

**NHS National
Services Scotland
Environmental and
Sustainability Strategy**



2022-2040

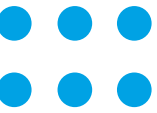


Table of contents

Foreword	3
NSS and social sustainability	4
Introduction	5
Embracing the United Nations Sustainable Development Goals	6
NSS - a net zero sustainable organisation by 2040	7
NSS sustainable journey	8
Greenspace, nature and biodiversity	9
Environmental management and greenhouse gases	10
Greenhouse gases - net zero carbon baselining	11
Net zero carbon – how NSS will get there	12
Ethics and welfare	13
Capital projects and adaptation	14
Transport and active travel	15
Awareness, governance and policy	16
Procurement	17
Sustainable care	18
Communities	19
Waste	20
Appendix: Actions	21



Foreword

Following the Conference of the Parties (COP) 26 hosted in Glasgow 2022, National Services Scotland (NSS) recognised the requirement to review and renew our environmental and sustainability plans to combat the climate emergency that we all globally face. It is more imperative that we each focus our drive and aims, individually and collectively to preserve our climate, planet, and the welfare of the global population against the biggest threat of our time to global health.

NSS's mission statement for environmental management and sustainability is:

To be integral to a world-leading health and care service while ensuring that we protect our environment, people and planet by becoming a net zero carbon organisation with sustainable operation.

The Scottish Government has set targets for NHS Scotland and all public sector to be net zero carbon by 2040. NSS has reduced its emissions over recent years, reducing estate where practicable and implemented targeted sustainable practises. This strategy will build on those endeavours and aim to raise the pace and achievements through holistically embedding the principles of sustainability in all our services.



Mary Morgan,
Chief Executive.

We will continuously improve the way in which we deliver existing and new services, with a focus on quality, to ensure they are safe, efficient, effective, and meet the needs of our service users, partners, and stakeholders.

NSS will support its vision through clear objectives.

Climate sustainability

Embed climate sustainability in everything that we do to ensure that NHS Scotland becomes a net zero greenhouse gas emissions health service by 2040 or earlier.

Financial sustainability

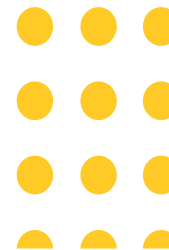
An organisational financial stewardship culture that will drive effective use of assets, infrastructure, and value for money.

Workforce sustainability

A diverse, knowledgeable, and skilled workforce deployed in an environment where the organisation is adaptable to the changing lifecycle of employees and delivers leadership and behaviours reflecting the values of NHS Scotland.

Service excellence

NSS is committed in its intent to continue to deliver the highest level of services for the people of Scotland whilst protecting their health and future by doing so in a sustainable manner and protecting our environment.

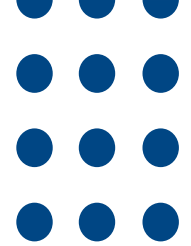


NSS and social sustainability

NSS will contribute to the sustainability of our local and national population by playing our part in delivering sustainable change in all that we do.



Introduction



**“ The greatest global health opportunity of the 21st century.¹
AND, (conversely) the biggest global health threat of the 21st century.² ”**

Climate change has been recognised as a fundamental threat to population health globally. In the same consideration by addressing climate change as a global undertaking, we have the greatest opportunity to improve the health of all whilst preserving our planet.

As an ambassador and enabler of NHS Scotland, NSS aims to become net zero by 2040 or earlier and embed sustainability through the organisation whilst seeking to protect our environment and planet. NSS supports customers to deliver their services more efficiently and effectively. We offer shared services on a national scale using best-in-class systems and standards.

As an exemplar organisation providing enabling services for all of NHS Scotland, NSS aspires to ensure that we provide sustainable resource provision, enabling and promoting clear demonstrable action against climate change through stewardship of resources, environmental protection, and sustainable delivery.

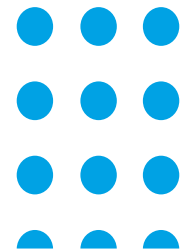


1 Lancet commission: Health and climate change: policy responses to protect public health, The Lancet, Vol. 386, No.10006.

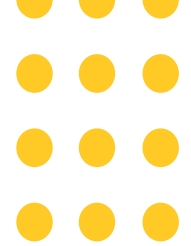
2 Lancet commission: Managing the health effects of climate change: and University College London Institute for Global Health Commission.















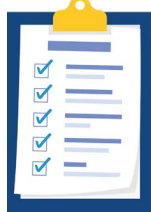

Embracing the United Nations Sustainable Development Goals

NHS Scotland and the Scottish Government are committed to supporting progress to meet the sustainable development goals as identified by the United Nations in 2015, laid out in 2030 Agenda for Sustainable development. These are incorporated to produce Scotland's National Performance Framework below. NSS seeks to contribute to this progress with commitment to lead and support other Scottish boards on the same journey.



NSS - A net zero sustainable organisation by 2040



<p>Greenspace is identified, maximised, and utilised by staff and partners across all our properties.</p> 	<p>Energy and water are valued commodities which are utilised only as necessary as part of our environmental management.</p> 	<p>Health, happiness and welfare of our staff is a key foundation of effective workforce.</p> 	<p>We promote active travel and encourage our staff to think about their health as well as the planets.</p> 
<p>Nature and biodiversity are valued and increased as part of the infrastructure of our sites.</p> 	<p>We embed ethical policies across our direct and indirect workforce to embrace equality and diversity and prevent modern slavery.</p> 	<p>We minimise our use of transport and ensure that where it is utilised it is carbon neutral.</p> 	<p>NSS minimises its waste and recycles or repurposes. None of our waste is detrimental to the environment.</p> 
<p>Our business is adaptable and resilient to climate change.</p> 	<p>Our buildings and capital projects value sustainability above finance and create futureproof solutions.</p> 	<p>NSS work with local communities and partners to positively change the health, environment, and prospects of all of Scotland's people.</p> 	<p>NSS clinical services deliver sustainable care, which balances the needs of Scotland's people, their environment and sustainable service provision as needed.</p> 
<p>Our organisation, customers and stakeholders are aware of the benefits of sustainability and share our aspirations.</p> 	<p>NSS has removed all unnecessary sources of greenhouse gases from its buildings and services.</p> 	<p>NSS has sustainability as the key basis of the organisation. This is reflected in all governance and policies as a mandatory requirement.</p> 	<p>NSS facilitate sustainable procurement for all of Scotland's boards. Providing carbon free logistics and supporting Scotland's people and industry through embracing circular economy.</p> 

NSS sustainable journey

By ...2025

NSS will be starting its journey to net zero carbon by:

- early identification of inefficient systems which can be modified or replaced to reduce carbon
- seeking new technological innovations which can be leveraged to lower carbon emissions in services or assets
- removing fossil fuel vehicles from cars leased or owned by NSS

Scottish Government waste targets will be achieved and exceeded:

- Domestic waste reduced by 15%, and greater where possible, against 2012/13
- Ensure that no more than 5% domestic waste goes to landfill
- Reduce the food waste it produces by 33% against 2015/16
- 70% of all its domestic waste is recycled or composted
- Healthcare waste will be reduced annually measured by % against use
- Staff welfare is placed above financial considerations in NSS
- Property and Asset Management Strategy (PAMS) 2023-2033 in place and early implementation underway
- Sustainability will be on all Senior Management Team (SMT) agendas and reporting for each directorate

By... 2030

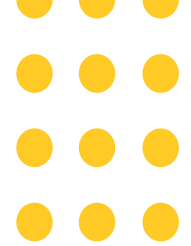
- NSS property will be reviewed. A ten year PAMS strategy will outline our path to net zero carbon by 2040.
- Renewable energy will be in place in our buildings or will be covered under a plan that ensures completion by 2037*.
- All car travel will be by necessity or exception only. In-person meetings will be based on defined necessity. Active travel will be an enabler for meetings.
- Energy and water consumption management will be in place and reported to the NSS board.
- Environmental management system will be embedded in NSS and reviewed annually to ensure end of year completion.
- NHS Scotland Sustainability Assessment Tool (NSAT) score will be platinum and maintained at this level.
- NSS will ensure that there is available greenspace with staff able to access on all sites.
- Staff will adopt sustainability as key to their role in all areas of NSS.
- NSS will have plans in place that remove the need to purchase fossil fuel fleet vehicles.

