

NHS 24 BOARD MEETING		21 DECEMBER 2023 ITEM NO 9.2 FOR APPROVAL	
CLIMATE EMERGENCY AND SUSTAINABILITY PROGRAMME ANNUAL REPORT			
Executive Sponsor:	Medical Director, Dr Laura Ryan		
Lead Officer/Authors:	Programme Manager, Caroline Shanley		
Action Required	The NHS 24 Board is asked to approve the draft Climate Emergency and Sustainability Programme (CESP) Annual Report 2022/2023 for submission to Scottish Government in January 2024.		
Key Points for the Planning and Performance Committee to consider	<p>Responding to the climate emergency is one of the Scottish Government's highest priorities.</p> <p>CESP activities are part of the annual review for all health boards.</p>		
Governance process	The NHS 24 governance reflects that defined by the Scottish Government 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 • Realistic Medicine Action Plans • NHS 24 Workforce Strategy • NHS 24 Corporate Strategy • NHS 24 CESP Strategy and Action Plan • NHS 24 Finance Strategy 		
Key Risks	Risk management is aligned with the standing corporate governance process.		
Financial Implications	A key deliverable of the CESP programmed is to identify any potential financial efficiency.		
Equality and Diversity	NHS 24 takes account of requirements in relation to equality and diversity in relation to Sustainability Development and environmental matters. The initial EQIA screening has taken place and a follow up review is planned in November 2023.		

1. RECOMMENDATION

- 1.1 The NHS 24 Board is asked to approve the draft CESP Annual Report for 2022/2023 for submission to Scottish Government in January 2024.

2. TIMING

- 2.1 The NHS 24 Climate Emergency and Sustainability Programme update is reported to the Board quarterly, as per the national governance requirements. The Programme updates and associated action plan are presented for assurance to the Planning and Performance Committee, prior to the Board update.
- 2.2 The CESP Annual Report is submitted to Scottish Government in January each year and must also be published on the corporate NHS 24 website. The report has been written as an accessible, person-centred document, with relatable and understandable presentation of information.

3. BACKGROUND

- 3.1 Climate change presents a serious risk to the health of people around the world and has been described by the Lancet Commission on Managing the Health Effects of Climate Change as “the biggest global health threat of the 21st century”.
- 3.2 NHS 24 has defined deliverables and targets align to the [NHS Scotland Climate Emergency and Sustainability Strategy 2022-2026](#). The Scottish Government corporate governance structures for Health Boards are in place at NHS 24, and the Climate Emergency and Sustainable programme is a key internal pillar of [Our Corporate Strategy 2023 | NHS 24](#).
- 3.3 Appropriate action to reduce carbon emissions, will reduce the impact on population health. This aligns to Scottish Governments [Care and Wellbeing Portfolio Board](#) priorities. Net zero targets are a key pillar of the Value Based Health & Care action plan aligned to Realistic Medicine. As we remobilise and reform services, we must build towards a more sustainable healthcare system that delivers better value care to the public.
- 3.4 Health care emissions contribute to the climate crisis. The CESP strategy and operational structures in NHS 24 will deliver more environmentally sustainable services, while also improving population health both now and in the future.
- 3.5 NHS 24 also has a key role to play in supporting its workforce to consider wider environmentally sustainable behaviours. This includes promotion of sustainable travel methods, procurement and a digital first approach for communication.
- 3.6 In May 2023 the NHS 24 Board approved the Climate Emergency and Sustainability Strategy and action plan. 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



- 3.7 NHS 24 committed to establishing an organisational CESP Programme. There are five key priority areas for delivery, these have associated short, medium- and long-term actions from each of the five themes. Individual aligned projects have been established and future projects will be put in place where there are updated Scottish Government CESP priorities, and where new opportunities emerge. Operational leads from each Directorate contribute to the delivery of the actions to deliver CESP targets.
- 3.8 Robust project governance is in place, providing assurance to the NHS 24 Board, that sustainability and value are key considerations for design, delivery and evaluation of current and future programmes and projects.
- 3.9 A bespoke Board workshop was delivered to increase awareness and knowledge of the CESP national programme. This workshop was delivered by the Institute of Environmental Management and Assessment (IEMA). IEMA offered this training to all Boards nationally coordinated by NHS Assure.
- 3.10 The processes for data collection are evolving, and as a result, NHS 24 now has improved capability for data collection, including access to near 'real time' data for some sites through collaboration with landlords, energy and waste suppliers.

