, the Service is committed to utilising the suite of sustainable procurement tools and guidance ([Sustainable Procurement \(sustainableprocurementtools.scot\)](#)) that Scottish Government has made available to all public bodies to assess current levels of performance, helping to inform the actions required to embed good procurement practice to realise intended sustainable outcomes.

Procurement of goods and services for NHS 24 is carried out by the Scottish Ambulance Service (SAS) Procurement Team. In the year 2021/22 SAS Procurement improvement priorities focussed on updating strategy, policy and processes in relation to requirements around ethical procurement; fair work practices; cyber security; data protection and whistle blowing.

In the current year, 2022/23, SAS Procurement have updated their strategy, policy and procedures in line with Scottish Government's Climate Emergency and Sustainability requirements, including supporting an Anchor Institutions approach, and the requirement for all Health Boards to become net zero organisations by 2040. SAS Procurement is committed to using the suite of Scottish Government Sustainable Procurement Tools and guidance that has been made available to public bodies to assess current levels of performance and inform the additional actions required to achieve sustainable procurement outcomes.

Current plans to improve the climate and sustainability impacts of procurement include:

- Broadening access to contracts for Small and Medium Sized Enterprises; the third sector and supported businesses
- Looking for innovation and harnessing more sustainable technologies
- Encouraging suppliers to offer more goods and services with lower greenhouse gas emissions
- Expanding the use of community benefits requirements within contracts
- Embedding fair work practices
- Promoting equality and tackling inequality
- Including of life-cycle impact mapping as part of the sustainability test

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

NHS 24 is currently in the process of scoping and defining meaningful data extraction information and methods from waste suppliers. When this work is complete for all buildings, we will be able to report on tonnes of landfill, incineration, recycled, food and clinical waste produced by the organisation, then we will have meaningful data to create realistic reduction targets.

12. Sustainable Care

The way we provide care influences our environmental impact and greenhouse gas emissions. NHS Scotland has three national priority areas for making care more sustainable – anaesthesia, surgery and respiratory medicine.

Greenhouse gases are used as a propellant in metered dose inhalers used to treat asthma and 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.

NHS 24 does not currently have any role in the direct prescription of inhalers, and so have not to date taken any specific action to reduce emissions from inhalers. We do however already include general information in relation to medicines management, highlighting the importance of avoiding over-ordering medication which may expire before use, to reduce waste, and of the importance of the proper disposal of any unused medication, including inhalers.

As part of our forthcoming NHS 24 Climate Emergency and Sustainability Action Plan we propose to include an action to review the existing information that is provided by NHS 24 in relation to asthma and COPD management, including on the availability of environmentally friendly inhalers, which may be suitable for some patients. This is in line with our commitment to the principles of Realistic Medicine, which include reducing waste and harm.

NHS 24 has a strategic ambition to provide sustainable, valued services closer to home, the right care, in the right place, at the right time. This can include providing information, advice and services that reduce patients' need to travel or helping them to find appropriate local services that reduce the distance they need to travel, both of which can help to reduce patient travel-related emissions, although we do not currently have a mechanism for quantifying this.

Public Health Information is available on the NHS Inform pages advising the public how to keep warm this winter during the cost-of-living crisis. Information and support

links to other organisations and charities are also available to signpost people who maybe suffering with money problems, high energy bills etc. The overall winter illness hub landing page had 19495 unique page views from the go live date on 29th December 2022 to 18th January 2023 and coping with money worries had 4685 unique page views from January 18th, 2022, to January 18th, 2023. Therefore NHS 24 will continue to promote and improve on all public health information available on NHS inform.

