2024/2025 Annual Climate Emergency and Sustainability Report-

NHSScotland National Services Scotland (NSS)

SUSTAINABILITY ACTION
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1. Introduction

The National Health Service (NHS) National Services Scotland (NSS) is a public body that provides advice and services to the rest of NHSScotland. Accountable to the Scottish Government, NSS works at the heart of the health service, providing strategic support services and expert advice to NHSScotland. NSS provides national strategic support, advice, and services to the twenty-two (including NSS) health boards in Scotland. NSS is constructed of ten directorates which specialise in a range of services:

- **Central Legal Office (CLO):** Providing expert legal advice across many aspects of the law and offering an in-house lawyer service to the public sector.
- **Clinical Directorate:** The Clinical Directorate provide trusted leadership, assurance and expertise in clinical and care matters.
- **Counter Fraud Services:** Working with NHSScotland to reduce the risk of fraud and corruption and reducing the cost of incorrect payment exemption claims.
- **Digital and Security (DaS)**: Operating as a centre of excellence for digital, security, data and technology, collaborating within NHSScotland and the public sector.
- **Health Facilities Scotland**: Providing operational guidance on a range of healthcare facilities topics.
- **National Procurement and Logistics**: Buying and supplying items to help keep Scotland's hospitals and health centres running. Find out more about National Procurement in the NHS.
- **National Services Division**: Planning, commissioning and coordinating high-quality, person-centred specialist services, networks and screening programmes for the population.
- **Assure**: NHSScotland Assure provides services that ensure the Scotland healthcare-built environment is safe, fit for purpose, cost-effective, and sustainable.
- **Practitioner Services**: Delivering services for practitioners that support primary and community care across Scotland.
- **Scottish National Blood Transfusion Service (SNBTS)**: Ensuring blood, tissues and cells are available when needed for patients across NHSScotland.

This is NHS NSS' Annual Climate Emergency and Sustainability Report aims to highlight NSS' progress towards meeting their goals and objectives of achieving net zero by 2040 for the 2024-2025 fiscal year.

NHS NSS supports sustainability on two levels. Firstly, for the board via the NSS Assure Internal Sustainability Team, that support sustainability for NSS through the delivery of the NSS Environmental and Sustainability Strategy, with ten sustainability categories split into five-year interim targets. The overall objective of the NSS Environmental and Sustainability Strategy is for NSS to become a net zero organisation by 2040 or earlier and embed sustainability through the organisation.

Secondly, for all NHSScotland boards via the NSS Assure External Sustainability Team, by providing expert advice, guidance and support, and by leading on the

progressing key national priorities on 'Once for Scotland' basis, supporting delivery of the NHSScotland Climate Emergency and Sustainability Strategy (2022-2026) to support the Scottish Government. The strategy is delivered through seven priority workstreams and four enabling workstreams. The priority workstreams include (Energy Transition; Capital Assets; Greenspace, Biodiversity and Green Health; Sustainable Procurement, Waste & Circular Economy; Sustainable Care, Transport and Active Travel; and Adaptation). The four enabling workstreams including People & Governance; Communications & Engagement; Finance; and Data & Reporting). There are several subject matter experts over various teams within NHSScotland Assure that lead and support across all workstreams.

NSS currently employs circa 3,130 whole time equivalents across ten directorates and began the year with twenty-two buildings in various regions across the country from South Lanarkshire up to and including Grampian and the Highlands. The NSS estate has a heated floorspace of 84,892 m^2, this does not include buildings where heat and power are supplied by a health board landlord, these figures will be included in the landlord's submission to Scottish Government. The year ended with three less buildings (10 South Gyle Cresent, Bain Square, Almondvale) within the portfolio due to lease end agreements.

2. Leadership and governance

NSS has appointed sustainability leads at Board and Executive Management Team (EMT) levels. They are Lisa Blackett, NSS Non-Executive Board Member and Sustainability Champion, and Julie Critchley, Director of NHS Assure. The Board's Finance, Procurement and Performance Committee (FPPC) has a standing action to oversee NSS's performance. Performance is reported within this report, the Public Bodies Climate Change report, the Annual Delivery Plan, NSS Annual Report and the Procurement Report to Scottish Government.

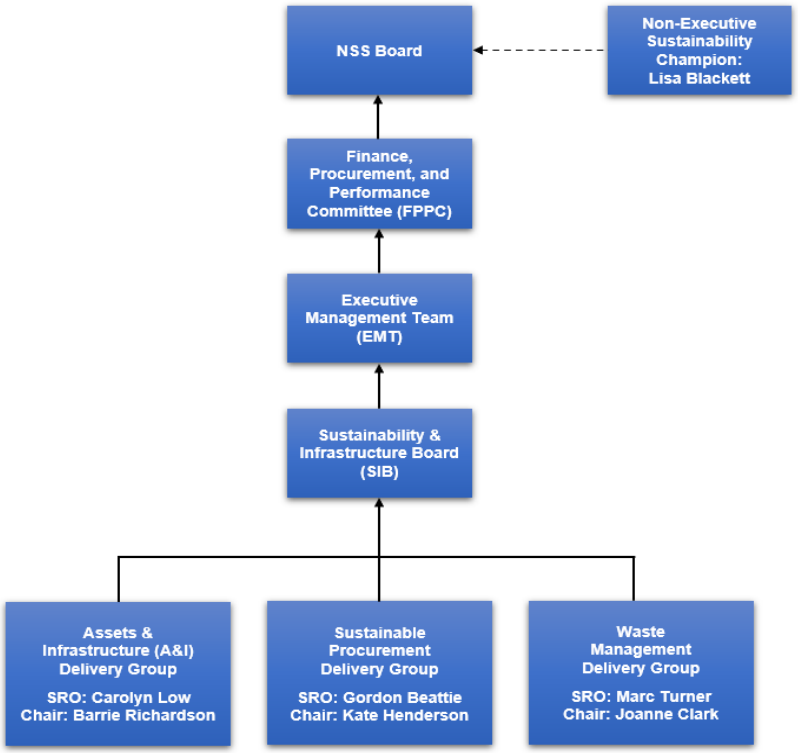


Figure 1: NSS Sustainability and Infrastructure Governance Structure

Our governance structure, approved by EMT, has placed a greater emphasis on sustainability, its delivery and strategy. Carolyn Low, Director of Finance and Executive Board Member, chairs the main governance and steering group for this: the Sustainability and Infrastructure Board (SIB). This ensures continuity throughout the whole governance chain through to the FPPC. **Figure 1** demonstrates an overview of the current governance structure in place in NSS.

There is now a requirement to report on climate change and environmental sustainability implications on all matters considered by the NSS Board, its committees and by EMT.

A revision of NSS Strategic Objectives is underway with the following having been approved by Board: Climate Sustainability, Financial Sustainability, Workforce Sustainability and Service Excellence. These objectives will form the basis of our performance reporting and as such will be closely monitored. Our climate statement is as follows:

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.

3. Summary of impacts

2040 Greenhouse Gas Reduction Targets

NSS has utilised 2022/23 as the baseline year for their Net Zero target projections, which has been captured within NSS' Annual Delivery Plan. NSS' carbon footprint targets incorporate gas, electric, water and fuel emissions. This does not currently include medical F-Gases.

NSS are currently targeting a 2.5% reduction year on year, whilst aiming to further decarbonise estates and transport, NSS' highest emitting sectors until 2030. From 2030 onwards, NSS will be targeting more ambitious carbon emission plans. This will also coincide with the new NSS Environmental and Sustainability Strategy and the Property and Assets Management Strategy as NSS focus on the future.

NSS met their 2024/25 carbon reduction target.

2040 Net-Zero emissions	2022/23	2023/24	2024/25	Target (2024/25)
Carbon footprint (tCO_2e)	5,494	5,357	5,219	5,223

NSS aims to become a net-zero organisation by 2040 for the sources of greenhouse gas emissions set out in the table below. The table sets out the emissions produced annually by NSS.

The targets set for 2024/25 are based on a 2.5% reduction year on year from 2022/23 as the baseline figure. This therefore keeps NSS in line with the ADP actions.

Greenhouse gas emissions 2023-2024 & 2024-2025, tonnes CO_2 equivalent (tCO_2e)					
Source	**2023/24 emissions (tCO_2e)**	**2024/25 emissions (tCO_2e)**	**Percentage change – 2023/24 to 2024/25**	**2024/25 – target emissions***	**Difference between actual and target emissions– 2024/25 (%)**
Building energy	4,071.0	3,393.0	-17%	3,644.4	-7.0%
**Non-medical F-gas	8,611.1	2,942.6	-71%	8,180.5	-66%
Medical gases	N/A	N/A	N/A	N/A	N/A
Metered dose inhaler propellant	N/A	N/A	N/A	N/A	N/A
NHS fleet travel	1,546.0	1,475.0	-5%	1,525.7	-3.0%
Waste	35.5	30.8	-13.23%	35.7	-13.72%
Water	7.3	4.8	-34.2%	5.1	-5.9%
Business travel	248.2	173.9	-30%	156.7	+11%
Total emissions	**14,518.1**	**8,020.1**	**-44.8%**	**13,548.1**	**-40.8%**
Carbon sequestration	Not Yet Available	Not Applicable	Not Applicable	Not Applicable	Not Applicable
Greenhouse gas emissions minus carbon sequestration	Not Yet Available	Not Applicable	Not Applicable	Not Applicable	Not Applicable

*Targets have been set in relation to the 2025/26 Annual Delivery Plan that was previously approved by Scottish Government.