By... 2035

- National grid will be decarbonised and assisting progression to net zero acting as a key net zero enabler.
- No fossil fuel vehicles will be used in any NSS capacity.
- NSS estate will be largely heated by renewable heat or have projects underway to achieve this.
- NSS premises that cannot attain net zero by 2039 will be divested* from estate.
- NSS external greenspaces will have developed and encourage biodiversity which is annually assessed and promoted.
- NSS staff embrace active travel, green health and access to outdoor spaces, and engage to use and maintain.
- NSS supports its communities connected with its presence or services and engages with them on sustainable endeavours to support UN sustainable development goals.
- Our supply chain is decarbonised.

* Except where NSS occupy space on a territorial board site. This will be delivered by the territorial board and Jack Copland Centre (JCC) where avenues have been explored through the non-profit distributing public private partnership, working in collaboration with the project company.

Greenspace, nature and biodiversity



In evidence to the Scottish Parliament Local Government and Communities Committee in May 2018, NHS Health Scotland said:

“Given the significant positive health outcomes associated with greenspace it is clear that investment in greenspace could save the UK health system money and be a cost-effective health intervention.”

NSS 2022

NSS estate has limited greenspace to support staff welfare, nature, and biodiversity, whilst combatting climate change. Decades of increased demand for private transport have created vast areas of hard and non-porous surfaces as car parks and roads, adding to future site flood risks and poor resilience to climatic changes.

Our commitment

By implementing innovative new ideas, NSS will develop and create greenspaces on its new and existing sites in the next five years. These will provide green health spaces for staff and visitors to improve welfare whilst improving the aesthetic environment and redefining the ‘workplace’.

The spaces will act as natural carbon sinks for greenhouse gases, whilst improving the absorption of precipitation and reducing flood risks. By providing these spaces, we encourage biodiversity through provision of substrate and environmental conditions conducive to nature including ourselves.

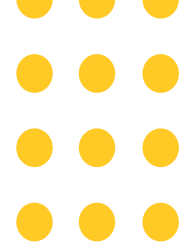
The spaces will be maintained to be used by all but with a prioritisation to improving the biodiversity of the immediate environment. An inclusion of flowers and fruit trees will attract pollinators.

Aspirations

All NSS sites will have an area that ‘gives back’ to nature and promote biodiversity, these may or may not be accessible due to situation, e.g. planted roofs. Accessible greenspace will be identified locally or onsite for all NSS premises and utilisation will be promoted for staff and visitors.



Environmental management and greenhouse gases



‘Greenhouse gases from human activities are the most significant driver of observed climate change since the mid-20th century.’

IPCC (Intergovernmental Panel on Climate Change). 2013. Climate change 2013: The physical science basis. Working Group I contribution to the IPCC Fifth Assessment Report. Cambridge, United Kingdom: Cambridge University Press.

NSS 2022

All NHS boards require compliance with environmental legislation and in late 2021 NSS had access to a new environmental management system to assist. This system has yet to be populated but initial work is underway. The scope and breadth of applicability in NSS is vast due to the diverse nature of the services provided. Key areas include water (supply and waste), flooding, air quality, heat systems, waste and many more. Reduction in the use of natural resources balances the equation of sustainable environmental management and NSS captures energy and water usage to understand impact.

By reviewing our environmental policy NSS will seek to refresh and invigorate their intent and the organisational drive to place Environmental consideration front and foremost in our priorities. Through maintenance and continued utilisation of environmental management systems, risk to the environment is reduced or eradicated.

Our commitment

NSS will develop a route map with detailed planning to become a net zero carbon service, both for our organisation and the onwards services that we provide to NHS Scotland. This route map will form the basis of a programme of change with resource and investment requirements, for NSS to achieve net zero before 2040.

We will maintain a comprehensive environmental management system and put measures in place to address risks.

Our estate will adapt to provide the best fit for the services that we deliver, and we will seek to maximise our use of space and invest in environmental performance of our estate.

We will measure and evaluate energy and water usage in all programmes, projects, and aspects of NSS function. NSS will promote the safeguarding of resources and actively seek to optimise usage.

Aspirations

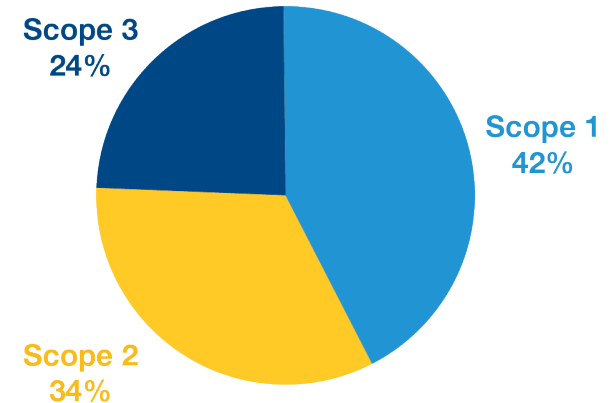
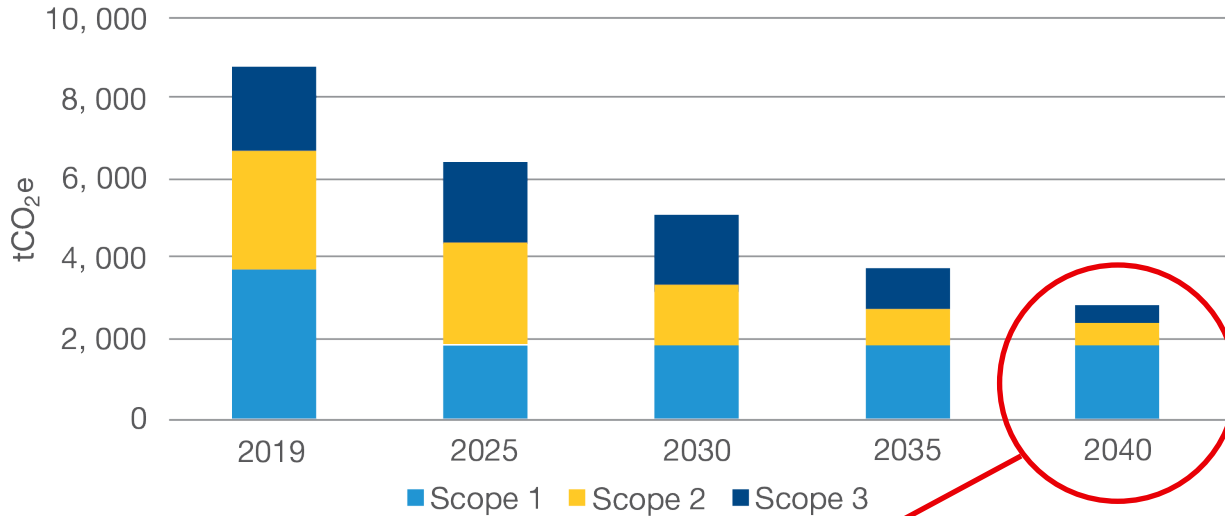
NSS will be a net zero carbon organisation, supporting its customers and stakeholders to do the same. Resources used on all NSS sites will be minimised for only essential use with significant use of supportive alternative technologies where available.



