

**NHS 24  
EXECUTIVE MANAGEMENT TEAM**

**20 September 2022  
ITEM NO 10  
FOR APPROVAL**

**NHS 24 CLIMATE CHANGE EMERGENCY AND SUSTAINABILITY PROGRAMME**

<b>Executive Sponsor:</b>	Medical Director/Dr Laura Ryan
<b>Lead Officer/Authors:</b>	Programme Manager/Caroline Shanley
<b>Action Required</b>	Executive Management Team are asked to approve the recommendations within the attached paper.
<b>Key Points for EMT to consider</b>	<ul style="list-style-type: none"> <li>• Responding to the climate change emergency is one of the Scottish Government's highest priorities.</li> <li>• The alignment to national strategies is significant and will become clearer following EMT engagement</li> <li>• This programme will inform NHS 24's strategic planning and delivery</li> <li>• All Directorates will have deliverables and areas of accountability.</li> <li>• Programme structure</li> <li>• Approval of proposed governance approach</li> <li>• Early identification of data protection (DPIA) and equality and diversity (EDIA) impact assessments required when projects have been agreed and defined</li> <li>• <b>Key points for EMT to discuss and approve are highlighted in bold throughout the paper.</b></li> </ul>
<b>Governance process</b>	The proposed governance process aligns with the national Climate Change Emergency and Sustainability Programme. Governance requirements and more detail is contained in sections 5 and 6 of this paper.
<b>Strategic alignment and link to overarching NHS Scotland priorities and strategies *</b>	<ul style="list-style-type: none"> <li>• NHS Scotland climate emergency and sustainability strategy: 2022-2026.</li> <li>• The Care and Wellbeing Portfolio is the overall strategic reform policy and delivery framework within Health and Social Care.</li> <li>• Chief Medical Officer - annual report: 2022</li> <li>• Realistic Medicine</li> <li>• Workforce Strategy</li> </ul>
<b>Key Risks</b>	Risk management will be aligned with the standing corporate governance process.
<b>Financial Implications</b>	A key objective of this programme in NHS 24 is the identification and delivery of financial efficiency, however detailed financial implications must be identified.
<b>Equality and Diversity</b>	NHS 24 takes account of requirements in relation to equality and diversity in relation to Sustainability Development and environmental matters.

## 1. PURPOSE

- 1.1 There is a requirement to set up a Programme of work to ensure that NHS 24 complies with targets set out in the [NHS Scotland climate emergency and sustainability strategy 2022-2026](#) and the organisation must start to embed sustainability within our core values. Although the fundamental purpose of the NHS 24 climate emergency and sustainability programme is about our people and our planet, the programme will consequently deliver organisational efficiencies. It's proposed we align the NHS 24 programme with the national strategy title, therefore naming the programme officially as the **NHS 24 CLIMATE CHANGE EMERGENCY AND SUSTAINABILITY PROGRAMME (CESP)**.
- 1.2 NHS 24 must become a service which is environmentally and socially sustainable. The organisation must contribute to improving opportunities, life chances, health and wellbeing and we must add value to a net-zero society that reduces health inequalities. These requirements are part of Scottish Government (SG)'s commitment to the international [Sustainable Development Goals](#) and will also support the outcomes in Scotland's [National Performance Framework](#).

## 2. BACKGROUND

- 2.1 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.
- 2.2 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, for example by signposting to [existing SG public facing content on sustainable travel, home energy and diet behaviours](#), many of which have health co-benefits.
- 2.3 To play our part in tackling the climate crisis, NHS 24 must become a net-zero health board by 2040 at the very latest. 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 will feed into the development of 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 will also be developed, which will

set out our approach and actions in response to the NHS Scotland Climate Emergency Strategy, as described in section 2.4 below.

2.4 In August 2022 Scottish Government published its Climate Emergency and Sustainability Strategy for NHS Scotland 2022 to 2026. There are five main 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

2.5 The programme will scope and define short, medium- and long-term actions and strategic opportunities from each of the five themes. Individual aligned projects within the programme will be identified. Operational leads from each Directorate that have been nominated will play a key role in the successful delivery of the projects.