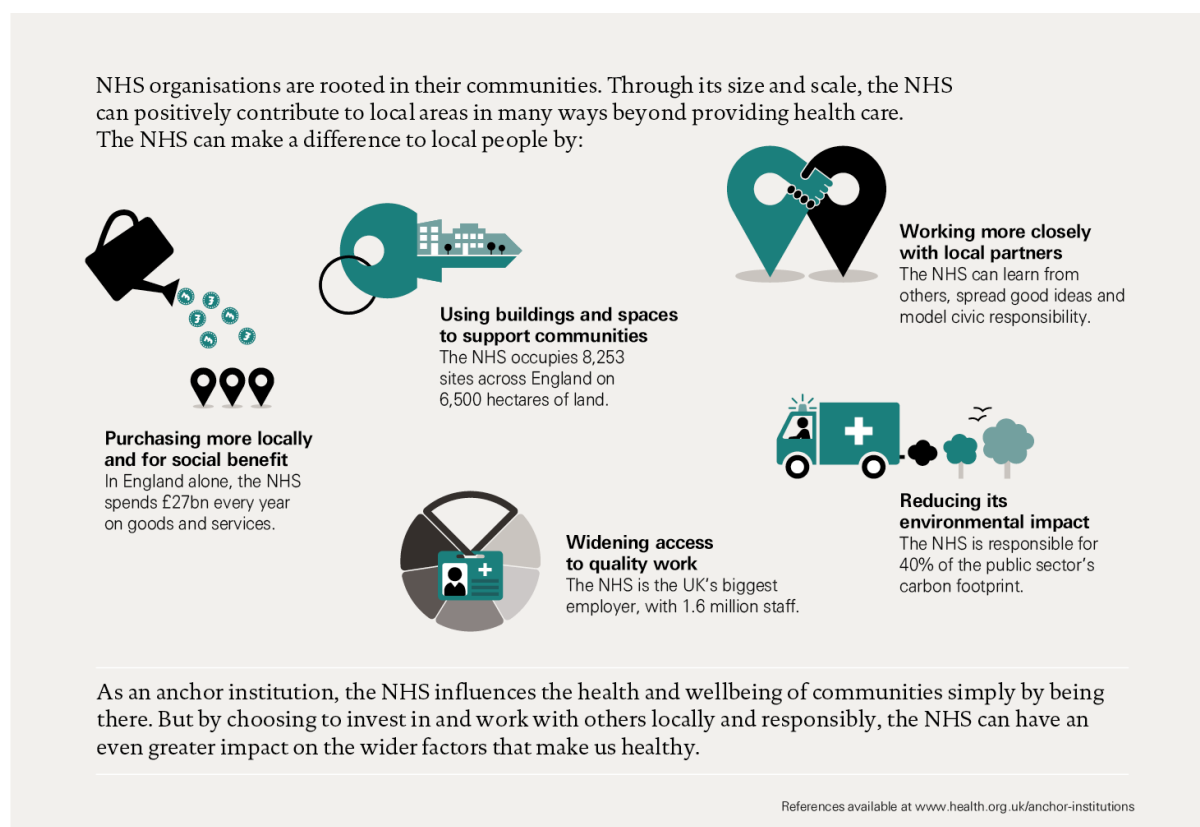
Our ongoing programme of work in relation to the Redesign of Urgent Care (RUC) aims to streamline patient pathways to access high quality, clinically safe and effective services, contributing to a reduction in harm and waste across the wider health and care system, which should in turn lead to reduced emissions, including because of care delivered closer to home. We are currently exploring whether it might be possible to capture patient travel data as part of ongoing evaluation of the RUC programme, to understand whether new patient pathways are supporting reduced travel-related emissions. Collaboration with Boards across Scotland will inform these measurements and quantify our organisational contribution to delivering value-based health care that contributes to net zero ambitions

13. 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.

Our new workforce strategy sets out a commitment to strengthen our position as an Anchor Institution, including through work as an inclusive employer, to ensure our workforce is reflective of the communities we serve, and of the communities where our sites are based. By encouraging applicants from local communities close to our call centres, we can reduce the distance travelled by employees, thereby reducing staff-travel related emissions. A commitment to being an Anchor Institution is also highlighted within our Public Health Framework and draft Action Plan, and as part of as part of our forthcoming NHS 24 Climate Emergency and Sustainability Action Plan we will explore what additional actions we can take to support local communities, in line with an Anchor Institution approach. This will build on previous work by NHS 24 to consider the socio-economic impacts of changes to site locations, which is now embedded as part of the non-financial decision-making criteria within all Estate Programme Business Cases.

What makes the NHS an anchor institution?