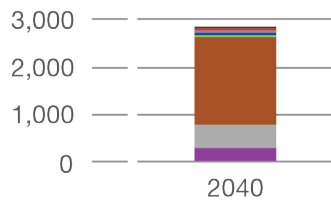
Greenhouse gases - net zero carbon baselining

To assist our journey to net zero, NSS considered its baseline 2019. Developed in conjunction with consultants, the NSS route map indicated likely carbon emissions which would remain by 2040 where business continued its current trajectory.

This demonstrates the need to seek early solutions for the reduction of scope 1 emissions.



2019/20 baseline footprint by scope



- 50/50 Transport Fuel ■ Diesel ■ Diesel Scope 3 ■ Grid Electricity
- Natural Gas ■ Petrol ■ T&D Losses ■ Waste (All Types)
- Water Supply ■ Water Treatment

The residual forecasted emissions areas 2040, remain those of fleet and gas. This provides a distinct area of focus for NSS Net Zero Strategy with action required to reduce / remove gas consumption across the estate, closely followed by removing necessity for transport fuel.

Scope 1 (Direct)	Scope 2 (Indirect / purchased energy)	Scope 3 (Indirect)
Emissions from the activities of the health board or under its control	Emissions from electricity, steam and heat purchased and used by health board	Emissions from the activities of the health board occurring from sources that it does not own or control
Building energy (Fossil fuels) Owned fleet (petrol, diesel) Anaesthetic gases F-Gases	Building energy (electricity, purchased heat and steam) Owned fleet (electric)	Energy transmission and distribution Waste water treatment Waste arisings Business travel

Net zero carbon – how NSS will get there

Scope 1 - emission removal/reduction

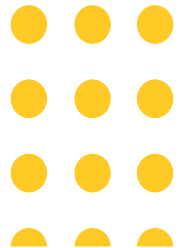
- NSS will seek to remove its systems that require gas across our estate, looking to replace with suitable alternatives through seeking out innovative technical solutions.
- Replacement of F gases to non-greenhouse gas systems will be planned for delivery over the next ten years.

Scope 2 - emission removal

- The grid will be decarbonised by 2035 in Scotland, irrespective NSS will seek to reduce its use of electricity in favour of renewable sources before and beyond this endeavour to develop an adaptable and resilient estate.
- Fleet will be decarbonised and be minimal to meet organisational requirements. Review of services with transport requirements will be undertaken in conjunction with provision of infrastructure to support an electric fleet.

Scope 3 - emission removal

- Promote active travel and reduce business travel.
- Supply chains will be examined to ensure sustainable delivery by subcontractors.
- Water and energy consumption will be reviewed to ensure that usage is reduced to the minimum required consumption.
- Reduction of waste will be maximised with focus on reutilise or reuse. Further reduction measures will aim to reduce waste generation at source either through in-house practices or incoming supply.



Ethics and welfare

NSS 2022

NSS is a fully accredited living wage employer with comprehensive employee assistance programmes in place with a focus on wellbeing.

Our workforce is valued and key to service delivery for the Scottish public and our partner health boards, with equality and diversity embedded in our services and policies. We will link with HR to ensure our sustainability educational needs for all staff are embedded within NSS.

Our commitments

Working in partnership with trade union/professional organisational partners and other health boards, NSS will continue to be a 'living wage' employer. Building from this we will work to ensure that living wage combats the rising potential of food or fuel/utilities poverty for our staff.

As a 'good citizen' NSS will put increased focus on identifying and signposting vulnerable customers engaged through our services who may be impacted by food and fuel poverty and seek to engage with local authorities and community resources to tackle this problem.

NSS will endeavour to eradicate any form of trafficking, exploitation, and slavery from its direct or indirect employment with this intent explicitly conferred in a modern slavery statement underpinned by policy this directly links to the UN sustainability goal.

NSS will, through our Early Careers Strategy, work with local communities, agencies, and educational establishments to provide employment prospects and vocational training.

NSS will continue to support the health and wellbeing of its employees improving morale and embedding a sustainable workforce.

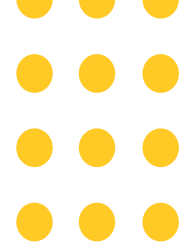
Aspirations

Our staff are valued and healthy and engaged. We aspire to ensure a diverse, knowledgeable and skilled workforce deployed in an environment where the organisation is adaptable to the change lifecycle of employees and requirements of the organisation and external market influences.

We expand our sphere of influence to customers, patients and supply chain to ensure that welfare is similarly conferred and risk identified.



Capital projects and adaptation



Adaptation – adapting to life in a changing climate – involves adjusting to actual or expected future climate. The goal is to reduce our vulnerability to the harmful effects of climate change (like sea-level encroachment, more intense extreme weather events or food insecurity).

NSS 2022

An initial climate change risk assessment and adaptation plan was completed in early 2022 by NSS forming a base position to review and expand on to allow identification of risks for NSS. This has been embedded into business-as-usual procedures with key risks to be put on the corporate register.

The recent drive by Scottish Government brings greater focus on the sustainability and adaptability of property matters and large capital projects into greater scrutiny. NSS Assure have already included these aspects of guidance into their programs of national work and a beta sustainability tool is available for construction and design work. Much of the consideration of sustainability in large capital works underway is through informal processes with an awareness to changing requirements through local knowledge.

Our commitment

All property transactions in NSS will now consider carbon emissions, climate resilience and sustainability as key requirements. NSS will undertake to implement this prior to the revised Scottish Government property transactions handbook which will reflect the priority that is to be given to zero and low carbon properties.

NSS existing property portfolio will be adapted for climate resilience if to be retained at 2040. NSS will develop a ten-year property and asset management strategy for NSS in collaboration with the joint requirements and shared objectives of the National Boards Property Collaborative.

This strategy for 2022 to 2023, will consider the development of the future estate including assets and sustainability.

All NSS business cases will include a sustainability assessment as standard.

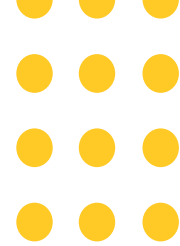
Completion of climate change risk assessment and incorporation of adaptation plans will be considered crucial and regularly reviewed by the Sustainability Infrastructure Board.

Aspirations

NSS estates and services are able to continue to deliver with resilience to projected climate change over the next 50 years. All services will incorporate environmental and sustainable aspirations in the same manner that they would performance and finance.



Transport and active travel



Transport is the biggest contributor to greenhouse gas emissions in Scotland. But it's also an area where we have an opportunity to significantly reduce our emissions by choosing more active forms of travel. Given that over half of journeys we make in Scotland are under 5km, if we are able to and choose to walk, wheel or cycle instead of taking the car for these shorter journeys, we'll be playing our part in helping Scotland reach its net zero emissions target.

NSS 2022

Fleet operations are core to several business services offered by NSS. The provision of these services nationally is managed by differing logistics departments. In addition, NSS also operates a pool and lease fleet of vehicles. NSS has a national remit which, for some functions, mandates travel.