**2023/24 was the first year NSS has been reporting on their F-gas emissions with a newly developed F-gas register. This value will be used as NSS' baseline moving forwards. NSS has seen a reduction in its F-gas emissions due to reduction in the size of the estate (Bain Square, Anderson House relocation of staff to Gyle Square) and the Gyle Square rationalisation work which has seen some of the HVAC system decommissioned. Further investigation into the data is required as greater reductions have been seen than anticipated for some estates, and an increase in emissions at some estates that was not expected. Also, NHS24 sites (Aurora, Lumina and Norseman House) we're included in 2023/24 report that should not have been. It has been noted this should have been corrected from 8,611.1 tCO_2e to 7,139.9 tCO_2e.

The table above demonstrates an overall decrease in carbon dioxide emissions from 2023/24 to 2024/25. Compared to the previous year, in 2024/25, NSS saw a 17% decrease in building energy use. This decrease is due to the release of three buildings (10 South Gyle Cresent, Bain Square, Almondvale) within the portfolio due to lease end agreements. However, with the exiting of estates, this has led to an increase in waste production over the financial year.

NSS saw a decrease in NHS fleet travel by 5%. This decrease was attributed to warehouse staff based at the National Distribution Centres attending driver training to improve vehicle efficiency, implementation of eco vehicles, and a reduction in journeys required due to the implementation of new double decker trailers.

For water, there was a decrease in emissions by 73%. This significant decrease was related to Hassockrigg Eco Park. This was because within the first year of ownership, there was a significant overestimation of water use which has now been rectified for reporting. NSS are currently tracking this moving forward to ensure this does not happen again. Additionally, as mentioned, NSS exited three estates within this financial year, and this has resulted in a decrease in water use.

There was a further decrease in business travel from the past financial year. However, this decrease in emissions has not met the target emissions. NSS has started the development of a new NSS Travel and Transport Policy over 2024/25, this will further encourage sustainable transport options to be prioritised.

The table below sets out key resource utilisation over the last two years:

Source	2023/24 Use	2024/25 Use	Percentage change- 2023/24 to 2024/25
Building energy (kWh)	19,693,129	16,612,777	-16%
NHS fleet travel (km travelled)	2,619,281	2,501,334	-5%
Waste (tonnes)	927.5	512.1	-45%
Water (cubic metres)	25,178	20,447	-19%
Business travel (km travelled)	4,134,539	3,491,735	-15%

2045 Greenhouse Gas Reduction Targets

We are working to support reductions to Scope 3 emissions (greenhouse gas emissions from sources over which we have less control and influence) to net-zero by 2045. This includes emissions from the production and supply of the goods and materials, patient travel and staff commuting. The following table sets out the latest estimates we have for these emissions:

Source	Latest estimate, tCO_2e	Year of estimate
Supply chain	N/A*	N/A*
Patient travel	N/A	N/A
Staff commuting	N/A	N/A

*NSS has, over the past few years, explored various options for Scope 3 reporting however this is not yet mandatory for NHSScotland's suppliers and is challenging to accurately reflect Supply Chain emissions.

Whilst spend-based methodologies have limitations, initial calculations have been undertaken to baseline National Procurement Scope 3 emissions based on proportionate supplier spend (not product). This reporting has been well received and is due to go through internal governance before being used in any formalised reporting. This will ensure that carbon accounting processes are of a standard that we should expect from our suppliers.

It should be noted however, that spend-based emission reporting without supplier input does not accommodate visibility of carbon improvements and so longer-term ambitions for carbon reporting will need to address how improvements and savings can be identified and measured.

National Procurement therefore are not in a position to provide supply chain emissions for 2023-24 but will look to support in this request in future years.

Emissions relating to patient travel and staff commuting, NSS is not a patient facing health board however does provide the blood donor service. NSS does not currently carry out donor or staff travel surveys and is unable to provide an estimated tCO_2e figure. The establishment of travel surveys to gather data for full scope 3 emissions is something NSS is exploring.

4. Climate change adaptation

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

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

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

The Assure Internal Sustainability Team identified flooding as a key risk. To support NSS' submission of the Climate Change Risk Assessment (CCRA), a scope of works, in collaboration with the NHSScotland Capital Projects team on flood risk assessments was carried out capturing eight estates (Hassockrigg Eco Park, Gartnavel, Foresterhill, Jack Copland Centre, Gyle Square, NDC Canderside, Coddington and Titan). All remaining estates were reviewed through the latest update of the SEPA Flood Risk Assessment.

Results of the flood risk assessment indicated three key NSS estates that need future consideration. Firstly, Hassockrigg Eco Park was identified as high risk. This was because the estate presented a likelihood score of three (out of three) and a severity

score of three (out of three). Secondly, Gartnavel was identified as a high risk for flooding, with the Assure External Sustainability Team engaging in communications with NHS Greater Glasgow and Clyde to create plans to support both health boards. Finally, Foresterhill has been identified as a medium risk with the Assure External Sustainability Team also engaging in communications with NHS Grampian to support risk mitigation. The Assure External Sustainability Team are engaging with these health boards as NSS do not have full oversight and control over these estates and cannot implement a remediation plan independently. Board collaboration will be necessary to reduce the flood risk at Gartnaval and Foresterhill estates.

The Assure External Sustainability Team conducted analysis of the CCRAs average risk exposure scores at a national level. Flooding was the hazard that has the highest average risk exposure score, followed by combined climatic effects and heavy downpours and driving rain. The following table sets out the Average Risk Exposure Score for Climate Hazards across all NHS boards:

Climate Hazard	Average of Risk Exposure Score
Flooding (including fluvial, pluvial groundwater, coastal and sewer flooding)	13
Combined climatic effects (including storms, high winds, lightning, fog, mist and low cloud)	12
Heavy downpours and driving rain (includes changes in moisture content of air and soil)	12
Higher average temperature and extended periods of hot weather	11
Storm surge, coastal inundation and coastal erosion	11
Cold spells (including frost, snow and ice)	10
Extended periods of dry weather and drought	9

2. Does the Health Board have a plan to reduce those risks?

Both the Internal and External Sustainability teams are working collaboratively to review the impacts of potential flooding to shared estates as NSS are limited in the changes that they can make. The contractor of NSS' Flood Risk Assessment provided several recommendations to reduce the risk of flooding at the Hassockrigg Eco Park estate. NSS intends to move forward with these works and are awaiting costs.

With the results of the Flood Risk Assessment, the NSS Estates team have implemented plans to remove silt build up from external drainage systems to further reduce the risk of flooding at key NSS estates. These works will be captured as part of the CAFM system for ongoing maintenance moving forwards.

Furthermore, NSS continuously reviews the Corporate Risk Register with the Governance Board and EMT to formulate a set of strategic risks, which are longer-term and related to our Strategy, that the Board and EMT own. This includes a risk related to climate change identified through the CCRA.

The results of the Assure External Sustainability Team's work highlights that NHS boards' Adaptation Plans include high-level adaptation measures involving a wide variety of actions, from weather monitoring and temperature management to the implementation of nature-based solutions.

Some examples of proposed adaptation measures in NHS boards' adaptation plans include:

- Establish alternative routes and rapid mass rerouting for ambulances and essential vehicles.
- Installation of temperature monitoring equipment and/or enhance sensitivity of internal sensors.
- Integrate Sustainable Drainage Systems (SuDS) into greenspaces and projects, enhancing water management, reducing flood risks, and promoting environmental sustainability.
- Establish a register for documenting experiences and lessons learned from adverse weather events.
- Enhance data monitoring and management to identify energy consumption peaks and manage them, reducing overall demand during critical events.
- Explore the possibility of implementing on-site water saving projects for avoiding water supply disruptions.
- Coordinate with institutions (police, local authorities, community transport associations) to help in the transfer of patients or staff.
- Enhance heat-health education among staff. This includes disseminating information on outdoor work practices, staying hydrated, appropriate attire, self-care during hot weather, and understanding temperature differences within key buildings.

More information about the NHS Boards CCRAs and Adaptation Plans can be found in the ASR500-002 - NHSScotland Climate Change Risk Assessments and Adaptation Plans: A Summary Report | National Services Scotland.

3. What main actions has the health board taken to reduce those risks since the last report?

The Assure Internal Sustainability Team are continuously updating the Corporate Risk Register to ensure all potential risks are captured and with mitigation plans in place.