### **3. NHS 24's CURRENT POSITION**

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

The new national NHS Scotland 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 have duties and NHS 24 will deliver these but should consider opportunities our place in the health and social care system offers as a national Board and anchor institution.

3.2 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 route map for NHS 24 was developed by Ricardo Energy & Environment (Ricardo). The coordination of this consultation was supported by 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 looks at the challenges and priorities facing NHS 24, the report reviews the 2019/20 baseline emissions and charts realistic options to progress towards 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.

- 3.3 Another key resource that will be used by the Programme to identify projects that will deliver towards decarbonisation is the national sustainability assessment tool (NSAT). The NSAT is a report that is already produced annually by the Head of Estates and Facilities and this is an action plan that is directly aligned to the Climate Emergency and Sustainability Strategy for NHS Scotland 2022 to 2026.

#### 4. WHAT WE NEED TO DO

- 4.1 NHS Scotland has formed a national sustainability programme and all boards must implement the Scottish Government defined governance structure and reporting instructions. NHS 24 will comply as requested with external governance, however will also follow the standard NHS 24 project, programme and corporate governance and reporting structures. The national programme is currently establishing workstreams to define the objectives for 2022/2023.

#### 5. SCOTTISH GOVERNMENT DEFINED STRUCTURE AND ROLES

- 5.1 The Scottish government defined structure includes:
- Establishing a Sustainability Governance Board
  - Establishing a Sustainability Development Group
  - Identifying a Non Executive Board Member Sustainability Champion
  - Identifying an Executive Lead for the Programme

#### 5.2 Sustainability Governance Board (SGB)

A Sustainability Governance Board (SGB) which oversees the implementation of the Programme. Accountability for implementation sits with the SGB. **It is proposed given the size and context of NHS 24 that the EMT will deliver the SGB function. This is the approach being implemented by NHS Greater Glasgow and Clyde. The other option is a smaller sub set of EMT.**

The primary committee that the SGB will report to is the Planning and Performance committee on a quarterly basis and the NHS 24 Board as and when required.

The aim of the SGB is to provide direction, leadership and oversight to the development and delivery of an effective sustainability strategy that delivers against the net zero target set by Scottish Government.

**Scottish Government guidance on terms of reference of the SGB have been reviewed and is being supplemented and contextualised to align with NHS 24 internal governance. Appendix 11.5**

### **5.3 Sustainability Development Group (SDG)**

The NHS Sustainable Development Group (SDG) is accountable to the NHS 24 Sustainability Governance Board (SGB) which in turn is accountable to the Planning and Performance Committee. Its role is to ensure that NHS 24 takes appropriate steps to comply with the three elements of the public bodies duties of the Climate Change (Scotland) Act 2009;

1. Mitigation - Reducing Greenhouse Gas Emissions
2. Adaptation - Adapting to the Impacts of a Changing Climate
3. Acting Sustainably - Sustainable Development as a Core Value

**Scottish Government guidance on terms of reference of the SDG have been reviewed and is being supplemented and contextualised to align with NHS 24 internal governance. These are for approval and are available in Appendix 11.6. While the proposed membership is significant it's anticipated that attendance at meetings will relate to the specific agenda items.**

### **5.4 Executive Lead**

The overarching purpose of the role is to oversee delivery of NHS 24 duties and commitments under DL (2021) 38 and the NHS Scotland Climate Emergency and Sustainability Strategy, ensuring that these are fully integrated into all planning, management decisions and operational practices across the Board. A comprehensive role description can be found on **Appendix 11.1**.

### **5.5 Board Member Sustainability Champion**

Every board must identify a Non Executive Board member sustainability champion, the role is to support and promote board-level commitment to the delivery of NHS 24's duties and commitments on the climate emergency and environmental sustainability. A comprehensive role description can be found on **Appendix 11.2**.

There is a monthly sustainability champions network attended by the Executive Lead and the Board Member Sustainability Champion, however it's proposed that this should be shared between the two roles due to other organisational commitments. It should be recognised that the time commitment for the non executive should not be underestimated for this programme of work and as such the Executive lead will support the non executive and take on relevant meetings, while providing regular updates to the Champion aligned with Committees. External meetings etc.