The pandemic has demonstrated that many of these functions can leverage technology for the avoidance of travel and Scottish Government restrictions combined with the national adoption of teams by NHS Scotland has demonstrated a pace of change that can be achieved with the correct tools.

NSS has an existing travel hierarchy and lease car policy, however these do not account for recent changes.

Our commitment

NSS will create a transport strategy, inclusive of travel policy, business travel hierarchy, active travel promotion, lease car guidance, fleet strategy and revised terms and conditions for private transport. This extensive suite of documentation will create clear direction for staff that will assist them to make decisions in the delivery of their role, whilst minimising their environmental impact, carbon emissions and financial outlay.

By seeking for inclusive active travel and public travel solutions and promoting the use of technology over travel, NSS seek to maintain

the low business mileage and more effective use of time displayed during the pandemic. Our estate provisions will continue to support active travel (and green health in our buildings), but endeavour to identify inclusive active travel and new zero carbon transport options.

Our service fleet will transition to sustainable fuel sources and remove carbon emissions from this source.

Aspirations

Our staff will work from where it is convenient for them, where their role does not confer a location. The majority of commuter journeys will be undertaken using active travel and public travel with a reduced need for car parks. Our premises will be accessible by public transport with greenspace, shelters replacing large hard surface car parks. Business travel will be by exception only and technology will be prioritised for all engagements. This is in line with our hybrid working. Our fleet will be non carbon emitting.



Awareness, governance and policy

NSS 2022

NSS operates with comprehensive governance and policies that underpin its services. Many of these are due for update this year and will reflect the new strategic objectives around sustainability and climate emergency.

NSS has excellent all staff communication through differing dissemination routes, with a focus on staff engagement as an enabler for effective delivery and alignment with aim. This is supported through close partnership working.

Our commitment

NSS has a clear suite of documents underpinning its sustainability strategy supported by clear leadership at the highest level.

Our policies support the welfare of our staff and the environment in equal measure and without detriment to either. By ensuring awareness of our policies, processes and ambitions, we harness the power of all our employees, individually and collectively to deliver the best achievements towards our goals.

Our governance frameworks will support and motivate with an expectation that we collectively exceed targets to support our stakeholders and other boards.

We will expand this awareness, our effective policies and processes and share these with other boards and supply chain; recognising that environmental protection and sustainability is as vital to protecting our planet in a similar way to the development and sharing of car seat belt technology at its advent.

Aspirations

NSS has clear governance supported through policies that focus on the best results for our people, planet, and prosperity.

The screenshot shows the HR Connect website. At the top, there is a navigation bar with the HR Connect logo, a search bar, and links for 'Share this page', 'Text Only', and 'Text size A A A'. Below the navigation bar, there are several icons representing different HR services: Home, My Board News, My Board Events, eESS Login, Search FAQs, and My Board HR. The main content area features a search bar and a list of links: Policy, Process and Terms and Conditions; Learning and Development and Organisational Development; Organisational Change and TUPE; Employee Engagement; Occupational Health, Safety and Wellbeing; Recruitment Services; Payroll Services; and Workforce Systems, Reporting and Analytics. A breadcrumb trail indicates the current location: 'You are in: Home / Policy, Process and Terms and Conditions /'. A callout box highlights the 'Policy, Process and Terms and Conditions' link.

Procurement

NSS 2022

National Procurement is embedded in NSS, not only providing our board, but leading the way for NHS Scotland provision.

We have a sustainable procurement steering group and aim to exceed government requirements on this and circular economy.

Our commitment

Through sustainable procurement of goods, NSS supports all health boards in the achievement of their journeys. NSS national procurement will be the leading gateway provider for sustainable low carbon procurement into Scotland where possible exceeding Scottish Government targets.

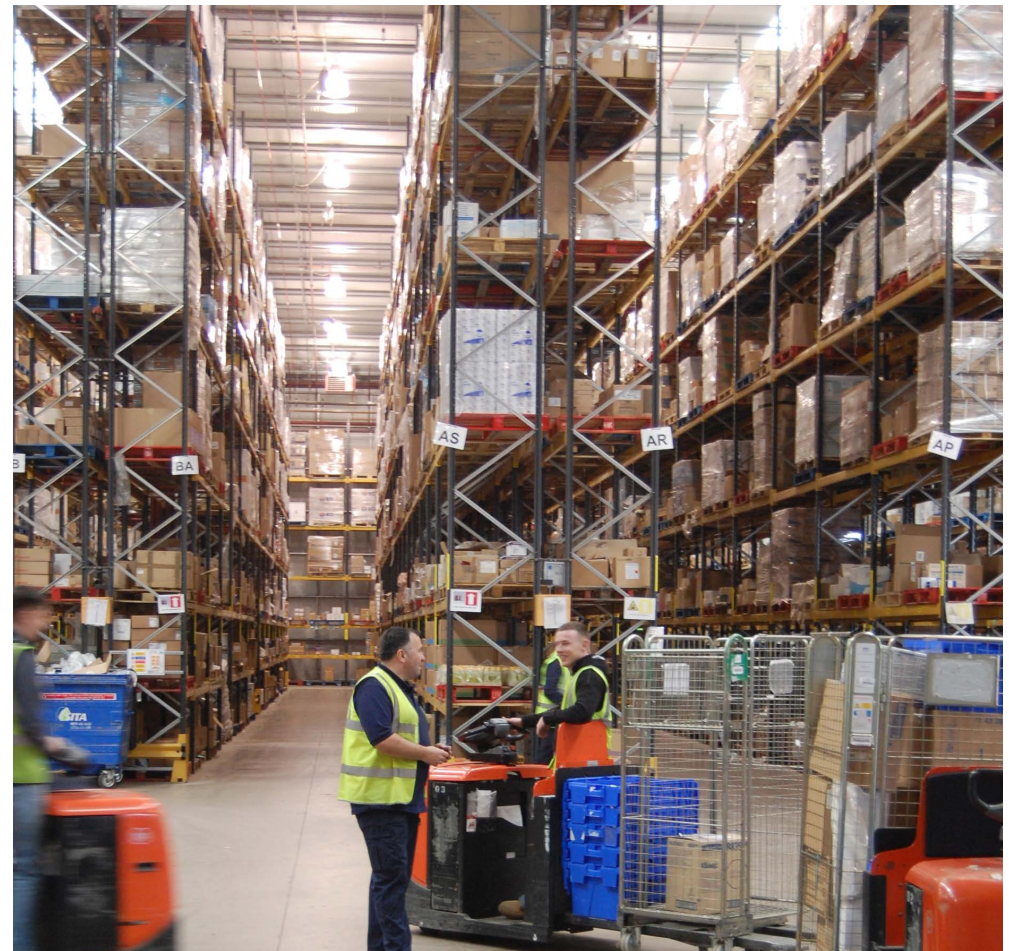
We engage beyond health boards to identify the most sustainable procurement into Scotland to create a greener, cleaner environment by effect sharing of transport and demanding carbon free transport solutions from suppliers.

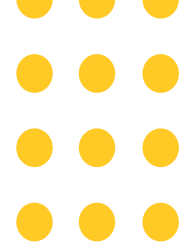
Our active engagement with suppliers allows us to influence production to drive down resource consumption and remove waste and single use items out of solutions.

Waste is managed as an important part of commodities and eradication is sought from production to delivery, with removal at earliest opportunity to be recycled re-used.

Aspirations

NSS National Procurement will be the leading public sector procurement body acting as a centre of excellence and providing services for the wider public sector mandated by Scottish Government.