[Building healthier communities: the role of the NHS as an anchor institution - The Health Foundation](#)

To support improved resilience to climate change within our local communities we have ensured that our current public Winter Health Campaign includes signposting to Scottish Government sources of support for home energy efficiency, including insulation, which can help improve people's home resilience to future extreme heat as well as winter cold. Our campaign also signposts people to the Met Office 'Weather Ready' information, including advice on getting your home and property winter ready; protecting property from flooding; and travelling in storms, rain and strong wind. We will also work with Public Health Scotland on the development and dissemination of future Heat Wave Plan resources.

14. Staff Engagement

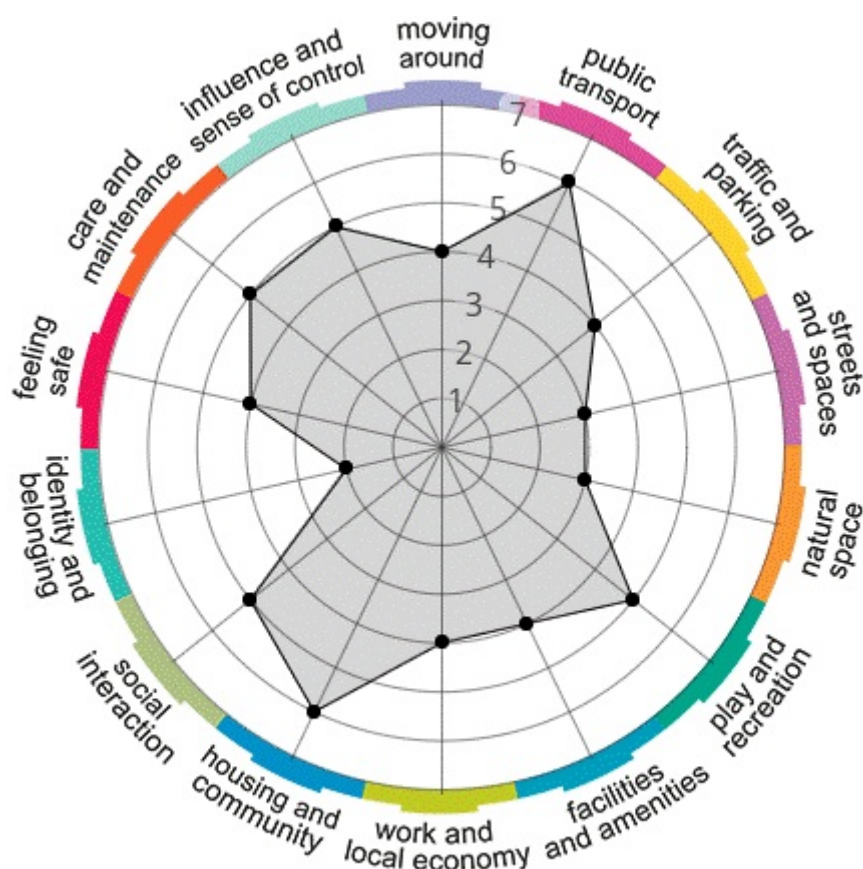
Awareness of the importance of the climate emergency and sustainability has never been greater, but it can still be challenging to know how we can make a difference. A wide range of staff across NHS Scotland were involved in creating the 'Sustainability Action' brand 'Our NHS, Our People, Our Planet'.

All NHS staff have access to the resources that have been developed to help drive forward action on climate change and sustainability. These can be found on the NHS

Scotland Sustainability Action Website. To help raise awareness, we will develop and implement communications plans to help staff, patients and suppliers to take sustainable action and raise awareness of its own plans, actions and progress in developing a more sustainable health service.

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.

The programme team is currently working with departments across the organisation to identify what we've done as an organisation last year to improve our environmental performance and what we are doing this year in 2023/2024. We want to empower our staff to become champions.



The NHS Scotland place standards tool was used to consider some of the sustainability elements and will be used for any further engagement [The Place](#)

15. Risks

However, there are some risks and challenges in delivering such an ambitious strategy. These are summarised below and noting the actions and considerations in how these could be mitigated.