### **5.6 Reports**

The national programme is still being established and there is ongoing work to understand the national landscape and overall NHS Scotland governance, however there will be several key groups that NHS 24 must attend and a

number of reports that will be required by Scottish Government. Some of the reports are already part of the NHS 24 business as usual process and are completed and submitted by the NHS 24 Head of Estates, however some of the reporting templates, datasets and proformas have still to be defined by the national programme and developed at a national level as are measurements to monitor success. Key single points of contact are also being identified within the national programme.

It is understood that individual reports will be submitted quarterly, annually, every 3 or 5 years however some of the reports may be of a technical nature and will not require approval via the NHS 24 governance route. For descriptions of the individual reports and the indicative draft timelines and frequency for submission can be viewed at **Appendix 11.3**. Assurance can be given to the EMT that there are no concerns for NHS 24's ability to submit comprehensively and timeously.

## 6. NHS 24 PROGRAMME STRUCTURE

6.1 The 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"> <li>• Finance</li> <li>• Technology</li> <li>• Workforce/HR</li> <li>• Medical</li> <li>• Nursing and Care</li> <li>• Transformation, Strategy, Planning &amp; Performance</li> </ul>	<ul style="list-style-type: none"> <li>• Service Delivery</li> <li>• Communications</li> <li>• Trade Unions</li> <li>• Equality and Diversity</li> <li>• Estates and Facilities</li> <li>• Security</li> <li>• Risk</li> </ul>
--	--

6.2 A newly established programme team will be responsible for implementation. The identified current resource is a full time Programme Manager and a full time Senior Project Manager. As the programme scope is more clearly understood it is likely that there will be a requirement for additional dedicated Project Management resource, however it is already recognised that there will be a need for a dedicated full time Programme Support Officer or similar role. This would support good project and programme management standards and ensure the organisation is following excellent corporate governance guidelines in the event of any future audits similar to those of the Estates programme. **EMT approval to scope and define risks associated with not having the support in place and relevant recommendations. The absence of sufficient programme support risks delayed delivery of defining projects therefore delaying the overall programme delivery.**

6.3 A newly appointed Programme Manager will direct, oversee and co-ordinate projects operating within the Programme, working closely with the Executive Lead and Board Member Sustainability Champion. Engaging with key internal and external stakeholders to develop and agree project briefs and define scope to ensure intelligible planning. There will be other projects across the organisation that may not be managed within the Sustainability Programme.

However, in alignment with the organisation strategy all programmes and projects will clearly and visibly assess consideration of sustainability and efficiencies as part of project and programme governance. Therefore, those projects must report monthly progress to the sustainability programme as this will be reported on at a national level to Scottish Government.

- 6.4 **In line with NHS 24 Project and Programme Governance identification of data protection (DPIA) and equality and diversity (EDIA) impact assessments required when projects have been agreed and defined must be carried out at the beginning of the project lifecycle. This is to ensure that there are no delays to any governance approvals and sign off is prompt.**

## 7. PROPOSED TIMELINE FOR 2022/2023 (For Approval)

Task	Expected Completion	Status
Identify non-executive champion	September 2022	Complete
Appoint programme manager	September 2022	Complete
Identify relevant training	September 2022	In Progress
Map current NHS 24 engagement with national support meetings	September 2022	In Progress
Map internal work areas of relevance to sustainability agenda	September 2022	In Progress
Light Touch Staff engagement about national climate week	September 2022	In Progress
Establish project brief and draft TOR, membership and diarise meetings of Sustainability Governance Board & Development Group	September 2022	In Progress
Presentation on Climate Emergency and Sustainability agenda and update sustainability on proposed governance to SMT and EMT and Board as part of Change Portfolio Board update	September 2022	In Progress
Update on sustainability governance to the Main Board and Meeting with non executive board member.	October 2022	On Target
Develop PID	October 2022	On Target
Draft Climate change duties act report	October 2022	On Target
Climate change duties act report to Planning and Performance Committee for approval	November 2022	On Target
Climate change duties act report published on NHS 24 website	November 2022	On Target
Climate change duties report submitted to SG	November 2022	On Target
Update on sustainability workstream to CGC within PHF update	November 2022	On Target
Draft Climate strategy and associated action plan.	February 2023	On Target
Draft Sustainability Action Plan to EMT and PPC and Board	February 2023	On Target
Relevant funding opportunities to be identified. There are central capital funds available for health boards to bid for however further clarity is required on how to pursue the funding. programme intention to keep a log of potential opportunities for bid submissions and have these available in draft to be sent pro-actively.	February 2023	On Target
Climate Change Risk Assessment & NSAT Reporting to SG	March 2023	On Target