NSS 2022

NSS provides care indirectly and in partnership with other sectors of NHS Scotland. As a provider of clinical service knowledge, models and fundamental components that allow territorial boards to provide end point care; NSS considers its need for sustainable care consideration at the outset to be vital on this pathway.

Our commitments

NSS will deliver its clinical services in partnership with stakeholders, community planning partners and patients, employing the most effective use of available resources to create holistically sustainable provision.

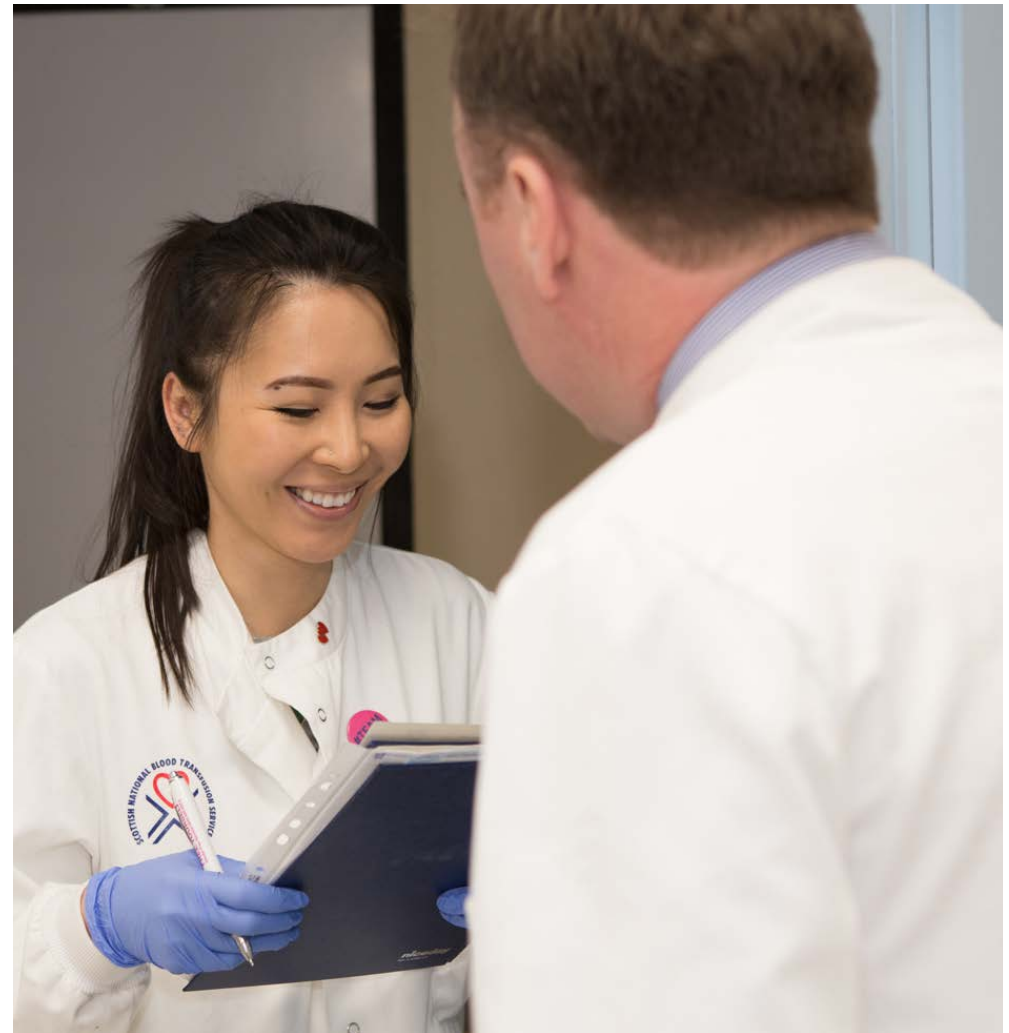
Our services consider national strategic needs in conjunction with emerging trends from climate and demographic change to prevent and reduce ill health reducing financial burden on NHS Scotland.

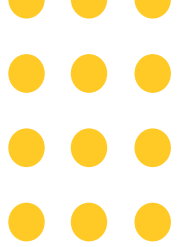
We work with industry to identify new and innovative solutions, supporting the research and development of these for all boards in Scotland.

Services continue to adapt to reduce greenhouse gases, waste and environmental pollutants from source to delivery of care. An important proponent of this is stewardship of resources and management of scarcity with reduction of pharmaceutical waste specifically.

Aspirations

To deliver effective professional care that protects our planet and scalable to demographic change.





NSS 2022

Community engagement is an explicit part of NSS Corporate Strategy 2019-2024, with NSS Assist performance reported on quarterly. We actively engage with partnership organisations, wider public sector, and government to synergise and improve collective delivery to the Scottish public.

Our commitments

Our services will build on existing relationships to expand their sphere of influence to wider sectors of Scotland, embracing opportunities to share our expertise, provide signposting to resources and support the most impacted and vulnerable.

NSS acknowledges that poverty, self-worth, and education affect the health of communities across Scotland. As a key NHS board, we have a sustainable target through NSAT to work with employment agencies and charities to facilitate their work and provide opportunities that enable individuals and communities to change their lives, environments and improve health.

Our staff will be afforded time to volunteer in their local communities and influence positive change as well as 'giving something back'. Through engagement we will influence and promote sustainability in all areas, protect environments and work with our population to tackle the climate emergency.

Aspirations

NSS is recognised as a central and key contributor with influence for the delivery of local to national delivery of services, with a willingness to support others achieve their goals.



NSS 2022

Waste functions in NSS sit under the remit of our waste management officer who ensures that our organisation is compliant whilst driving down the levels of waste generated. Diligence over the last few years has seen our organisation already meet its obligations on recycling targets and reduction in waste for 2025 achieved.

Our commitments

NSS will continue to drive down the total waste that the organisation produces. By working with suppliers and procurement colleagues we will endeavour to stop the generation of waste by removing / reducing packaging, minimising multiple deliveries in small quantities and obligating some contractors to remove waste as part of contract.

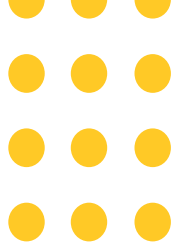
Our staff and services will continue to be educated in recycling segregation and correct disposal. We will also focus on renew, reuse, and reprovision to avoid the creation of waste and churn and increase financial sustainability.

On our estates and with our contractors we will continue to seek out new or existing technologies that reduce the climate impact of our waste such as anaerobic digestors, accounting for wastewater as well as food waste. Synergies between new technologies for energy and useable waste by products such as biomass fuels will be evaluated as part of end-to-end systems where viable.

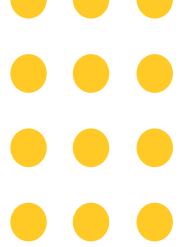
NSS will continue to assure that waste is reduced, removed, and disposed of to no detriment to the environment and in line with legislation, monitored through our environmental management system.

Aspirations

NSS will provide exemplary waste and environmental management practises that support other national boards in addition to itself by maximising the avoidance of waste at source. Where waste is created it will be evaluated for potential as use elsewhere or as a fuel source before final recycling.