NSS utilise a Computer-Aided Facility Management (CAFM) system which can be utilised for the notification for maintenance, including things like cleaning drain systems and gutters, which allow NSS to ensure all estates are adequately maintained. In addition, daily site safety inspections take place to ensure the estates are being maintained to appropriate standards to reduce the risk of flooding and adverse weather conditions on buildings.

Additionally, NSS will be represented within the new National Adaptation Group Meeting to take any ideas back to NSS to ensure a resilient estate moving forwards.

The Assure External Sustainability Team provide NHS boards with technical assistance to undertake and update their CCRA' and implement their adaptation plans in line with the ISO 14090 principles and requirements.
To foster collective action to address the multifaceted challenges posed by climate change, an "Adaptation workstream (NHSScotland Assure) – stakeholder engagement plan" was developed. This plan looks at how NHSScotland Assure will engage with stakeholders to develop and implement adaptation measures.

We are part of diverse national and international groups and forums such as the Adaptation Scotland Policy Forum, Public Sector Climate Adaptation Network, Adaptation Community of Practice, Adverse Weather Health Plan Steering Group, Climate Ready Infrastructure Scotland Forum and the Alliance for Action on Climate Change and Health. Insights and opportunities gathered from these groups are shared with NHS boards to inform local decision-making and support capacity building.

NHSScotland Assure established an Adaptation and Resilience Short-Life Working Group (SLWG), which included members from the Scottish Government, Public Health Scotland, NHS Assure and a rep from the NHS boards. The objectives of this group were to determine the most effective strategies for addressing gaps in adapting to climate change, identify responsibilities and delegate tasks to staff members, organisations, and partners involved in this initiative. As a result, this SLWG developed a report for "scoping necessary adaptation for climate change by NHSScotland". The report details the main findings of the SLWG, outlining the current state of NHSScotland's adaptation to climate change, specific proposed actions to enhance NHSScotland's resilience to climate change and next steps for effective implementation of adaptation strategies. In that sense, some of the main recommendations of the SLWG include the establishment of a National Adaptation Group and the development of a Health National Adaptation Plan.

4. What main actions are going to be carried out to reduce those risks in future years?

The Assure Internal Sustainability Team are in the process of conducting a thermal study on eight key NSS estates. The results of this study will allow further understanding of temperature-related vulnerabilities within NSS estates, providing critical data for assessing the risks associated with climate change.

The Assure External Sustainability Team will continue providing guidance and support to NHS boards to increase their adaptive capacity and enhance their resilience. As part of this, we will:

- Host, enhance and maintain tools and national sources of data and information which can inform the development of emergency planning procedures, resilience and business continuity planning, such as the NHSScotland Climate Mapping Tool.
- Establish and support the NHSScotland National Adaptation Group and continue active engagement with key stakeholders.
- Support the update of NHS boards CCRAs and the implementation of Adaptation Plans.

- Develop guidance and practical tools to support NHS boards in planning for climate adaptation and implementing effective adaptation actions.
- Support the development of climate-related risk assessments, i.e. flood risk, overheating.
- Identify nature-based adaptation opportunities to address the climate and biodiversity emergencies, while enhancing habitats and nature networks.

5. Building energy

We aim to use renewable heat sources for all the buildings owned and leased by NSS by 2038.

NSS has twenty-two buildings such as Jack Copland Centre, the National Distribution Centres (Coddington and Canderside) as well as several office-based buildings.

In 2024/25, 3,393.0 tonnes of CO_2 equivalent were produced by NSS through use of energy for buildings. This was a decrease of 17% since the year before.

In 2024/25, NSS used 16,707.6 MWh of energy. This was an increase of 4% since the previous financial year.

Building energy emissions, 2015/16, 2023-2024 & 2024-2025, tonnes CO_2 equivalent (tCO_2e)				
	2015/16 energy emissions	**2023/24 energy emissions**	**2024/25 energy emissions**	**Percentage change- 2015/16 to 2024/25**
Building fossil fuel emissions	1,498.8	2,382.5	1,906.2	**+21%**
District heat networks and biomass	N/A	N/A	N/A	**N/A**
Grid electricity	4,391.4	1,691.3	1,486.6	**-66%**
Totals	**5,890.2**	**4,324.8**	**3,392.8**	**-42%**

Building energy use, 2015/16, 2023-2024 & 2024-2025, MWh				
	2015/16 energy use	**2023/24 energy use**	**2024/25 energy use**	**Percentage change- 2015/16 to 2024/25**
Building fossil fuel use	7,166.3	11,239.4	9,094.3	**+21%**
District heat networks and biomass	N/A	N/A	N/A	**N/A**
Grid electricity	8,841.8	8,453.8	7,518.1	**-15%**
Renewable electricity	N/A	108.8	95.2	**N/A**
Totals	**16,008.0**	**19,802.0**	**16,707.6**	**+4%**

1. What did we do in 2024/25 to reduce emissions from building energy use?
Over the course of the 2024/25 financial year, NSS rationalised three of their estates, exiting 10 South Gyle Crescent, Bain Square and Almondvale Centre. This has decreased building energy use by 264,139 kWh and 59 tonnes of CO_2e. NSS has also left Anderson House, however, will continue to pay for electricity and waste water charges until the end of the lease in August 2026 therefore, despite still paying for utilities, building energy use has decreased as there are no staff utilising the estate. Additionally, NSS is rationalising Gyle Square as it was not being fully optimised. This resulted in reducing the used floor space by 40%, reducing building energy use by 10%.

In 2024, NSS received £340,000 from Scottish Government to replace the light fittings and replace the fluorescent tube lighting with LEDs at the Jack Copland Centre. These works took six weeks to implement by our contractors and is expected to save 61 tCO_2e per annum as well as ~£58,100 per year in electricity efficiency improvement costs (based on the 2024/25 electricity costs).

A feasibility study was conducted at the Jack Copland Centre in relation to the current solar PV installed on site. It was noted that the level of electricity generated had decreased in 2024/25, compared to the previous year. The results of this indicated that a quarter of the solar PV were not working efficiently and therefore work was carried out to rectify this. To prevent this happening in the future, data loggers were installed to provide real time information relating to the electricity generated to better capture this data. Installation of data loggers will not be captured within the scope of works for any new solar PV installations.

Furthermore, NSS installed new Manual Handling Equipment (MHE) equipment, replacing acid lead batteries with lithium-ion batteries at NSS' warehouses (NDC Canderside, Coddington and Titan).

Finally, NSS completed the installation of new electric vehicle (EV) charging points at Titan and Coddington to support NSS' transition got zero-emission vehicles.

2. What are we doing in 2025/26 to reduce emissions from building energy use?
NSS received £355,000 to replace the light fittings and replace the fluorescent tube lighting with LEDs (including controls) at Gartnaval. These works were recommended because of NSS conducting an Energy Performance Review (EPC) across their estate and this was a recommended outcome. Alongside utilising some of the Internal Assure NSS Sustainability Team's budget, these works are expected to be completed within the 2025/26 financial year and expected to save approximately 61 CO_2e per annum as well as £56,000 per year in electricity efficiency improvement costs (based on the 2024/25 electricity costs).

NSS has also received £558,000 from Scottish Government to replace and install new EV charging points across NSS (at NDC Canderside, Gyle Square, Hassockrigg, Foresterhill, and the new Bogleshole Road estate which replaced the SNBTS Garage at Possil Park). Thorough internal discussions, replacement of the Gyle Square EV chargers did not make sense when reviewing a cost benefit analysis, and therefore

NSS asked Scottish Government if those funds could be utilised for an alternative decarbonisation project, which was later accepted.
Additionally, NSS has been awarded funding from Scottish Government to install 183 solar panels at the new Bogleshole Road estate which can be utilised to charge the new EV chargers planning to be installed. This proposed installation will generate approximately 64,238 kWh of electrical energy annually. At the current SNBTS Garage, NSS utilises 53,573 kWh per annum, which would allow NSS to fully offset the equivalent of the current garage's annual electricity demand, whilst allowing for leeway as the SNBTS fleet transitions to electric vehicles, and for future resilience as these vehicles transition to electric. This installation will also allow any surplus electricity to be sold back to the National Grid.

Additionally, a feasibility study for replacement diesel generator and fuel tank at Foresterhill, replacing with a non-fossil fuel-based alternative, is underway to try to find a more sustainable alternative whilst being able to maintain the current service.

Further estate rationalisation is underway, specifically the review of NSS' north of Scotland estates, including Marichal Square, to understand whether it could be feasibly combined with the Foresterhill estate.

To better track NSS' utility use, NSS has almost completed the installation of meters and Automatic Meter Readers (AMRs), across their estates. NSS has two owned properties within an other Health Board's estate, one building has utilities provided by a health board sub metering set up, the other building has no metering, and utilities are costed by a percentage calculation of the estate. We will install meters and AMRs within both buildings by end of 2025/26 to allow us to analyse usage and trends.