- 3.11 The submission date for the report is the end of January 2024. To align with corporate governance for the CESP programme, the NHS 24 CESP Annual Report will be taken to the Planning and Performance Committee in November 2023 and the Board in December 2023 for approval.
- 3.12 Where further relevant information is available following the Board meeting, it will be added to the Annual Report. It is anticipated that this would result in minor changes only to the report.
- 3.13 There is uncertainty if the NSAT will continue in its current form and is subject to review. However, NHS 24 still plan to use the NSAT in its current form to carry out an internal review of progress to provide assurance to the Planning and Performance Committee.

4. ENGAGEMENT

4.1 Internal

A significant focus has been on staff engagement across directorates. To maximise accessibility and ease of communication, various forms of communication methods have been introduced e.g., a specific internal CESP microsite, and new wall board screens, that share information, successes and improve awareness. Specific meetings on better waste and energy management are now in place and include staff across our services.

4.2 External

The Executive Lead, Non-Executive Board Champion, and Programme Manager for the NHS 24 CESP programme, are members of several national CESP groups. These groups include membership from health boards, Scottish Government, NHS Assure and subject matter experts. The NHS 24 CESP approach and success have been presented nationally, including the Scottish Government National CESP Conference in September 2023.

5. FINANCIAL IMPLICATIONS

- 5.1 There are no financial implications related to the approval of the annual CESP report.

6 APPENDICES

- 6.1 Climate Emergency and Sustainability Programme Annual Report.



NHS 24 Climate Emergency and Sustainability Report 2023/2024

Version 0.7

Issue Date 17.10.2023

Status – 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>			
Approved by: Executive Management Team	Executive Management Team		17.10.2023
Approved by: Planning & Performance Committee	Planning & Performance Committee		27.11.2023
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NHS 24 Climate Emergency and Sustainability Report 2023/2024

1. About

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 addressing the global climate emergency will improve population health and minimise any impact on those most vulnerable to health inequalities.

NHS Scotland has made a commitment to reduce greenhouse gas emissions to Net Zero by 2040. Each Health Board has an obligation to report against Net Zero targets.

2. Introduction

This is NHS 24's second Annual Climate Emergency and Sustainability Report. The numerical values and narrative provided will detail the work completed, and ongoing during this current financial year 2023/24.

NHS 24 supports delivery of a healthier Scotland by providing care, advice and information, all day every day. We do this through the 111-service and through digital services. We employ around 2,000 people and are based across six main contact centre sites and five remote and rural locations across Scotland.

3. Leadership and governance

NHS 24 has appointed a full-time Programme Manager to support the development of the NHS 24 Climate Emergency and Sustainability Programme (CESP). A CESP Strategy and associated Action Plan has been developed, and aligns with the new Organisational Strategy, which was published in Summer 2023 [Our Corporate Strategy 2023 | NHS 24](#).

Staff engagement on CESP was included as part of ongoing engagement on the wider organisational strategy. We have actively sought to engage staff on the CESP agenda, to get their feedback and ideas on how we can proactively make changes within the organisation. The response from the engagement has been positive and

staff are motivated to make improvements that will help us achieve our sustainability and efficiency goals. Staff feedback has helped shape our action plan and we will continue to engage with staff beyond this development phase.

NHS 24's governance in relation to the climate emergency and sustainability Programme is as follows:

- The NHS 24 Sustainability Governance Board (SGB) is delivered by the Executive Management Team (EMT), with Dr Laura Ryan, Medical Director, the named Executive Lead. Any SGB business is carried out during monthly EMT meetings.
- The NHS 24 Sustainability Development Group is chaired by Caroline Shanley Programme Manager, the function has been established, with membership from all directorates across the organisation. The group meets monthly with a requirement to provide a monthly status report on their directorates progress towards their specific CESP actions.
- The NHS 24 non-executive Board member and Sustainability Champion, Marieke Dwarshuis, has been appointed to provide external analysis, receiving regular updates from the Executive Lead and Programme Manager.
- A standing agenda item on the NHS 24 CESP is included on EMT and Full Board agendas, with formal decision making on NHS 24 CESP conducted at quarterly NHS 24 Planning and Performance Committee meetings.
- Updates on relevant aspects of NHS 24 CESP may be provided to other Committees, as and when required.