Appendix: Actions



Greenspace, nature and biodiversity

Environmental management and greenhouse gases

Ethics and welfare

Capital projects and adaptation

Transport and active travel

Awareness, governance and policy

Procurement

Sustainable care

Communities

Waste



Actions - Greenspace, nature and biodiversity

By 2025

- Creation of bee colonies on suitable sites, working with local community beekeepers, encouraging schools' education with visits, and providing any honey back to food banks (example at NHS Glasgow).
- Generate a greenspace plan for each site with focus on improved access, utilisation, biodiversity, and natural environmental defences.
- Research and development of enhancement potential for Sustainable drainage systems (SuDS) basin at National Distribution Centre (NDC).

By 2030

- Encourage green health and use of outdoor spaces by visitors and staff.
- Create aesthetically pleasing estate, making our premises a desirable environment to attend.
- Work with local partnerships and local communities to explore opportunities on local proximal greenspace areas.
- Develop accessible walking routes on, around and near all existing sites.

By 2035

- Identify and promote local walkways and travel routes in greenspace areas both on and offsite.
- Establish a culture where greenspace is valued and utilised across our estate.
- Have established partnerships with communities, charities, and local public sector to promote shared greenspace.

Reviewing progress

- Annual audit of biodiversity across estate greenspaces or created 'nature havens' to assess gain.
- Monitor usage of greenspaces through survey and periodic physical review.
- Number of sites out of estate whole that have accessible greenspace.
- Number of sites with nature havens or specific biodiversity promotion.

Opportunities to embed sustainability

- Appoint a green health champion on the NSS board and within each Directorate to promote the benefits of green health for all staff and support and drive strategy.
- Promotion of wildflower planting and fruit trees at verges at NDC.
- Review of gardening contracts, lease contracts and risk review to reduce mowing of verges and common areas on various sites to encourage biodiversity (participate in No Mow May).
- Creation and planting of 'green charging' spaces or car parks, removing asphalt/surface, and using planted grids.
- Creation of planted verge, central dividers, and boundaries to parking areas on all sites.
- Promote use of existing greenspaces at Gyle and JCC to whole workforce and invite them to identify opportunities in their area. Inter-building competition to develop their environment or similar concepts.
- Identify the requirement for greenspace and green health space as fundamental in the Property and Asset Management strategy.
- Conduct a greenspace and biodiversity audit of existing estate with a focus on identifying opportunities to promote and expand.



Actions - Environmental management and greenhouse gases

By 2025

- Create and implement a Property and Asset Management Strategy 2023-2033 (PAMS).
- Decarbonise areas of fleet (captured under transport section).
- Generate a route map and project plan for NSS to achieve net zero by 2040 that is aligned with the PAMS.
- Infrastructure changes that support route map to net zero.
- Environmental management system to be fully reviewed against 2022 aspects and legislation with annual review in place and assessment against new or updated legislation.
- All new or planned property acquisitions must be heated by renewable source by 2038 and net zero by 2040 or have a credible route map to achieve the same end position.
- Prioritise and minimise use of resources across estate.

By 2030

- Record and influence the reduction of greenhouse gases in supply chain or from other sources out with control or ownership.
- Where 1990 baseline is known, NSS must reduce the emissions from that source by 75% - where not known it is recommended that NSS sets its own interim target against baseline 2013/2014.
- Install water loggers on all sites to monitor temperatures of water, identifying faults proactively and enabling reduction in flushing regimes to the minimum.
- Remove all systems and processes that utilise greenhouse gases internally.

By 2035

- All NSS buildings should be transitioning to or have a plan to transition to heat from renewable source by 2038, this should be aligned with PAMS in place.
- Existing properties should be transitioning to net zero carbon or be imminent for removal as NSS property.

Reviewing progress

- Annual data capture including all carbon emissions and costs of associated services via Public Bodies Climate Change Duties Report.
- Quarterly review of energy and water consumption through EMT and NSS board.
- Maintain and monitor greenhouse gases registers and identify patterns and trends.

Opportunities to embed sustainability

- Map out roles and responsibilities structure for NSS.
- Renew our environmental policy statement and re-publicise.
- In conjunction with hybrid working practices assess occupation of buildings and required ongoing demand.
- Increase awareness of energy and water consumption to all staff on all sites and campaign to switch off devices and save water.
- Seek a digital solution to ensure all equipment in premises is powered off rather than on stand-by.
- Capture commuter data pre Covid and assess annually for NSS board the ongoing reduction in commuter miles due to hybrid working practices is a carbon saving.
- Identify high emissions sites and focus on reduction for these sites.
- Install environmental loggers on a site as a trial as they measure air quality and temperature, to see if they can identify change to building management systems to improve efficiencies.
- Identify new technologies and renewables that can replace existing infrastructure, such as anaerobic digestion for waste.
- Apply resource to delivering and maintaining Energy Management System (EMS) to minimise risk and identify areas of the organisation where environmental gains can be achieved.
- Be the leading health board in Scotland for % completion of EMS.
- Conduct an organisation review to assess system or processes that utilised greenhouse gases and create a register.
- Seek to identify improvement areas and financial savings through the completion of EMS.

Actions - Ethics and welfare

By 2025

- NSS will develop an Early Careers Strategy considering apprenticeships through to graduate placements in partnership with educational establishments.
- NSS will develop an Attraction Strategy which will include providing employment opportunities to as wide a range of potential applicants as possible, including embedding the Early Careers Strategy, building on the established relationships with our network of local and national partners.
- Establish NSS as a lead and exemplar employer by improving life balance through new and innovative means through our policies and practices. Our focus is on welfare and wellbeing, identifying NSS as an employer of choice.
- Provide welfare advice on sustainable living choices and assistance available to staff facing cost of living crisis.
- Create and publicise NSS Modern Slavery Statement and review annually.
- Create a modern slavery risk assessment.
- Obtain a modern slavery statement from all supply chain partners and require an annual renewal of statement.

By 2030

- Identify and trial new workforce practices agreed in partnership and with Scottish Government, that seek to balance the needs of the business whilst reflecting staff voice and welfare.

By 2035

- Work with the wider NHS Scotland and other relevant organisations to review existing and future skills framework to create a progression path for all employees that deliver core skills development for career enhancement and future employability.

Reviewing progress

- Monitor supply chain annually for risk of modern slavery.
- Work with agencies to detect and deter new forms of human trafficking and exploitation.
- Ensure public facing staff are regularly made aware of how to identify persons at risk and monitor the occurrences of this annually.

Opportunities to embed sustainability

- Work with local charities and communities to identify where NSS can assist with the identification of persons at risk of slavery, food poverty or fuel poverty and provide signposting services for these.
- Further develop the hybrid working policy to allow for workplace of choice for employees where role does not confer their physical presence.
- Review training opportunities and uptake relating to existing and new sustainability and environmental training available.
- Sustainability award in NSS Recognising Excellence awards.
- Sustainability staff network group - to enable staff to engage with the strategy and the shaping of the delivery of the strategy.



Actions – Capital projects and adaptation

By 2025

- Identify low or zero carbon alternate and back-up solutions for infrastructure.
- Ensure that all NSS capital projects are delivered utilising Sustainable Design and Construction (SDaC) Guide (SHTN 02-01).
- Revise flood risk assessments for full estate.
- EMS to be complete with review, recommendations or new legislation forming actions.

By 2030

- Scope 1 energy used across estate to be halved compared to 2021 baseline.