Finally, to better support water conservation, NSS is reviewing the water coolers across NSS estates.

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

In the longer term, NSS has set several targets as part of their whole systems project planning.

NSS is looking to replace fluorescent tube lighting and emergency lighting at undernoted sites with modern LED equivalent inclusive of controls at Raigmore, Ninewells and Foresterhill (emergency) in FY2026/27, Lauriston in FY2027/28 and all remaining lights at Foresterhill in FY2028/29.

NSS is looking to replace, and potentially replace and expand, the current solar PV at the Jack Copland Centre with more modern PV (currently 200-watt panels with aims to replace with 600 watts) in 2028/29, to support NSS' most electricity intensive estate.

NSS is aiming to replace the roof at their Foresterhill estate in 2028/29 which will allow for better insulation to retain heat etc where needed before the addition of solar PV on the roof during 2029/30.

NSS is also hoping to replace the heating system at West of Scotland Blood Transfusion Centre (Gartnavel) with a renewable system in collaboration with NHS Greater Glasgow and Clyde. Additionally, NSS is hoping to install solar PV at Gartnaval during FY2029/30 in collaboration with NHS Greater Glasgow and Clyde.

Finally, NSS is continuing to explore HPA/PPA opportunities across all estates to reduce emissions from building energy use were possible.

6. Sustainable care

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

6.1 Anaesthesia and surgery

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

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

NSS' total emissions from these gases in 2023/24 were none as NSS do not use these gases. More detail on these emissions is set out in the tables below:

Nitrous oxide and Entonox emissions, 2018/19, 2023-2024 & 2024-2025, tonnes CO_2 equivalent (tCO_2e)				
	2018/19 (baseline year)	**2023/24**	**2024/25**	**Percentage change- 2018/19 to 2024/25**
Piped nitrous oxide	N/A	N/A	N/A	N/A
Portable nitrous oxide	N/A	N/A	N/A	N/A
Piped Entonox	N/A	N/A	N/A	N/A
Portable Entonox	N/A	N/A	N/A	N/A
Totals	N/A	N/A	N/A	N/A

Volatile medical gas emissions, 2018/19, 2023-2024 & 2024-2025, tonnes CO_2 equivalent (tCO_2e)				
	2018/19 (baseline year)	**2022/23**	**2023/24**	**Percentage change- 2018/19 to 2024/25**
Desflurane	N/A	N/A	N/A	N/A
Isoflurane	N/A	N/A	N/A	N/A
Sevoflurane	N/A	N/A	N/A	N/A
Total	N/A	N/A	N/A	N/A

1. What did we do in 2024/25 to reduce emissions from anaesthetic gases?

NSS initiated work with the Respiratory Medicine Community in Scotland to provide and enhance the alternative clinical patient treatment pathways to reduce the number of patients who are managed using Continuous Positive Airway Pressure (CPAP) pathway for sleep apnoea. CPAP therapy involves the use of a device and associated

oxygen supply usually having to be supplied to the homes of patients for the rest of their lives. (The provision of Mandibular Advancement Devices (MAD) an alternative to CPAP enjoys far greater usage across Europe than it currently does in Scotland. This work will reduce the requirement of CPAP for a percentage of patients on the way forward.) Also reducing the need for domiciliary oxygen provision and the carbon footprint for its manufacture and delivery.

2. What are we doing in 2025/26 to reduce emissions from anaesthetic gases?
NSS are continuing to work with stakeholders including the national Respiratory Medicine and the National Centre for Sustainable Delivery around delivering a test of concept pilot for sleep apnoea patients using the alternative Mandibular Advancement Device (MAD) rather than the traditional CPAP therapy. The measurable patient outcomes of the usage of the MAD have been shown to deliver a better set of patient outcomes in the treatment of Sleep Apnoea and combined with the environmental gain has increased the worth of this exercise.

A patient cohort for the trial has been identified and the IT and information governance arrangements are being managed. Once the trial is complete, assuming positive results, the expectation is of a new therapeutic pathway for sleep apnoea patients in Scotland.

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

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

The Green Theatres Programme is based on actions developed by frontline staff and the Green Theatre Project at Raigmore, NHS Highland. In 2024/25, NSS did the following to make operating theatres more sustainable:

NSS do not provide any surgery or patient facing responsibilities therefore NSS's ability to influence is limited to an administrative and coordinating role. However, the NSS Assure External Sustainability Team's Sustainability Manager for Waste and Resource Efficiency sits on the delivery and programme board for the Green Theatre programme. Provision of technical advice on waste management, opportunities for segregation and promotion of correct segregation continues to be provided. A training video was also recorded for the Green Theatre, and this was promoted across that programme. There is a significant element of regulation advice provided within this group in terms of projects suggested and comparison with what other parts of the UK and Europe are doing. It is crucial for safe and compliant waste management that everyone is clear on the importance of compliance within waste management. A trial has been completed with NHS Lanarkshire, NHS Lothian and NHS Golden Jubilee on the use of reusable sterile gowns to replace the current single use position. A report is in progress on the outcomes of the trial, but initial feedback and results has been positive. This will be presented to Programme Board and Resource Stewardship Collaborative in the coming weeks.

Part of the continued progressive nature of the waste regulations, has seen the development of a new waste stream which has seen the collection of non-sterile high grade recyclable plastics and NSS continue to support the boards in the delivery of this new pathway.

3. What are we doing in 2025/26 to make surgery more sustainable?

NSS (National Procurement) have systematically introduced additional steps and stages in their procurement algorithm to ensure sustainability gains are embedded in how we procure goods and services. A manifestation of this gain is seen in the current iteration of the Childsmile (a national dental public health program). The renewal of the sundried bought to supply toothbrush and toothpaste packs to primary schools and Nurseries has ensured that the brushed and toothpaste containers are recyclable. Whilst we had plastic containers for toothpaste previously the construct of these tubes was a laminated plastic which is hard to segregate and recycle, we have moved to single plastic toothpaste tubes maximising the potential to recycle all the plastic toothpaste tubes purchased for this program.

Additionally, the NSS Assure External Sustainability team support through the progression of trials etc, continuing support and promotion of good waste management. Furthermore, through a waste compositional analysis, which involves the NSS Assure External Sustainability team working with the Waste Management Officer (WMO) at health board level to assess the composition of representative samples of clinical, recyclates and residual wastes at 10 Health Boards sites across Scotland. Information from this will support future segregation strategies based on empirical data, calculation of future waste costs (in relation to incineration carbon taxes), and present an opportunity to reduce future waste incineration costs associated with the calorific value of waste (linked to plastic content).

6.3. 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, patient care can be improved and emissions reduced.

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

We estimate that emissions from inhalers in NSS were zero tonnes of CO_2 equivalent in 2024/25. NHS NSS does not have services or clinicians employed that prescribe inhaler or other respiratory products.

Inhaler propellant emissions, 2018/19, 2023-2024 & 2024-2025, tonnes CO_2 equivalent (tCO_2e)				
Source	**2018/19 (baseline year)**	**2023/24**	**2024/25**	**Percentage change- 2018/19 to 2024/25**
Primary Care	N/A	N/A	N/A	N/A
Secondary Care	N/A	N/A	N/A	N/A
Total	N/A	N/A	N/A	N/A

1. **What did we do in 2024/25 to reduce emissions from inhalers?**

NSS are a national board and do not deliver patient care. We host the Blood Transfusion Service, but the donors are not patients. We supply inhalers through the National Framework supply to hospital and primary care pharmacies.

Community pharmacies purchase medicines influenced by the national reimbursement arrangements that are led by Scottish Government and supported by Public Health Scotland. When sharing medicines pricing information with Health Boards, NSS have included reminders that: Pressurised meter dose inhalers are known to have a higher carbon footprint than dry powder inhalers due to the propellant contained within the pMDI. This is a developing area, and some manufacturers are exploring new propellants for their pMDIs which are associated with much lower carbon footprints. These may become available in the coming years and may affect product choice in the future.

We continue to include these reminders but cannot influence or determine the characteristics of the demand profile and a such we have a limited role to play in this domain.

2. **What are we doing in 2025/26 to improve patient care and reduce emissions from inhalers?**

As set out above NSS have a peripheral role in the delivery of inhalers. Whilst we maintain the administrative structure to negotiate nationally on price from suppliers, we do not control the levers that influence uptake of individual types of inhalers. We do continue to advise in all our work with territorial Boards about the avoidance of those propellants with the greatest detriment to the environment and are supportive of those companies developing new less environmentally damaging propellants.

3. **What are we doing to raise awareness with staff and patients, including primary care?**

As outlined above we play a marginal role in the supply of inhalers but are strong advocates of the transition away from the damaging propellants in many inhalers.

6.4. Other sustainable care action

1. **What else did we do in 2023/24 to make care more sustainable?**

A specific review of the roles, responsibilities of the various committees and groups across NSS feeding back to the NSS Board and the Sustainability Infrastructure Board (SIB) with the broad remit of overseeing all sustainability activity across NSS.