Capacity to deliver this

The need to create a team to lead on this work

- consider how we can utilise shared resources across Health and wider public sector
- make sure aligned to existing work for example best value and quality improvements
- assess cost benefit and value of initiatives

Investment to make this happen

The action plan will highlight, the impact and the £'s

- Action plan with determine what strategic planning resource allocation is required
- Put in place systems to access funds from Scottish Government, Local authorities, grants and industry

A whole system approach

A number of initiatives will only happen with collaboration working and joint aspirations and ambitions

- Develop clear inter dependencies across the actions and plans
- Align to the new NHS 24 National Strategy and reprioritise if required

16. Next Steps

This ambitious Strategy sets out the aim of NHS 24 in moving towards a net zero position as a sustainable value-based healthcare organisation. It defines our aims, how we plan to do this, our commitments within our 5 priority areas and the governance underpinning the delivery.

We will build on these ideas, aims and commitments to create a net zero organisation by 2040 through values lead engagement and SMART deliverables.

We will develop a logic model to provide a structured and evidence-based framework for tracking progress and evaluating the effectiveness of our efforts. This will enable us to make more informed decisions and take more effective action towards addressing the urgent challenges of climate change and sustainability.

Our aims are also reflected as key priorities in the new NHS 24 organisational strategy.

Following approval of the strategy the action plan will be developed defining what we will deliver over the next 3 years. All commitments and progress will be reviewed annually.

Business Area	Sustainability Actions:	Measurement of Success	Sustainability Benefit	Additional Information	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Lead	Resource Required	Financial Cost or Savings
Communications	Develop and deliver a communications and engagement plan to raise awareness of staff responsibilities in relation to the key themes from the NHS Scotland Climate Emergency and Sustainability Strategy.	A programme of awareness raising activities will be embedded in the Communications Delivery Plan and actions delivered will be measured and monitored through quarterly updates to the Staff Governance Committee	Education/Awareness	<p>A yearly programme of activities and actions developed</p> <p>Intranet pages launched – March 2023</p> <p>Launch the Climate Emergency & Sustainability Programme across our internal communications channels – March 2023</p>	X					Ainsley McClune		
Communications	Adopt a digital first approach with internal and external communications activity. This will include the installation of digital wall boards for staff information and as far as possible reduce print costs for external materials.	To be measured through the quarterly monitoring of the communications delivery plan.	Paper Use Reduction	<p>Digital Display Boards fully installed in centres and Communications Team trained on new software – by July 2023</p> <p>Communications Support Request Form updated to advise that a digital first approach will be taken when considering communications support – June 2023</p> <p>Communications intranet page updated to advise that a digital first approach will be taken when providing communications support – June 2023</p>		X				Ainsley McClune		
Facilities and Estates	Better estates utilisation through sharing of sites.	Lowens carbon and other costs	Reduction in energy use	Working on joint estates business case with other national boards - they mostly now work remotely and we are busiest at weekends - so opportunity to share space to reduce overall size of estate			X			Lynne Kane		Might generate income. Need time to participate in business case - might be high on-off costs if involves change to sites or layout of sites
Facilities and Estates	Review overnight use of sites	Lower energy and other costs	Reduction in energy use	Has to work for frontline - link in with remote supervision and shift review		X				Lynne Kane		Might require T&S costs or T&C input

Facilities and Estates	Energy Efficiency Lighting	Lower energy and carbon	Reduction in energy use	LED lighting in sites with sensors to turn off when no staff		X				Lynne Kane		Budget in place to do - need to monitor as should reduce energy bills and be more than cost neutral overall
Facilities and Estates	Improve Recycling	Recycling stations at each site	Waste Reduction		X					Lynne Kane		Budget in place
Procurement	Sustainable procurement	reduced carbon and other pollutants	Waste Reduction	Sustainable procurement of goods and services will play an important role, focus will be on local procurement and the circular economy.			X			Julianne O'Dea	Will require people to engage early and may be trade-offs with cost or immediate availability etc	
Medical	Remote Urgent Care consultations	Analysis of carbon emissions saved due to remote consultations conducted through new Urgent Care pathways	Reduction in travel journeys for patients and CO2 emissions	<p>Patients assessed via remote consultation do not have to travel to health care venues and thus save miles travelled and carbon emissions. Especially relevant to those in remote / rural areas</p> <p>Single Board Pilot 22/23 National Promotion Education 23/24 Attempt Further National Analysis 24/25</p>	X	X	X			Ron Cook		
Medical	Electronic remote prescribing	Electronic remote prescribing enabled for frontline prescribers by end March 2027	Reduction in travel journeys for patients and CO2 emissions	This will shorten the patient journey for appropriate callers resulting in fewer journeys made and removal of paper from the prescribing system. This will reduce carbon emissions.		X			X	John McAnaw		