By 2035

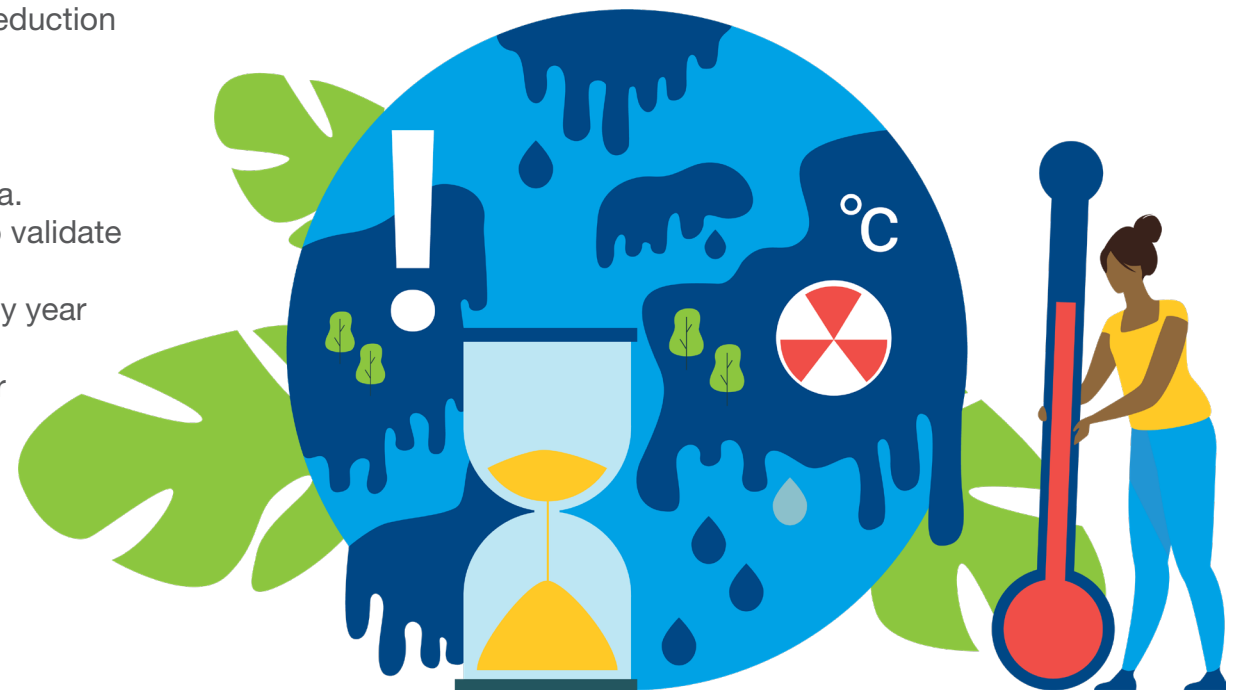
- Scope 1 energy to be eradicated or have route maps for reduction to zero by 2039.

Reviewing progress

- Produce annual energy reports against building usage data.
- Conduct at least one business continuity test each year to validate resilience plans.
- Review Climate Change Risk Assessment (CCRA) quarterly year one, then annually.
- Report on carbon emissions from energy consumption per building annually.

Opportunities to embed sustainability

- Identify policies requirements/aspects in EMS that are covered by existing compliance groups or are not applicable to NSS estates or services.
- Identify poor utilised and high resource buildings in NSS portfolio and re-establish remit or divest.
- Incorporate requirement for sustainability and climate change consideration in all new projects.
- Promote focus on climate change risk assessment and adaptation. Plan and build/refine starting position to create a strong base for ongoing maintenance.



Actions - Transport and active travel

By 2025

- All petrol and diesel cars are removed from owned and leased fleet.
- Identify inclusive and equitable sustainable travel options.
- Increase the number of staff journeys made by bike.
- Ensure that there are active travel facilities available on all NSS sites.
- Engage with public transport providers to ensure that there is public transport available proximal to all NSS sites.
- Identify new sustainable travel options with emerging technologies such as e-scooters.
- Have a NSS active travel scheme with salary deductions and health board contributions for active transport.
- Remove the need to purchase or lease diesel or petrol light commercial vehicles.

By 2030

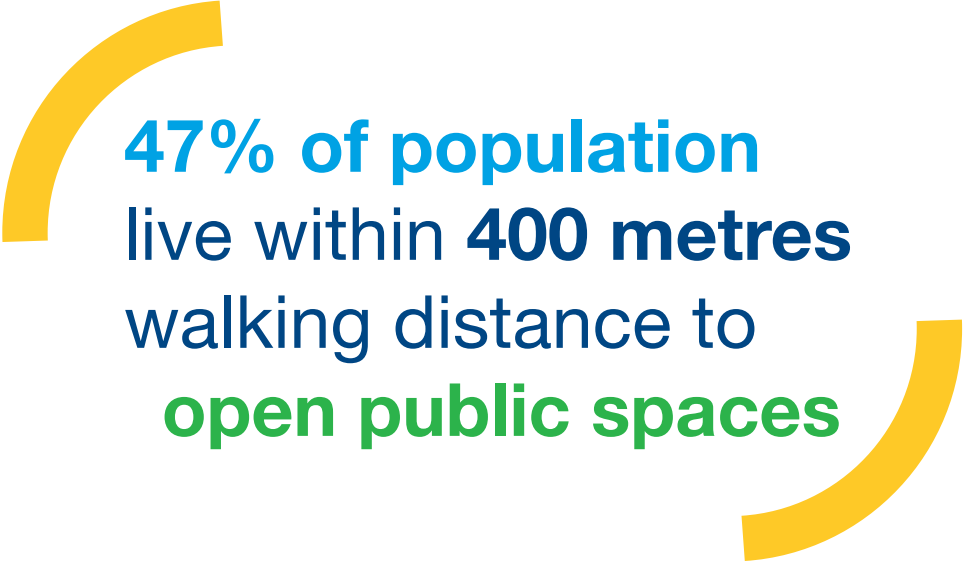
- Have a pool of staff bikes at several NSS locations that are managed as a pool fleet with repairing and maintenance provision.
- Remove the need to purchase or lease any fossil fuelled vehicle.
- Create plans to remove remaining fossil fuel vehicles.
- Alter models of delivery to reduce the reliance on fleet.

Reviewing progress

- Monitor travel modes via an annual survey reporting on shift changes from various modes
- Annually review percentage of NSS estate which is reasonably accessible by public transport and improve annually.

Opportunities to embed sustainability

- Appoint an active travel lead/champion for NSS.
- Appoint an executive officer to implement and lead sustainable travel.
- Create a transport strategy underpinned by a travel policy with travel hierarchy implicit.
- Business travel flights will only be approved by exception. Circumstances, which must be approved by the Chief Executive Officer.
- Ensure that public transport and active travel options are available for all sites and shared with staff and visitors to inform choices.
- Promote a digital first response where physical meetings are by exception and irregular.
- Identify and promote active travel routes to NSS sites.
- Generate a road map for the removal of diesel or petrol cars in lease or pool fleet earlier than 2025.
- Ensure that fast charging electric vehicle facilities are planned for all NSS sites.



**47% of population
live within 400 metres
walking distance to
open public spaces**

Actions – Awareness, governance and policy

By 2025

- Establish a sustainable framework reflecting and co-aligning with existing policies and processes.
- Develop mandatory training on environmental management and sustainability for all staff.
- Update sustainability strategy, underpinning action plans and policies to benchmark, re-energise and expedite.

By 2030

- Directorates will have their own sustainability service policies and aims driving embedded delivery through their service excellence.

By 2035

- NSS will share several policies and processes around environment with partner organisations and other boards, aspiring to lead the way whilst working in collaboration.

Reviewing progress

- Assess the effectiveness of travel policy against business travel costs and emissions.
- Consider national partnership arrangement for collaborative delivery of environmental and sustainability targets.