Several issues were identified around delivery and output form the Sustainable Healthcare Planning Group (SHPG) which specific identified the SHPG's activity was not aligned with the NSS Boards actions. A large membership with no financial support and a terms of reference and membership requiring a complete revisit.

The result has been a much leaner new Sustainable Healthcare Clinical Subgroup (SHCS) with representation from across NSS with core membership who have volunteered to support the group, and the ability to co-opt members as required.

2. What else are we doing in 2024/25 to make care more sustainable?
The remit of this group is to provide and ensure access to the appropriate expert sustainability advice for all projects or programs of work undertaken by NSS that have a clinical element (any project or program that has any influence on the delivery of care to a patient). NSS Projects or Programs have a structured template to ensure every aspect of the planning is managed and delivered. This group add another layer of consideration to the planning of every NSS Clinical Project and Program to work towards resource waste, and carbon footprint minimisation during delivery. This group will ensure that a sustainability lens is applied at inception to deliver stainable outcomes.

The first major project of the group is a retrospective review of all projects and programs started since the start of 2025 to see if lessons can be learned and clinical and environmental benefits identified by using a combination of sustainability and clinical profession input to this review.

7. Travel and transport

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

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

1. What did we do in 2024/25 to reduce the need to travel?
NSS continues to take a digital first approach to business as usual which reduced staff travel from home to their place of work. The digital first approach has been in place since 2020 and been maintained going forward. This has been captured within the business travel hierarchy that is being developed within NSS' Travel and Transport Policy to support sustainable and active travel.

2. What did we do in 2024/25 to improve active travel?
NSS continued its 'Active Travel Days' to support the launch of the Cycle to Work Scheme. After completion of the first set of 'Active Travel Days' the previous year, the team completed a lessons learnt exercise to determine what worked well. As a result, the decision was made for 'Active Travel Days' to continue however were prioritised at three NSS estates. Like the previous year, NSS had attendances from Dr Bike to support existing bikes, Police Scotland to support bike tagging to reduce theft, Healthy Working Lives to support mental wellbeing, and donations from NSS' food supplier Abercromby. The events also hosted representation from the NSS Assure External Sustainability Team to support the event. These events helped to support existing bike users and encourage staff to investigate alternative transport options.

NSS also maintained its Cycle Friendly Employer Awards accreditation across its estates and are actively working towards this status at their estates that does not currently have the award by ensuring appropriate storage facilities.

3. What did we do in 2024/25 to improve public and community transport links to NHS sites and services?

There was no specific work that took place to improve public transport links to NSS estates.

4. What are we going to do in 2025/26 to reduce the need to travel?

NSS will maintain a digital first approach with business as usual. For external meetings not chaired or managed by NSS, NSS encourages a digital first approach with the use of software such as Microsoft Teams.

5. What are we going to do in 2025/26 to improve active travel?

NSS already has tentative dates in the diary for 'Active Travel Days' for the next financial year to support cyclists at NSS estates, and to further encourage sustainable and active travel.

NSS will continue to work with Cycle Scotland to identify improvements that can be made to NSS' estates to achieve Cycle Friendly Awards to further promote and support active travel.

6. What are we going to do in 2025/26 to improve public and community transport links to NHS sites and services?

NSS estates are all on public travel routes and most are on cycling routes but, NSS is geographically challenged in linking all its estates with connecting transport links.

Fleet and Business Travel

Greenhouse gas emissions, tCO_2e	2023/24	2024/25	Percentage change
Fleet emissions	**2284.14**	**2183.56**	**-4.4%**
Business Travel	**248.17**	**173.85**	**-29.9%**

We are working to remove all petrol and diesel fuelled vehicles from our fleet. The following table sets out how many renewable powered and fossil fuel vehicles were in NSS' fleet at the end of March 2024 and March 2025:

	March 2024		March 2025		
Vehicle type	**Total vehicles**	**% Zero tailpipe emissions vehicles**	**Total vehicles**	**% Zero tailpipe emissions vehicles**	**Difference in % zero tailpipe emissions vehicles**
Cars	44	13.6%	36	25%	11.4%
Light commercial vehicles	41	14.6%	38	18.42%	3.82%
Heavy vehicles	9	0%	8	0%	
Specialist vehicles	5	0%	6	0%	

The following table sets out how many bicycles and eBikes were in NSS' fleet at the end of March 2024 and March 2025:

Type	March 2024	March 2025	Percentage change
Bicycles	2	2	0%
eBikes	0	0	0%

The following table sets out the distance travelled by our cars, vans and heavy vehicles in 2024/25:

Distance travelled, kms					
Year	**Cars**	**Light commercial vehicles**	**Heavy vehicles**	**Specialist vehicles**	**Total**
2023/24	438,495	487,223	2,619,281	25,463	3,570,462
2024/25	332,379	857,586	1,706,394	62,940	2,959,299
Percentage change	**-24.2%**	**76%**	**-34.9%**	**147.2%**	**-17.1%**

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

Business travel emissions, tCO_2e				
Year	**Cars**	**Public transport**	**Flights**	**Total**
2022/23	118.1	4.9	41.8	164.8
2023/24	108.7	9.1	130.3	248.1
2024/25	84.8	7.8	81.1	173.7
Percentage change from 23/24	**-21.9%**	**-14.3%**	**-37.8%**	**-29.9%**

These figures have been taken from the Public Bodies Annual Climate Change Report. Between the two reporting years highlighted above, SSN had noted that there has been a change in the emission factors associated with the calculations.

8. Greenspace and biodiversity

Biodiversity

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

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

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

NSS are in the process of developing a Greenspace plan to support and enhance biodiversity across NSS.

To support this, NSS commissioned a Phase 1 Habitat Survey and a Biodiversity Net Gain study of the newly acquired Hassockrigg Eco Park to better understand the estate. This estate was chosen as a pilot because the site has the largest area of greenspace across NSS' estates. With this information, the sustainability team can better support improvements and the development of a Greenspace plan of the site. NSS are currently in the process of expanding this out to other estates to give a stronger baseline for the Greenspace plan.

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

NSS supported the programme by mobilising the flow of information to and from appropriate stakeholders. NHSScotland greenspace has been fully mapped by PHS, and a report was recently published. Work will continue, supporting the National Greenspace and Biodiversity Group (NGBG) to further objectives, and on any developments moving forwards. Further work is being scoped, to transfer the greenspace data onto the NSS managed Strategic Asset Management System (SAMS).

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

As mentioned, NSS is in the process of developing and creating a Greenspace plan, with consideration of NSS' estates over the next five years. This plan will ensure that there is adequate space to support greenspace and biodiversity that supports the absorption of precipitation and reduction of flood risks, as well as providing wellbeing areas for staff and visitors.

NSS also installed accessible benches in 2023/24 across several NSS estates to better allow staff and visitors to enjoy the greenspace and biodiversity at each of our estates.

NSS are currently in the process of installing signage across the greenspace and biodiversity areas to better educate staff on the rationale and benefits of the decisions. For example, signs explaining the benefits of bug hotels, greenland management and biodiverse rich plants to name a few.

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

Under NSS' Environmental and Sustainability Strategy, NSS has planted new trees and biodiverse rich plants. Furthermore, NSS has installed several bug hotels and bird boxes to support the local wildlife.

In addition, over 9,000 trees have been planted at Hassockrigg Eco Park to prevent water pooling on poor made ground (primarily made from clay and mine spoiling).

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

As mentioned, NSS are also in the process of getting new signage made to support the new greenspace improvements and to help educate staff and visitors on the new improvements. For example, there is a sign being developed to explain to staff what a bug hotel is and why we have chosen to implement one.

In addition, the NSS sustainability team regularly provide communications through their Sustainability Ambassador Network, through their internal SharePoint on any improvements being made and are always open to suggestions from staff. NSS have recently created a new eLearning module on sustainability for NSS staff, which also includes a section on greenspace.

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

NSS commissioned a Phase 1 Habitat Survey and a Biodiversity Net Gain study of the newly acquired Hassockrigg Eco Park to better understand the estate. This estate was chosen as a pilot because the site has the largest area of greenspace across NSS' estates.

NSS commissioned a Biodiversity Net Gain survey which has provided NSS with a baseline that will allow for a more direct comparison in future years and to track improvements.

With the success of the pilot, NSS is now looking to expand this work out to other NSS estates.

Greenspace

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

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

Project name/ location	Benefits of project	Details of project
Greenspace Plaques	Educate Staff on the rational and benefits of the greenspace works that have been completed across NSS.	Installation of plaques across NSS greenspace to inform staff about the benefits of the lants, space and to the local flora and fauna.
No Mow May	Allows for the promotion of biodiversity and pollinators across NSS estates.	In NSS' estates where they have areas of grass, NSS practiced No Mow May to support the local environment with support from our contracted landscapers.

9. Sustainable procurement, circular economy and waste

As mentioned previously, NSS has, over the past few years, explored various options for Scope 3 reporting however it is challenging to accurately reflect supply chain emissions. It is not yet mandatory for NHSScotland's suppliers.