4. Greenhouse gas emissions

NHS 24 aims to become a net-zero organisation by 2040 for the sources of greenhouse gas emissions. The table below sets out the areas of greenhouse gas emissions that NHS Boards are required to report on annually. NHS 24 has baseline data for the year 2019/20. This calculation was developed through external consultancy as part of the development of a Net Zero Route map. This consultancy was provided nationally by NHS Assure and is in line with other health boards.

The processes for data collection are evolving, and as a result, NHS 24 is now in the process of developing improved capability for data collection, including access to near 'real time' data for some sites. Due to the bespoke nature of our estate and lease agreements this has been extremely challenging as NHS 24 do not have a direct relationship with energy suppliers and are reliant on landlords providing timely access to the information.

5. Climate change adaptation

The climate is changing due to the greenhouse gases already emitted into the atmosphere. While efforts to reduce the rate and scale of climate change continue, we must also adapt to new conditions we are facing.

The changing climate is increasing risks for health and health services. More information on these risks in the UK can be found in the UK Climate Change Committee's Health and Social Care Briefing available here: www.ukclimaterisk.org/independent-assessment-ccra3/briefings/

NHS 24 have completed a Climate Change Risk Assessment (CCRA) and have mitigating actions and resilience plans. The main risks identified for NHS 24 through the Climate Change Risk Assessment relate to extreme cold and heat, flooding and related impact on our operations. As an organisation we have robust processes and measures in place and have taken measures to reduce the risks and impacts of these events.

6. Building energy

We aim to use only renewable heat sources for all the buildings owned by NHS 24 by 2038. Currently, NHS 24 does not own any of its estate and instead have lease arrangements in place with landlords. We are engaging with landlords on improvement activities.

NHS 24 has spent time developing a central data collection system to allow for ease in reporting. A new dashboard will provide a report on kWh/MWh of energy used. This is an evolving process and will allow measurement of data for better baseline and improvement activities. As a result, we will be able to create realistic and ambitious energy reduction targets.

An Energy Management Group has been set up with representation from across all NHS 24 main sites and they meet quarterly. Each site has been tasked to develop an energy management plan, that details the steps they will take to reduce energy use. Initial areas of focus are space utilisation and zoning areas to avoid heating and lighting being used unnecessarily. Sites have also been asked to complete an audit of all electrical equipment and replace with higher efficiency equipment.

As part of the Property Improvement Plan, a replacement of light emitting diode (LED) lighting and sensors was completed in our Lumina and Norseman House buildings. Within our Norseman House site we decommissioned a substantial amount of Information and Communications Technology (ICT) equipment. A newer more energy efficient air conditioning system has now been installed. The air condition settings within the site can now be programmed for a more sensitive, controlled, ambient temperature. The combination of alterations and changes made at Norseman House

have reduced energy usage by approximately 19%, it has delivered financial savings of approximately £50,000 for this site.

External factors, such as weather will also impact on energy used e.g., during periods of colder weather more energy may be used to heat our buildings. In future we will measure data trends to align weather conditions to our energy usage.

We have been working with all teams across the estate, to ensure that screens on PC's and digital wallboards are switched off when not in use. When we update our computer hardware, we will intentionally replace them with more energy efficient models. We now also have many of our non frontline staff working a hybrid model, most teams are only in the office approximately 10 - 40% of the time compared to pre covid.

In addition, an energy survey was completed for Norseman House as the building offered the greatest opportunity for improved energy efficiency in the NHS 24 estate. The recommendations from the review will inform the next actions taken to further increase value for money and reduction of CO2.

NHS Scotland review of estate usage is underway, identifying opportunities for national improvement of estate efficiency and how we can utilise the national estate better. We are exploring opportunities to share space with other health boards or public bodies during office hours. Not only would this reduce our overall energy use and emissions, but it would also be much more financially efficient.

The NHS 24 Estates Strategy will be revisited in 2024 to specifically consider estate utilisation and opportunities to share or reduce space. We are already working with another special health board in Aberdeen to share space.

Due to expanded service operating models NHS 24 now has a much greater headcount and floorspace.

In January 2019 we employed 1535 staff and had a floorspace of approximately 7,000sqm. In January 2023 we employed 1878 staff and had a floorspace of almost 9,000sqm.

7. Sustainable care

The way we provide care influences our environmental impact and greenhouse gas emissions.