## 8. PROFESSIONAL DEVELOPMENT

- 8.1 The Board Executive lead and Board Sustainability Champion will be supported in their roles to access a range of professional development opportunities, via national and local routes, for example, via NHS Scotland's membership of the Institute of Environmental Management and Assessment (IEMA), the Active Global Citizenship programme, the Sustainable Scotland Network (SSN), and the NHS Scotland Sustainability Network. Executive workshops are also being planned on a national level to ensure consistency of approach. The format of any training to be given awaits national definition and updates will be provided to EMT when available.
- 8.2 To effectively discharge governance duties there is a requirement for 10 key members of staff to be registered with IEMA and this provides access to critical networks and resources. The 10 complimentary corporate memberships have been arranged by NHS Scotland on behalf of NHS 24.

**In discussion with IEMA they have requested that NHS 24 identify the individual persons/roles within the organisation for membership, further memberships can be added at a later date. The proposed individuals are listed below.**

Dr Laura Ryan  
John Gebbie  
Caroline Shanley  
Lynne Kane  
Damien Snedden  
Marieke Dwarshuis  
John McAnaw  
Sara McLaughlin  
Graham Mirtle  
New Public Health Consultant

- 8.3 The entire NHS 24 workforce will be key to delivery and should inform our route map and strategy. As such significant engagement will be required as well as education in some form about the CESP agenda. The programme is an opportunity for and the responsibility of every staff member, therefore opportunities are currently being explored for e-learning and face to face learning to identify possibilities. The communication and engagement teams will be members of the SDG as are trade union representatives to ensure partnership working. Engagement with staff will also be done via the already established Health and wellbeing groups.

A glossary of informative resources can be found at **Appendix 11.4**



## **9. FINANCIAL**

- 9.1 The financial costs associated with activity and projects is not yet known. There are also central capital funds available for health boards to bid for.
- 9.2 Programme management co-ordination support will be required.
- 9.3 The organisation may be required to invest in staff training and or workshops, however this is still being investigated.

## **10. RECOMMENDATIONS (For approval in addition to other areas identified)**

- 10.1 The Executive Management Team are asked to support the opportunities being explored to assess the feasibility of projects to be undertaken by the programme.
- 10.2 The Programme team to start engaging with directors and their identified sustainability leads from each directorate when exploring opportunities.
- 10.3 To recognise and support that this is a key priority for the organisation to deliver up on.
- 10.4 Programme Co-ordination support to be allocated to ensure due process and corporate and programme governance foundations are embedded from the outset.
- 10.5 Propose to provide Board updates in line with the current NHS 24 governance cycle.

## **11. APPENDICES**

### **11.1 Executive Lead Role Description**

### **11.2 Board Member Sustainability Champion Role Description**

### **11.3 National Reporting**

Structure and description of NHS Scotland and Scottish Government governance groups that NHS 24 will report to is still being developed nationally.

### **11.4 Glossary of informative resources terms**

### **11.5 Sustainability governance board terms of reference**

### **11.6 Sustainability development group terms of reference**

## **APPENDIX 11.1 - EXECUTIVE LEAD**

### Role description

The overarching purpose of the role is to oversee delivery of NHS 24's duties and commitments under DL (2021) 38 and the NHS Scotland Climate Emergency and Sustainability Strategy, ensuring that these are fully integrated into all planning, management decisions and operational practices across the Board.