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

1. **What did we do in 2024/25 to reduce the environmental impact, and the quantity of the goods and services we buy?**

The Governance and Sustainability team expanded in 2024/2025, reflecting awareness of the scale of challenge for procurement, particularly supply chain. The team now has:

- Two Climate Change and Circular Economy Leads supporting the procurement teams by incorporating sustainability considerations into national frameworks and tenders
- A Decarbonisation and Renewable Energy Category Manager and Commodity Manager to assist NHSScotland Health Boards in the successful conclusion of Heat and Power Purchase Agreements (HPAs).
- A Programme Manager supporting the Anchors procurement workstream, targeting a "Grow Local" approach and identifying opportunities to increase local and Scottish spending.

Environmental scoring in tenders

A trial use of a product climate question in tenders was undertaken in 2024. Responses were inconsistent and difficult to evaluate. Through discussions with the National Procurement team, industry and suppliers, agreement that a more tailored approach to commodity questions would better consider sustainability risks and opportunities.

Building Stewardship and measuring

The Sustainable Procurement Steering Group and the Resource Stewardship Collaborative continued to liaise with Health boards and the wider enabling functions of service to adopt best practise and emerging opportunities to foster a greater culture of stewardship across NHSScotland.

A focus on developing sustainability reporting led to the following:

- Carbon emission reporting was initiated through the development of a dashboard, estimating carbon emissions by board, based on spend based methodologies.
- Work continued on the collation of supplier Carbon Reduction Plans and Net Zero Targets. Access to Evergreen supplier inputs has supported this work.

Warehouse Operations

Mechanical handling equipment at all warehouse locations was upgraded in 2024/2025. The new fleet has enhanced efficiency and delivered notable sustainability benefits through lithium battery technology, supporting our green initiatives. Additionally, the advanced safety features of this equipment further strengthen our ongoing commitment to improving health and safety culture.

To facilitate future sustainability advancements, capital investment was secured for a bulk Hydrotreated Vegetable Oil (HVO) biofuel storage unit. HVO is a sustainable, fossil-free alternative to diesel. This project implementation aims to reduce CO_2 emissions from our delivery vehicle fleet by over 80% in the upcoming financial year.

2. What are we doing in 2025/26 to reduce the environmental impact of the goods and services we buy?

NHSScotland launched its Procurement Strategy (2024-2028) towards the end of 2024, outlining a collaborative, sector-wide vision for procurement services across Scotland's health and care.

The strategy sets out a framework of strategic priorities designed to guide the development of national and regional Health Board procurement strategies. These include collaboration, embedding sustainable and ethical procurement practices to supply chain resilience. It also addresses the future needs of procurement services, emphasising the transformation of procurement systems and ongoing talent development to navigate the evolving procurement landscape.

This framework is linked and mapped to the Public Procurement Strategy for Scotland and its four outcomes: Good for Society, Good for Businesses and Their Employees, Good for Places and Communities, and Open and Connected.

Figure 2: NHSScoltand Procurement Strategy 2024-2028 framework of strategic priorities

The Strategy confirms our ongoing commitments to embedding sustainable and ethical procurement and in early 2025, a commodity specific strategy was developed with the aim of adopting a structured approach to the consideration of relevant risks (environmental and social) and opportunities, whilst being relevant and proportionate to the products and services being procured.

The three-year work plan includes a service level matrix, detailing support in a number of the procurement processes including the commodity strategies, pre-tender engagement with suppliers, involvement in commodity advisory panels and the tender and evaluation. This approach has been well received by internal and external stakeholders and will be implemented throughout 2025-2026 with several key metrics to measure successful application.

Supplier Sustainability Dashboard

National Procurement request Carbon Reduction Plans for all relevant and proportionate tenders in line with mandated requirements in SPPN3/2022 and reporting was developed to demonstrate the number of our suppliers where Net Zero Plans have been captured.

Development of a reporting suite continues throughout 2025/2026 with our supplier sustainability dashboard. National Procurement has captured a Net Zero plan for all our strategic suppliers and 30% of our total contract supplier base with a target to capture over 80% of our contract suppliers in this financial year. We will continue to monitor supplier plans and ensure increased compliance with the 2045 net zero target.

Decarbonisation and Renewable Energy

Our Decarbonisation and Renewable Energy category team continues to support NHSScotland Health Boards in the successful conclusion of Heat and Power Purchase Agreements (HPAs) with the aim of reducing energy costs and carbon emissions. The team is expected to expand in 2025/2026 with a Heat Network Commercial Lead due to be recruited to support heat procurement within NHSS Health Boards.

Under the direction of the NHSScotland Climate Emergency and Sustainability Board an Energy Transition Board (ETB) has been established to lead on the following:

- Managing the Energy Transition Workstream of the National Sustainability Action Programme.
- Co-ordinating national support, including funding, to Health Boards for building energy decarbonisation.
- Co-ordinating and overseeing, at a strategic level, a programme of major energy decarbonisation projects for the NHS.

The focus of the ETB is to develop a decarbonisation plan and prioritisation process framework. With the establishment of our Decarbonisation and Renewable Energy team within NSS National Procurement we will be able to support Health Boards with accessing supplies of low-cost renewable energy in 2025/2026 and beyond.

We aim to reduce the amount of waste we produce and increase how much of it is recycled. The table below sets out information on the waste we produce and its destination for the last four years:

Type	2021/22 (tonnes)	2022/23 (tonnes)	2023/24 (tonnes)	2024/25 (tonnes)	Percentage change- 2021/22 to 2024/25
Waste to landfill	0	0	0	0	0%
Waste to incineration	207.0	341.1	185.3	99.5	-51.9%
Recycled waste	350.0	445.4	297.0	243.3	-30.5%
Food waste	26.8	23.1	11.9	9.6	-64.2
Clinical waste	203.7	86.3	87.7	100.8	-50.5%

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

Reduce domestic waste by a minimum of 15%, and greater where possible compared to 2012/2013 – by 2025	
Target – reduce domestic waste by	128.6 tonnes recorded in 2014/15. A 15% reduction target would result in a target of 109.3 tonnes.
Performance – domestic waste reduced by	241.2 (tonnes)
Outcome	NOT ACHIEVED YET
Further reduction required	112.6 (tonnes)

*** Note:** This target was set for 2012/13 when NSS had a smaller number of estates that report on domestic waste (8) than it does now (13). Due to this increase in the number of estates and increase in services delivered, this target will not be achieved. Waste data quality in 2014/15 was limited and non-existent for some waste streams.

As data has improved over recent years, reported waste levels have increased with more comprehensive reporting, creating more challenges in achieving the reduction

of waste by 15% compared to the 2014/15 calendar year. Currently waste contractors provide weight data as industry standard, except for waste collected as bulk. This makes it difficult to identify estates that produce higher volumes of waste or poor segregation as the data is not an accurate reflection of the site's activity.

The volume of waste has increased in line with the increased estate and service demands across our offices, warehouses and clinical areas, the tables below reflect this. Therefore, it is hard to compare volumes of waste against the 2014/15 baseline to volumes to date due to increased estate and services being offered.

Reduce the food waste produced by 33% compared to 2015/16 – by 2025	
Target – reduce food waste by	13.7 tonnes recorded in 2014/15. A 33% reduction target would result in a target of 9.2 tonnes.
Performance – food waste reduced by	9 (tonnes)
Outcome	ACHIEVED
Further reduction required	0 (tonnes)

Ensure that 70% of all domestic waste is recycled or composted – by 2025	
Target – recycle or compost	233.7 tonnes recorded in 2023/24. A 70% reduction target would result in a target of 163.6 tonnes.
Performance – recycle or compost	136.7 (tonnes)
Outcome	NOT ACHIEVED YET
Further increase required	N/A (tonnes)

1. What did we do in 2024/25 to reduce our waste?

In 2024/25 we continued to develop the NSS Waste auditing and reporting process, to raise awareness at site level to allow for continuous improvement. We have created and implemented robust site audit reporting which provides information on the waste audit process for awareness along with audit outcomes and action plans.

NSS also created and implemented high level reporting to show audit outcomes and action plan status to the NSS Waste Delivery Group; this allows the group to discuss and take further action by developing waste management processes and will look to use this information to target any awareness on waste through the NSS Waste SharePoint site.

We have created and have been trialling a self-audit questionnaire and look to take feedback to make improvements. We also plan to make this an electronic questionnaire to support the process and feedback.

The NSS Waste Manager has worked with SNBTS colleagues and the NSS Healthcare waste contractor to develop robust SOP's specific to Whole Blood Donation/ Donor Apheresis. This will support those staff groups within donor areas to

appropriately segregate their waste and raise awareness of the reasons why waste is segregated for the HTI/ AT process.

Through the audit process we have identified areas within healthcare waste where we could look to implement metal recycling. We are currently working with National Procurement (NP)for appropriate receptacles to dispose of this waste seeking to implement circular economy of the material.