NHS 24 can help meet NHS Scotland net zero targets, reduce its overall carbon footprint, and mitigate environmental impact on communities throughout our value-based service resilience and operations. We do this by collaborating with other public service partners and NHS Boards. This promotes NHS 24 approach to the national CESP programme, realistic medicine, and value-based health care as per our corporate strategy. The NHS 24 Executive lead presented to the NHS Scotland Sustainable Care event on 4th September 2023 at the Golden Jubilee to talk about the

need to recognise and record the full range of value-based healthcare service transformation across Scotland and how that contributes to a net zero society. The presentation focused on a collaborative study with NHS 24 and NHS Tayside to evaluate the “green” benefits of Flow Navigation Centres and National Redesign of Urgent Care Pathway.

8. Anaesthesia and surgery

NHS 24 does not provide surgery and anaesthesia services, therefore no information on these areas is included in the report.

9. 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.

As part of our NHS 24 Climate Emergency and Sustainability Action Plan we are planning to update the existing information on NHS inform on breathing conditions and how different inhalers can impact on the environment. This is in line with our commitment to the principles of Realistic Medicine, which include reducing waste and harm.

10. Travel and transport

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. This includes reducing people’s need to travel and supports access to local services. This reduces distance travelled, and promotes 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. New ways of working across the NHS in Scotland, for example blending home and site based working patterns.

We recently completed a Sustainable and Active Travel survey to engage and support staff to understand the benefits of using active travel and public transport. We asked what would support and encourage them to change to a more sustainable active method in the future. We are in the process of developing our Travel Strategy and Action Plan based on this feedback.

Reducing the number of private cars in our communities, has wider benefits for individual and population-level health and wellbeing, e.g., improved air quality reduced road danger, and the health benefits linked to increased physical activity.

Monitoring business travel was reduced during the covid pandemic. We expect travel to increase and are aiming to ensure this doesn't go back to pre-pandemic levels.

A process has been put in place to review the business travel mileage claimed by each directorate. Staff are encouraged to consider whether they need to be physically at a meeting, or can it be done virtually, thus ensuring we are balancing sustainability with our commitment to equality. Each directorate has been tasked to reduce their car mileage by 20% over the next 12 months and rail use by 40% based on the figures from 2019/20. 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', by actively promoting the salary sacrifice scheme for purchase of cycles and suitable workplace facilities to support cycling to work. NHS 24 recently increased the purchase limit of a bike from £2,000 to £4,000 to allow staff to have the opportunity to buy an e-Bike, we have 113 employees who have participated in the scheme since it was introduced in Feb 2020. 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.

Travel and transport are an ongoing priority for the NHS 24 action CESP action plan. We have reviewed our existing Travel and Accommodation Policy, to ensure it is aligned with our CESP ambitions, as well as supporting Scottish Government's commitment to a 20% reduction in car kilometres by 2030.

NHS 24 currently have no fleet therefore we have no related organisational return.

11. Greenspace and biodiversity

Biodiversity, or the wide variety of living organisms within an environment, has declined at a rapid rate in the last 50 years. Evidence demonstrates that these trends are attributed to human activities, such as land use change, habitat degradation and fragmentation, pollution, and the impacts of climate change. The State of Nature report published in 2023 has highlighted the decline of nature across Scotland, with 11% of species now classed as threatened with extinction.

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

In addition to health benefits for patients and staff, investment in greenspace around hospitals and healthcare centres helps tackle climate change and biodiversity loss.

NHS 24 has minimal greenspace across our sites, however contributed to a joint Biodiversity Duty Report, 2018-2020, in conjunction with five other national Health Boards, as a result we are now actively engaging with the intent of using some other health board greenspace and this will also improve biodiversity. Through our stakeholder engagement team, we are also seeking opportunities to enhance greenspace and biodiversity in local communities, in line with the information provided by Nature Scot on 'Our Natural Health Service' and via the Scottish Governments 'Lets Do Net Zero' website.

NHS Scotland is also the process of developing sustainability modules for staff and an element of this will be raising awareness with staff about biodiversity.

NHS 24 are in the process of developing a staff campaign aimed at biodiversity and we aim to kick this off in early spring 2024, the campaign is planning to reach staff family members too, therefore sharing the biodiversity message wider than our 2000 staff. We are also looking into the logistics if it's possible to have regular earth hours within some of our contact centres.

12. Sustainable procurement, circular economy, and waste

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 health services to maximise our contribution to reducing supply chain emissions.

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.

SAS Procurement is committed to using the suite of Scottish Government Sustainable Procurement Tools to achieve sustainable procurement outcomes.