Opportunities to embed sustainability

- Ensure corporate strategy and annual operation plan reflects the sustainability and environmental management as a key deliverable.
- Assess and quantify the ‘cost’ of doing nothing.
- Foster and promote stewardship in staff.
- Include environmental awareness and sustainability in induction processes.

- Include the requirement for sustainability assessment in all business cases.
- Appoint and publicise key EMT members as leads/owners for each subject of NSAT exceeding Scottish Government policy and lending focus and importance to the subject area.
- Include climate emergency, environmental management and sustainability piece in communications brief every month.
- Embed NSAT reporting in all directorates.
- Create and publicise policies to support the delivery of net carbon zero, and subject areas of greenspace with particular focus on transport.



Actions - Procurement

By 2025

- Adopt renewable energy and energy efficient measures in the manufacturing and transport of essential commodities.
- Adopt sustainable procurement standards for PPE, equipment, cooling devices, and medicines, including prioritising minimalisation of waste production.
- Avoid the purchase of products with high production carbon emissions, high global warming potential or high energy consumption.
- Focus on full lifecycle and renewability of products over cost.
- Source local solutions over national, and national over international for procurement within the realms of procurement legislation, promoting circular economy.
- Implement a traffic light system on goods for awareness – red, amber, green indicators for carbon, energy, water, and recyclability.

By 2030

- Be transitioning to, or have a non fossil fuel logistics operation.
- Minimise or remove fossil fuels from logistic supply chain.
- Minimise waste in supply of procurement goods or ensure the removal/recycling of waste as a contract requirement.
- Proactively engage with suppliers to engineer out carbon, waste, water and energy usage in the supply and manufacture of goods.
- Remove the procurement of hazardous goods, especially those that can affect water systems.

By 2035

- Provide end to end carbon neutral goods and products for NHS Scotland and any other customers.

Opportunities to embed sustainability

- Sourcing washable and reusable PPE.
- Appoint a sustainability and environmental finance, funding, and grant manager.
- Ensure stock rotation of goods to prevent waste.
- Ensure equitable storage and supply of items of scarcity to the wider market (where this practice does not pose a viable health threat).
- Identify other national or private procurement bodies where scales of economy can be applied to supply transport and ordering of goods to drive down shipments and carbon collectively.
- Arrange for deliveries with minimal packing and where that packaging can be reused for future deliveries or else recycled.

Reviewing progress

- Review carbon emissions, energy usage of goods procured annually.
- View transport miles associated with supplied goods.



Actions - Sustainable care

By 2025

- Deliver specialist functions alongside territorial board programmes avoiding travel by using onsite resources.
- Promote low carbon telemedicine services through models for service providers.
- Utilise existing healthcare settings for delivery of cojoined services over taking additional space with leveraging of normal downtimes such as weekends, nights, and evenings such as local healthcare premises for evening/weekend blood collection sessions and screening services.
- Combine care practises with screening to remove separate service provision and increased travel.

By 2030

- Ensure mobile screening facilities are carbon neutral.
- Establish a range of therapeutic preventative care to reduce pharmaceutical and service demand.
- Provide fuel poverty and food poverty intervention programmes to protect health.
- Ensure regular community and public engagement forms a part of care services development.

By 2035

- Achieve full integration of NSS clinical direct/indirect provision with territorial health boards sharing facilities, services, and staff with joint planning.

Reviewing progress

- Annual review of new services with lessons learned shared with clinical partners.
- Assess the environmental impacts of existing and new care models including these in reporting on their efficacy and performance.

Opportunities to embed sustainability

- Deliver refresher training on realistic medicine for Sustainability and Infrastructure Board (SIB), EMT and clinical leads to drive this as a key requirement for healthcare delivery.
- Create sustainable care medical planning team with representation on climate emergency and sustainability team (SIB) (per SG DL38 Nov 21).
- Improve efficiency of care pathways to ensure health provision, reduce emissions, and save costs.
- Adopt low-carbon and energy efficient technologies, as well as cooling practices, for healthcare provision.
- Engage with the research development and innovation programme to embed sustainability at the development stage for emerging clinical innovation.



Actions - Communities

By 2025

- Provide training and apprenticeships for long term unemployed or those disadvantaged for access to work.
- Create training and guidance for staff working with communities/ public, to identify persons at risk of food/fuel poverty, abuse or health concerns and guidance on how we can direct them to help.
- Work with Public Health Scotland to develop health promotion initiatives that can be shared through blood donor services.
- Develop agreement with Scottish Beekeepers Association to understand how NSS can support the bee population in Scotland, including hives on some sites.

By 2030

- Develop an engagement programme with schools and communities to share in access to and greenspace development on NSS estate.
- Provide joint community education visits on site where bees are kept in association with the Scottish Beekeepers Association.
- Work with national partners to deliver solutions for communities affected by extreme weather events.

By 2035

- Be a key partner in at least two communities to drive climate change risk awareness and share in mitigation solutions

Reviewing progress

- Analyse engagement events with communities quarterly (already in situ).
- Provide report on non NSS service provision/volunteering per annum that we have delivered.

Opportunities to embed sustainability

- Consider a quantity of paid time per annum for all staff/teams to volunteer.
- Engage with national charities such as Social Bite, to examine where NSS can add support or advice.
- Support and signpost to resources for those suffering food/fuel poverty.
- Promote confidential support mechanisms for staff that are impacted by food or fuel poverty such as signposting to resources.



Actions - Waste

By 2025

- Reduce domestic waste by 20% (minimum) to 2012/13 baseline (exceeds Scottish Government target).
- Ensure that less than 3% domestic waste goes to landfill (exceeds Scottish Government target).
- Reduce food waste by 50% to 2015/16 baseline (exceeds Scottish Government target).
- Ensure that 80% domestic waste is recycled (exceeds Scottish Government target).
- Reduce the volume of healthcare waste.

By 2030

- Reduce paper and printing use across estate by 60% compared to 2018/2019 baseline.
- Strengthen the capacity and resilience of in country provision to manage healthcare waste using environmentally friendly and safe practises.

By 2035

- Provide onsite recycling of some waste on at least two of our sites through anaerobic digestors or new technology.

Opportunities to embed sustainability

- Reduce packaging on provided goods or obligate the removal of this as part of contract.
- Look at the use of anaerobic digestors on estate or via contracts to reduce water and food waste as well as transportation and harness energy creation.
- Consider diversion of suitable food waste to local communities or compost providers.
- Examine products to see where reusable can be utilised instead of once use, e.g., washable and reusable PPE and face mask, refillable bottles (single use plastics already removed).

- Campaign for staff to use NSS recycling facilities or take their personal waste home.
- Promote the use of hybrid mail from Royal Mail for the production of mail shots, letters and pamphlets across NSS.
- Reduce printing to minimal levels with printing by exception and digital solutions sought.
- Digitalise paper processes to remove paper coming in to NSS.
- Removing items from use on site which require specialist waste streams i.e., pharmaceuticals, hazardous chemicals, infectious waste.
- Minimise 'churn'. Change of areas or environment and furnishings creates waste, functional layouts and designs should be flexible but finite with restrictions on purchase whilst repair/reuse reprovision can be considered.

Reviewing progress

- Quarterly review of waste levels reported to NSS board in sustainability paper.
- Review of food costs and waste through catering provision annually.
- Annual review of paper purchase (quantity) and paper waste disposal with trends highlighted.
- Diverted 'food waste' where through contract to be reported annually.
- Update of hybrid mail to be monitored.