We are working with NSS Warehouses and created a SLWG to review waste segregation and process within the three warehouses. Some changes have already been implemented, and further changes will be implemented by the end of 2024.

The NSS Waste Delivery Group has been working with NP to improve processes to reduce surplus stock. A process has been put in place to flag dates of stock, to date progress has been made flagging dates of stock from 200 to 6,000.

The Facilities Compliance Officer has worked with the NSS waste contractor and NP to put in place a process to streamline bulk waste disposal for surplus stock and to record bulk surplus stock disposal and costs. They have created and look to implement an electronic process for requesting of ad hoc waste uplifts which will streamline and improve communications and response times as well as improve reporting.

Working with the Marketing and Communications Team (MarComs) and the NSS Ambassadors network, we have developed waste segregation posters which will be rolled out across NSS to support staff segregate residual, recyclates and dry mixed recyclates waste stream materials.

The NSS Waste Delivery Group have developed the NSS Waste Minimisation Policy and Process Document, this is due to go through the Governance process by the end of this financial year for implementation across NSS.

NSS Waste Management Officer, Sustainability Manager and Compliance Manager worked with National Procurement to complete a mini competition against Framework NP80324. New contract is due to be awarded and commence mid-January 2025.

NSS Waste Delivery Group members and key staff within SNBTS completed 1 and 2 days REHIS Waste Legalisation Training to raise awareness of waste producer's responsibilities, support segregation and compliance.

The Sustainability Manager (Waste and Resource Efficiency) (NSS External Sustainability Team), NSS Internal Sustainability Manager and NHS Education for Scotland colleagues are working collaboratively to update the Turas waste handling and management module which is appropriate for all NHSScotland staff. The module is anticipated to be complete by quarter four by the financial year 2024/25.

2. What are we doing in 2025/26 to reduce our waste?

In 2025/26, as part of our ongoing improvements for auditing of waste across the estate we are reviewing the existing electronic audit tool as well as alternative systems

to further improve how we report our audit outcomes. This will support waste producers to focus on audit outcomes and improvement to segregation

The NSS Waste Delivery Group are developing a communications strategy to focus on Scotland and UK wide waste awareness articles and initiatives, this will raise awareness across staff groups within NSS. The group are looking to utilise the NSS Waste SharePoint site and internal staff communications to reach staff within the organisation.

Following on from last year where the NSS Waste Delivery Group developed and trialled a Self-Audit questionnaire, the form is now being made into an electronic form for staff to utilise within their work areas and feed audit results directly back to the NSS Waste Delivery Group. The link to the 'Waste Producer' audit will be shared on the NSS Waste SharePoint site.

Following on from the work completed in 24/25 and subsequent implementation of SOP's specific to Whole Blood Donation/ Donor Apheresis, the Waste Management Officer is carrying out audits and will be reporting on pre and post SOP compliance to show improvements. Some sites have already been audited and the outcomes sent to the Healthcare waste contractor who ae now treating the waste appropriately, which will decrease the HTI costs for these areas.

Through the audit process we have identified areas within healthcare waste where we could look to implement metal recycling. We continue to work with NP and suppliers for appropriate receptacles to dispose of this waste in the hopes to implement circular economy of the material.

Following on from the SLWG with NSS Warehouses, and the implementation of additional signage and bins the Waste Management Officer is carrying out audits to review compliance of segregation and will review audit outcomes to review further improvements required.

Following on from the work completed in 2024/25 with NP to improve processes and reduce surplus stock, including pandemic stock, further work has commenced with NP Climate Change and Circular Economy Supply Lead, the NSS Waste Management Officer and NSS Waste Contractor to explore alternatives to when disposing of stock. This is looking at re-use, re-purposing and alternative to incineration.

The NSS Waste Delivery Group have developed the NSS Waste Minimisation Policy and Process Document, this is now going through the Governance process for implementation across NSS.

In 2024/25 due to the successful training carried out for NSS Waste Delivery Group members and key staff within SNBTS who completed 1 and 2 days REHIS Waste Legalisation Training, funding has been requested and approved to supply an additional 1 x 2-day REHIS Waste Legalisation Training for NP Managers and Supervisors in 25/26. The group are also looking at ½ day operational waste training for warehouse operational staff and introducing waste ambassadors for the warehouse environments to drive awareness and change behaviours.

As part of the NSS Ambassadors network meetings, the NSS Waste Management Officer carried out a presentation on NSS audit process and shared how staff can look to carry out their own audits in the workplace and at home.

The NSS Waste Management Officer is working closely with the NSS Waste contractor to improve reporting of residual and recyclates waste and to support NSS to look at high value plastic segregation and other initiatives with will potentially reduce and offset the overall NSS waste costs.

NSS will be looking to implement circular economy solutions for copper wafer material produces at the Jack Copland Centre. This material is currently disposed through the clinical waste stream and incinerated.

NSS will also be carrying out a trial of recycling of expanded polystyrene (EPS) waste from 2 sites (Gyle Square and Jack Copland Centre). This material is very light in weight and bulky, resulting in regular residual waste collections. The benefits of recycling EPS will result in reduction in residual waste collections and implementation of more sustainable methods of dealing with a material that would normally go for energy from waste.

10. 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.

1. What steps did we take in 2024/25 to develop and implement our EMS?

The NSS Assure Internal Sustainability team are currently in the early stages of developing their EMS for NSS. NSS are taking a phased approach across all estates to ensure that legislation is met. To do this NSS have drafted an Environmental Policy, however it still needs to go through the appropriate governance before being signed off. NSS also spent time reviewing EMS implementation documents, including the EMS Manual, completed a gap analysis and documented risks and opportunities. Additionally, a review of the Aspects and Impacts Register was completed to better understand this and how NSS can best utilise the RIO platform. The NSS Assure Internal Sustainability team also contributed to the options request to provide feedback on the current user platform.

Additionally, ten key stakeholders for EMS received ISO 14001 (ISEP Accredited) EMS Implementation training after the NSS Assure Internal Sustainability team received internal funding. This training was utilised to help key stakeholders understand their roles and responsibilities to support EMS. Furthermore, the two NSS

Assure Internal Sustainability Managers received ISO 14001 (ISEP Accredited) Internal Auditor training to further support the team's development of EMS. This will be utilised to internally verify NSS work.

The NSS Assure External Sustainability team developed an Excel-based EMS Implementation Checklist Tool (EMS ICT), guiding users through four development stages with embedded templates, clause explanations, and audit evidence checklist. Furthermore, ten user sessions on the Rio platform and EMS were delivered in 2024/25, with three virtual workshops to help NHS Boards populate the Aspects and Impacts Register, focusing on waste, facilities, and energy legislation. Additionally, the NSS Assure External Sustainability team were responsible for organising the delivery of a three-day IEMA-certified ISO 14001 EMS and Internal Auditor course, leading to 19 NHS Board representatives becoming certified auditors. Finally, one-to-one support was given to each of the 18 NHS Boards to provide EMS education, understand challenges, and offer tailored support.

2. We have fully implemented EMS to ISO14001 standard at the following sites:
Currently, NSS meets ISO14001 standards at one of their estates. This is at the Jack Copland Centre, and the standard is maintained by NSS' PPP Contract. As per the contract, this estate has achieved ISO14001 accreditation, and this has been maintained since the site was constructed. Renewal for accreditation is scheduled for October 2025. The NSS Assure Internal Sustainability team will continue to introduce ISO14001 across NSS' other estates, as outlined in their Environmental Management Systems Manual they are currently developing.

3. What steps will we take in 2025/26 to further develop and implement our EMS?
The NSS Assure Internal Sustainability team will continue to work with senior leadership to progress NSS' EMS. The team have drafted several documents and are in the process of developing these further to ensure

The NSS Assure External Sustainability team are aiming to continue training, replace the current EMS platform with next steps based on user feedback, and develop a NHSScotland-wide EMS and ISO14001 eLearning course. Planned activities include user training, ten workshops for key deliverables, three Information Sharing Sessions, ongoing one-to-one support, use of the EMS Checklist Tool, raising the priority of EMS to senior managers in boards, and one IEMA-certified course (subject to funding).

4. What did we do in 2024/25 to reduce our environmental impacts and improve environmental performance?
The NSS Assure Internal Sustainability team will continue to promote sustainability across the organisation. This includes through the Sustainability Ambassador Network which has bi-monthly meetings with staff to discuss key sustainability topics and what NSS staff do within the organisation. The Ambassadors have already supported the development of the NSS Sustainability eLearning module that is set to launch for Climate Week 2025. Additionally, they reviewed new waste segregation posters to help educate staff on appropriate waste recycling streams. Furthermore, outside of these meetings, the Ambassadors have an active team's channel where themed news articles are released keeping staff up to date on the sustainability improvements

happening within the workplace. For example, when the lighting replacement to LEDs occurred at the Jack Copland Centre, an article was released discussing the benefits of this transition, both in monetary value and in terms of carbon emissions to help staff make informed decisions in their own lives.