To this end, the executive lead will:

- Chair the Board Climate Emergency and Sustainability Operational Group
- Support the Chief Executive in reporting to the SGHSC on their organisation's implementation of the policy, including as part of the annual ministerial review
- Lead on the standing agenda item at board meetings for climate change and environmental sustainability
- Work to ensure strategic alignment between national/local strategies on climate emergency and sustainability and other programmes of work
- Lead on co-operation with other NHS Scotland bodies and organisations outside the NHS, our partner local authorities
- Oversee monitoring and delivery of relevant targets, including those relating to net zero (the 2040 target and associated interim targets); waste management; decarbonisation of vehicle fleets; decarbonisation of the estate (including the design of new buildings and major refurbishments)
- Oversee statutory reporting on this topic, including the annual Public Bodies' Climate Change Duties Report; completion of the National Sustainability Assessment Tool; and an annual progress report for the ministerial review
- Oversee preparation and implementation of the Board's Climate Change Risk Assessment, and inclusion of key risks into the corporate risk register
- Oversee workforce development as set out in national policy
- Oversee the implementation and operation of a SGHSC-approved Environmental Management System
- Work closely with the board member champion to deliver leadership on responding to the climate emergency and sustainability, recognising the health and wellbeing benefits of timely and effective action

### Working relationships

The executive lead for climate emergency and environmental sustainability will report directly to the Chief Executive. They will work closely with the Board member champion for climate emergency and environmental sustainability; with other members of the Board Climate Emergency and Sustainability Group; and with the Board's Climate Emergency Response Team.

### Monitoring and review

The role will be held for three years in the first instance, after which the role description and delivery arrangements will be reviewed in line with current policy and guidance.

## **APPENDIX 11.2 – BOARD MEMBER SUSTAINABILITY CHAMPION**

### Role description

The overarching purpose of this role is to support and promote board-level commitment to the delivery of NHS 24's duties and commitments on the climate emergency and environmental sustainability.

To this end, the Board member champion will:

- Attendance at the Board Climate Emergency and Sustainability Strategic Group to be decided by each board
- Advocate for the consideration of the climate emergency and environmental sustainability as part of all board decisions, planning, and operational practices
- Support the board in understanding and acting on the links between these issues and the overall organisational goals of improving health and wellbeing for all, as well as the organisation's responsibilities under legislation and guidance
- Act as a 'critical friend', challenging the board to achieve ambitious and wide-ranging progress on these crucial issues
- Foster and promote a culture of environmental awareness and stewardship throughout NHS 24, recognising the health and wellbeing benefits of tackling the climate and ecological emergencies
- Act as a conduit between staff, service users, partner organisations, wider community, to promote effective action on the climate emergency and environmental sustainability
- Ensure the voices of staff, service users, partner organisations and wider community are heard as part of NHS 24's efforts on climate and environmental sustainability
- Share learning about good practice from across NHS Scotland and beyond

The role should not be fulfilled by an executive as there is an executive lead role. The Board Sustainability Champion should be a non-executive or other member of the board.

### Working relationships

The Board Sustainability Champion for climate emergency and environmental sustainability will work closely with the executive lead for climate emergency and environmental sustainability. They will also work closely with other members of the board to ensure that climate emergency and environmental sustainability considerations are integrated into all board decisions and activities. When their role involves stakeholder engagement, and as appropriate, will promote and encourage sustainability.