NHS 24 have set up a Procurement Improvement Team which reviews the contracts we currently have in place. 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

Waste Management Groups have been established across our sites and are actively reviewing stock management and processes this will include a review of the product lines within ICT, stationary, communications, hospitality, etc.

We want to reduce the amount of waste we produce and increase recycling. A new national “Warp-It” technology system now allows advertisement of resources we no longer require that might be of value to other health boards, such as furniture, equipment, fixtures, and fittings, etc. This promotes the reuse and recycling of products and delivers a financial efficiency.

Based on staff feedback, we have introduced and increased recycling stations in all sites so that the type and amount of waste can be monitored. The bins are clearly marked as to what should go in each section and staff awareness is promoted across all our internal communications etc. Over the next year we will be actively working with the landlords to ensure that food waste is segregated and collected appropriately. With the introduction of the recycling stations, general waste bins have been removed.

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.

The confidential waste collection is being reduced to monthly from weekly, this will be monitored to identify if we can reduce frequency of collections which will reduce travel costs and related carbon emissions.

As we are tenants, NHS 24 cannot easily measure our waste production. Landlords have varying processes, however we are currently in discussion with all landlords, to consistently measure waste and establish improvement access and monitoring for have readily available access to the information for monitoring and reporting purposes.

13. Environmental stewardship

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

This includes any activities which may adversely impact on land, air and water, either through the unsustainable use of resources or the generation of waste and pollution. Having an Environmental Management System (EMS) in place provides a framework

that helps to achieve our environmental goals through consistent review, evaluation, and improvement of our environmental performance.

This year, members of the NHS 24 estates and facilities team have attended training sessions on how to access and set up an environmental management system for the organisation and this will be used to help improve the environmental performance of the organisation.

14. Sustainable construction

We currently have no live or planned construction projects.

15. 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 we can.

NHS 24 is developing its Anchors Strategic Plan which will set out governance and partnership arrangements, intended to be of benefit to local communities through.

- current and planned anchor activity
- delivering an inclusive workforce; and
- local procurement arrangements

This will recognise earlier work undertaken by NHS 24 in considering the expansion of its estate and associated non-financial benefits. From a socio-economic and equality perspective NHS 24 established what additional employment opportunities would be created in the areas identified to locate to and what the employment opportunities for diverse communities would be.

Consideration was given to how business could be supported within a local community, with staff travelling to and from the site, buying from local shops at break times, and using bus and train services (which could help with sustainability of these services). Each of these considerations were included within business cases for new NHS 24 premises to be located within areas of deprivation in Glasgow and Dundee.

Community Engagement was central to the development of our Corporate Strategy enabling us to identify key deliverables intended to reduce health inequalities. As an anchor institution we are delivering guide to services booklets to communities across Scotland.

NHS 24 has also appointed a member of staff into the role of Armed Forces and Veteran's Champion role to promote NHS 24 as an Armed Forces Friendly organisation.

16. Conclusion

NHS 24 has made significant improvements in data collection with the development of dashboards to monitor and report on waste and energy. The Energy Measurement system being implemented by NHS 24, will further support the Estates and Facilities to monitor progress, against parameters such as critical environmental and process parameters such as temperature, humidity, differential pressure, particle counts, carbon dioxide and many other environmental parameters.

We plan to actively engage with our landlords to ensure that food waste bins are provided allowing the food waste to be appropriately disposed of.

We actively engage staff in the Climate Emergency and Sustainability agenda where they can contribute their ideas and feedback through the dedicated intranet pages. The intranet pages will also host an informative presentation/ slide deck of what the organisation is aiming to achieve. Our Organisational Development, Leadership and Learning Team have developed a suite of modules for climate change, and these will be available to staff in the coming months.

Our communications team have developed digital information screens in each of the contact centres to deliver messages to staff and cut down on the need for emails and paper. The information screens have already been used to deliver information on climate change and sustainability during Scotland's climate week from 25th September to 1st October 2023. We also regularly have information and tips for staff on climate change in our Team Talk bi-weekly digital magazine for staff.

Over the next few months, we will finalise our Active and Sustainable Travel Strategy with an accompanying action plan based on the information provided by our staff.

We have seen key progress in many areas such as digital and sustainable care models, increasing the understanding for sustainability, moving past traditional estates-based projects, and we aim to continue pressing ahead making the necessary efforts to meet the NHS Scotland and Scottish Government net zero targets.

We are extremely grateful to our workforce and their ongoing commitment to the Climate Emergency and Sustainability Programme.