Medical	Medicines information NHS inform	Enhanced medicines information pages on NHS inform by end March 2024	Waste Reduction	Information provided on environmentally friendly ways to dispose of medicines, and how to reduce medicines waste		X				John McAnaw		
TSP	Reduce our business travel across the directorate by 10% of pre Covid levels	Business mileage claims across TSP	Reduction in CO2 emissions	Use pre pandemic level as a base line		X	X			Graham Mirtle		
TSP	Work with SAS procurement to ensure all procurement undertaken for the directorate includes sustainability elements and has been considered in the specifications.	Monitor in conjunction with SAS to ensure each contract includes sustainability elements	Meeting legislative requirements			X				Graham Mirtle		
Workforce	Implement Once for Scotland Agile Policy in NHS 24 when approved.	We will track requests and to determine the CO2 emissions saved as a result of approvals.	Reduction in CO2 emissions			X				Jacqui Hepburn		
Workforce	Identify training which informs all staff how they can contribute to sustainability.	We will track attendance and encourage use of the staff engagement tool to provide their suggestions for changes on an ongoing basis.	Education/ Awareness			X				Jacqui Hepburn		
Service Delivery	Reduce the number of emails received and stored by staff	20% reduction in group emails received by frontline staff by end Q2 •Web portal option investigated to provide staff the ability view group communication by end Q1 •Email policy developed to prevent the need to send thank you emails by end Q1	Reduction in CO2 emissions	Carbon emissions for data storage needs to be understood Email Policy developed to reduce/ eliminate small emails such as 'Thank you', 'received emails' Data storage current, limits available, can limits be set?		X				P. Docherty P. Howie		
Service Delivery	Dashboard developed to host measurable data	Dashboard developed by end Q1, Measurable information agreed by end Q1, Reporting ready for end Q2		– host measurable data, need to know the starting point, where we want to get to and how we are going to get there. -How do we measure and what against? -Look at performance -The dashboard needs to be relevant to all staff, can it include staff questions/ actions from the engagement already completed? Have a We are listening to you section? It needs to be relevant to all staff or it won't be utilised -Could it be added to the staff engagement and RPF agendas?		X				P. Howie	Dashboard developed by end Q1, Measurable information agreed by end Q1, Reporting ready for end Q2	

Technology	Norseman comms room decommissioning	<ul style="list-style-type: none"> Health and safety in the comms room will be greatly improved. NHS 24 will have a much cleaner comms room with more floor space and fewer racks. NHS 24 will significantly reduce electricity consumption and air conditioning costs for this site. Temporary air conditioning units could go off hire. All remaining servers will be concentrated into one row. 	Reduction in energy use	<p>Phase 1 - It is required that the decommissioning activity includes logically removing from systems such as Active Directory, DNS, ilo and networking configuration including switching, routing and firewalls. The assets are to be de-cabled (power, networking, kvm etc) and removed from the equipment racks – for NHS 24/BT to dispose. Removal of all associated cabling</p> <p>Phase 2 - Move retained servers into row Where possible remove metal racking from rows 1 and 3 for disposal. Remove other spare/empty racks for disposal. Replace missing floor tiles where racks have been removed.</p>	x	x				Nathan Bassett	Will require people from both ICT and external vendors to progress	Budget in place to complete. Once complete there will be savings in energy costs and equipment hire
Technology	Implementation of Wake-on LAN	<ul style="list-style-type: none"> Desktop PC's will no longer be required to be powered on when not in use Updates can be deployed to desktop devices without the need for staff to power on (can be done remotely) NHS 24 will significantly reduce electricity consumption 	Reduction in energy usage	Implementation of Wake-on LAN will reduce energy usage and related costs as this functionality will allow for desktop PC's to be powered on remotely when connected to the LAN. This will also reduce the number of staff hours throughout the year that are required for powering on devices when there are updates to be deployed.	x					Nathan Bassett	External vendor	Cost will be minimal. Savings will greatly outweigh cost