NHS 24 GREEN

**APPENDIX 11.3 – REPORTING**

<b>Report Name</b>	<b>Description</b>	<b>Frequency</b>	<b>Committee or Board</b>	<b>Current or New Report</b>
Energy Report	This is a new report that hasn't been done by NHS 24 in the past, the report is in response to Scottish Government DL (2022) 28 dated 17 <sup>th</sup> August 2022. As part of a process of improving the comprehensiveness and availability of emissions and energy data for NHS Scotland, all Health Boards are now required to provide the data for energy types set out in the annex to this letter to NHS National Services Scotland. Health Boards are required to provide the relevant data on a quarterly basis no later than 1 month after the period to which it relates. Health Boards are not required to provide the data where it is already available centrally e.g. electricity, gas or liquid fuels supplied through national contracts.	Quarterly	Propose report will go to P&P committee included with Head of Estates current quarterly update and the sustainability development group.	New
National sustainability assessment tool (NSAT)	This is a self-assessment tool to enable boards to assess the overall sustainability performance, the national sustainability assessment tool (NSAT) replaced the sustainability development action plan (SDAP) during 2018/2019. The NSAT is submitted to NHS Assure to be monitored on an annual basis by any independent assessor on behalf of NHS Assure.	Annually March	The results of assessment are fed into the P&P committee on annual basis, however P&P are also provided with periodic updates throughout the year.	Current
Annual Accounts	Provides an environmental and sustainability development update, the report provides a sufficient update on the current position on an annual basis and this has been reported in the annual accounts for more than five years.	Annually April	This report goes to A&R committee and the Board.	Current
Climate change duties act report	Historically Scottish Government had advised that NHS 24 did not need to complete this, however NHS 24 now must publish a report on the public website by November each year summarising progress against the aims of this policy using a template approved by the SGHSC. The progress report must be approved by the NHS Scotland body's Chief Executive and be provided to: <ul style="list-style-type: none"> <li>• The NHS Scotland body's staff</li> <li>• The NHS Scotland body's board members; and</li> <li>• SGHSC.</li> </ul> The DL (2021) 38 is intended to be an accessible update for staff, patients and the public.	Annually November	Proposing EMT, P&P, Board	New
Bio Diversity	NHS 24 together with NHS Scotland and special boards has previously completed a collaborative response, the plan will be in 2023 to create and publish a collaborative	Every 3 years due December	The Biodiversity Duty Report 2018-2020 was presented to the EMT for	Current

NHS 24 GREEN

	<p>Statutory duty on all public bodies in Scotland to further the conservation of biodiversity</p> <p>Every public body in Scotland is required to produce a publicly available report on compliance with the Biodiversity Duty</p> <p>Under the Nature Conservation (Scotland) Act (2004), all public bodies in Scotland are required to further the conservation of biodiversity when carrying out their responsibilities.</p> <p>In addition, it is required under the Wildlife and Natural Environment (Scotland) Act (2011) to provide a public report on the actions which they have taken to meet this biodiversity duty.</p> <p>This previous report covered the period between 2018-2020 for the following six National Health Boards;</p> <ul style="list-style-type: none"> <li>• NHS Healthcare Improvement Scotland (HIS),</li> <li>• NHS Education for Scotland (NES),</li> <li>• NHS National Services Scotland (NSS),</li> <li>• NHS 24,</li> <li>• The State Hospital and</li> <li>• Scottish Ambulance Service (SAS).</li> </ul> <p>The incentive for publishing a collaborative report is due to several reasons. First, there is a considerable co-tenancy within the existing estate's properties and further peripheral support (e.g. domestic services) amongst some of the boards. Second, the six boards have been working closer together in response to strategic, quality and efficiency drivers such as Health and Social Care integration, shared services, mandatory public bodies climate change reporting and sustainable procurement duties. Finally, each of the boards is an active member of national and local sustainability, energy and public health networks and often combines resources for initiatives that benefit staff across all organisations and reduce the environmental impact in our shared office spaces.</p> <p>This process will be followed again for the next report.</p>	2023	<p>information and formal approval by NSS. It was presented as the final approved version on behalf of the (National Boards Collaborative) Once approved by all, the Board Chief Executives were asked to virtually sign the report.</p>	
Climate change risk assessment (CCRA) and adaptation	The CCRA and adaptation tool improves the resilience of assets to current and future climate risks by providing a structured approach to identify current and future risks and assess their probability and impacts	Every 5 years due March 2023	Audit and Risk committee and the Board	Current

NHS 24 GREEN

<p>tool</p>	<p>CCRA process</p> <p>Section 53 of the Climate Change (Scotland) Act 2009 requires Scottish Ministers to lay a programme before the Scottish Parliament that sets out:</p> <ol style="list-style-type: none"> <li>1. their objectives in relation to adaptation to climate change</li> <li>2. their proposals and policies for meeting those objectives</li> <li>3. the arrangements for involving employers, trade unions and other stakeholders in meeting those objectives</li> <li>4. the mechanisms for ensuring public engagement in meeting those objectives</li> <li>5. the period within which those proposals and policies will be introduced</li> </ol> <p>The Programme must also address the risks identified in the UK Climate Change Risk Assessment (UKCCRA), which is laid before the UK Parliament every 5 years. The UKCCRA contains an assessment of the risks for the United Kingdom from the current and predicted impact of climate change.</p> <p>UK Climate Change Risk Assessment</p> <p>The first UK Climate Change Risk Assessment was published in 2012 by the UK Government Department for Environment, Food and Rural Affairs (DEFRA). For the second UKCCRA, the UK Government asked the Committee on Climate Change (CCC) to prepare an independent Evidence Report setting out the latest evidence on the risks and opportunities to the UK from climate change.</p>			
<p>New Report TBC</p>	<p>In response to DL 2021 38 a new reporting template is being developed, however we are awaiting further guidance from chair of the national environmental sustainability group on what this will cover and when it will be required.</p>	<p>To be confirmed by the national programme</p>	<p>To be confirmed</p>	<p>New</p>

**APPENDIX 11.4 - GLOSSARY OF RESOURCES**

Institute of Environmental Management & Assessment	<a href="#">IEMA: Transforming the world to sustainability</a>
NHS Scotland Sustainability Action	<a href="#">Homepage - NHS Sustainability Action : NHS Sustainability Action</a>
NHS Scotland climate emergency and sustainability strategy: 2022-2026	<a href="#">NHS Scotland Climate Emergency and Sustainability Strategy 2022-26 (www.gov.scot)</a>
NSS Access climate change and sustainability tools	<a href="#">Access climate change and sustainability tools   National Services Scotland (nhs.scot)</a>
Scottish Government Sustainability	<a href="#">Scottish Government Health Directorates Capital and Facilities Division</a>
Scottish Government National Procurement Conference	<a href="#">Scottish Government Conference - Procurex Scotland 2022</a>
Net Zero Scotland	<a href="#">Home   Net Zero Nation</a>
UK Health Alliance	<a href="#">About the UK Health Alliance on Climate Change</a>
Greenspace Scotland	<a href="#">Our story   Greenspace Scotland</a>
Keep Scotland Beautiful Charity	<a href="#">Climate Emergency Training for organisations and businesses   Keep Scotland Beautiful</a>
Zero Waste Scotland	<a href="#">Who We Are   Our Waste Free Mission   Zero Waste Scotland</a>
Energy Star Gov	<a href="#">Low Carbon IT Campaign Frequently Asked Questions (FAQs)   ENERGY STAR</a>
Sustainable Business Toolkit	<a href="#">25 Go Green Ideas For the Office That Every Company Should Use (sustainablebusinesstoolkit.com)</a>
Scottish Government Scottish Climate Change Adaptation Programme 2019-2024	<a href="https://www.gov.scot/publications/climate-ready-scotland-second-scottish-climate-change-adaptation-programme-2019-2024/pages/6/#:~:text=The%20Scottish%20Climate%20Change%20Adaptation%20Programme%202019-2024%20is.and%20public%20sector%20to%20adapt%20to%20climate%20change.">https://www.gov.scot/publications/climate-ready-scotland-second-scottish-climate-change-adaptation-programme-2019-2024/pages/6/#:~:text=The%20Scottish%20Climate%20Change%20Adaptation%20Programme%202019-2024%20is.and%20public%20sector%20to%20adapt%20to%20climate%20change.</a>
Global Citizens Initiative	<a href="https://www.theglobalcitizensinitiative.org/">https://www.theglobalcitizensinitiative.org/</a>
Sustainable Scotland Network	<a href="https://sustainableScotlandNetwork.org/home">https://sustainableScotlandNetwork.org/home</a>

**APPENDIX 11.5 - SUSTANABILITY GOVERNANCE BOARD (DRAFT) TERMS OF REFERENCE**



Item 10 Appendix  
11.5 Draft Sustainabili

**APPENDIX 11.6 – SUSTAINABILITY DEVELOPMENT GROUP (DRAFT) TERMS OF REFERENCE**



Item 10 Appendix  
11.6 Draft Sustainable