The NSS Assure External Sustainability team launched the Climate Change Career guide to highlight climate-focused roles across NHSScotland. This is an internal resource, it helps staff explore green career paths, access training, and engage in local climate action. Furthermore, they supported the development of the Sustainable Development Impact Assessment Toolkit (SDIAT) to help boards assess the social, environmental, and financial impacts of their activities. The toolkit helps stakeholders with sustainable decision-making by identifying potential trade-offs and co-benefit. Finally, the team led in the development of an all-staff eLearning module on Sustainability to introduce staff to key sustainability concepts and actions for staff.

5. **What are we doing in 2025/26 to reduce our environmental impacts improve environmental performance?**

The NSS Assure Internal Sustainability team have been working with the Development team to introduce an eLearning module on sustainability and how staff can get involved in sustainability within the workplace via the Sustainability Ambassadors. Additionally, to improve waste segregation, the NSS Waste Delivery Group has introduce new posters at bins to help staff better understand what waste streams should be utilised.

6. **What factors have prevented implementation of EMS to ISO14001 Standard for any sites in NSS' estate which have not yet reached that standard?**

This has primarily been a result of resource challenges. EMS realistically requires a dedicated staffing resource to implement, run and maintain the system and NSS currently do not have the capacity to do this.

11. Sustainable construction

Where there is a need for new healthcare facilities, we want both the buildings and grounds to be safe, nature-rich, sustainable, resilient and accessible. NSS has not had any building projects within the reporting year.

1. **What did we do in 2024/25 to make our construction projects more environmentally sustainable?**

NSS did not have any construction projects in 2024/25.

2. **What are we doing in 2025/26 to make our construction projects more environmentally sustainable?**

Whilst NSS are not in the process of constructing a new estate, the organisation has procured a new estate called Bogleshole Road which will be the new base of the Scottish National Blood and Transfusion Service (SNBTS) fleet. The NSS Estates and Facilities Team have been working collaboratively to ensure the fit out, scheduled for completion by the end of March 2026, captures sustainability initiatives where possible. This includes NSS Assure Internal Sustainability team putting in a successful bid to Scottish Government for ~180 solar panels which is expected to generate enough electricity the estate will be self sufficient and have the ability to export any

excess electricity to the grid. Additionally, the site will have new automatic meter readers installed, LED lighting and the NSS Assure Internal Sustainability team are currently in early discussions to create a grassland management plan in the greenspace available on site.

12. Sustainable communities

The climate emergency undermines the foundations of good health and deepens inequalities for our most deprived communities.
The NHS touches every community in Scotland. We have a responsibility to use our abilities as a large employer, a major buyer, and one of the most recognised brands in the world – an 'anchor' organisation – to protect and support our communities' health in every way that we can.

1. **What are we doing to act as an anchor institution for our local community / communities (delete as appropriate)?**

NSS - an anchor institution

NSS serves as an anchor institution, embodying the characteristics of large, locally rooted organisations with a substantial presence in their communities. As an anchor institution, NSS fulfils various crucial roles, including employing a significant workforce, making substantial financial investments, owning and managing land and assets, and delivering essential services. This substantial presence contributes significantly to the local communities and economies in multiple areas across central Scotland, notably in the vicinity of our distribution centres located in Larkhall and Holytown.

General policy

As outlined in our Procurement Strategy, NSS actively utilises the following Scottish Government recommended tools to achieve our sustainability objectives. By incorporating these tools and adhering to the statutory guidance, we have successfully implemented the community benefits outlined in this section.

- Scottish Public Procurement Prioritisation Tool
- The Scottish Flexible Framework
- The Sustainability Test
- Life cycle impact mapping

These tools have enabled us to prioritise community benefits in our procurement processes, assess sustainability considerations, map out the life cycle impacts of our procurements, and align with the Scottish Flexible Framework.

Benefits secured during the reporting period

Throughout the year, we engaged in tender exercises, contract extensions, and supplier management activities that aimed to secure benefits through our contracted supply base. Benefits included:

Community activity

- Support from a waste provider to support community building projects by providing free containers (skips) to collect and dispose of waste materials from the projects.
- A waste supplier will donate wildflower seeds, bulbs and/or apple tree saplings to help enhance any biodiversity project and support pollinators.
- A travel supplier utilised via a Scottish Government framework has funded £30,000 to community projects.

Employment

- Four jobs within a supported business directly linked to a NSS contract for GP records scanning, with all staff paid the Scottish Real Living Wage.
- A FM supplier recruited a communications and digital marketing intern to work with their in-house bid and marketing team.
- A supplier will provide business development support including a one-day workshop in public tendering to SMEs or social enterprises interested in bidding to the NHS.

Supporting education, learning and schools

- A supplier is working with Forth Valley College to provide work placements for students studying towards their IT Hardware Apprenticeship.
- A supplier has committed to offer a work placement opportunity in either Glasgow or Edinburgh.
- A consultancy supplier has committed to providing a one-week work placement for a school leaver.

Economic

- We awarded contracts to 8 suppliers who are certified Real Living Wage employers.

Supported businesses

- NSS spent £830k with supported businesses in the reporting year.

Environmental

- We began the transition of our managed transport contract to hydrotreated vegetable oil fuel which will reduce C02 emissions by up to 90%. This will begin in September 2025.
- Under the new Recyclates and General Waste Management contract, our confidential waste is recycled into blue tissue rolls for use across NHSS.
- A laundry supplier is investing in new carbon neutral facilities and has optimised wash processes to save 35000 litres of water per week.
- When there is any requirement to dispose of IT hardware, the reuse channel, provided via the national contracts for laptops (SP-19-020) and desktop (SP-22-019) is used.

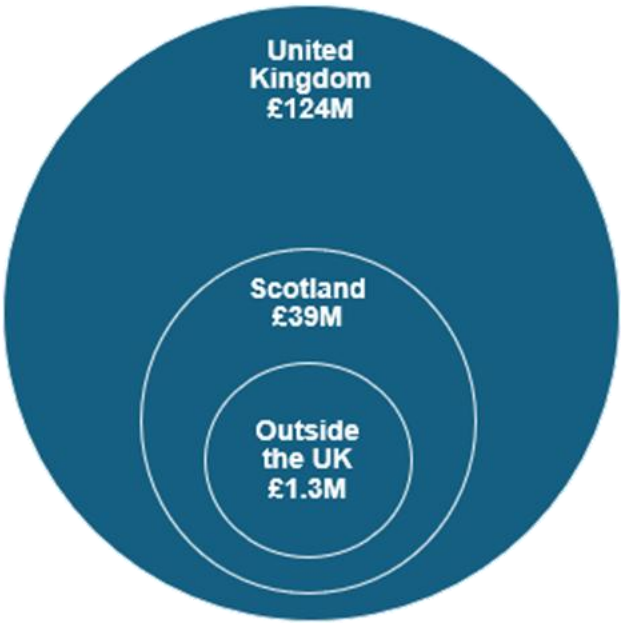
- SNBTS fleet replacement included the procurement of seven electric vehicles, reducing emissions from the service.

Small and Medium Enterprises (SMEs)

In the fiscal year 2024/25, we remained committed to promoting access to our contracting opportunities for Small and Medium Enterprises (SMEs). We took proactive steps to minimise barriers that could impede their participation in our procurement processes. These measures encompassed breaking down larger contracts into smaller lots where feasible, ensuring that financial thresholds and other short-listing criteria were equitable and free from discrimination, while upholding equality principles throughout all stages of our procurement processes. As a result of these initiatives, during the reporting period, approximately 56% of our trade spend was allocated to SMEs.

Local supply chains

Procurement plays a vital role in community wealth building by maximising local spend. By prioritising purchases from local businesses, organisations can stimulate economic circulation within the community, retaining wealth and creating job opportunities. This approach supports the growth and sustainability of local businesses, fosters diversity among suppliers, strengthens community networks, reduces environmental impact, and generates tax revenue for public services. Overall, local spend promotes economic resilience, equity, and prosperity at the local level, making it a crucial strategy for building and retaining wealth within communities.
This is a key area of focus for NSS both in terms of maximising our own local expenditure and working with partners including Scottish Government and Public Health Scotland to develop approaches to increasing local progressive procurement through the Anchors network in NHS Scotland.
During the reporting year, Scottish suppliers were successful in winning contracts in 6 regulated procurements. We also achieved success in engaging local suppliers for requirements under £50k. A significant accomplishment was that 77% of the suppliers invited to quote for these requirements were Scottish-owned businesses. This reflects our commitment to supporting and nurturing local enterprises, contributing to the economic growth and prosperity of the communities we serve. Below is an overview of the NSS spend profile by locality for the fiscal year 2024-25:



This breakdown provides insights into the allocation of NSS expenditure and the significant value which remains in Scotland.

Fair Work First

In line with our commitment to promoting fair work practices, we ensured that 4 regulated procurement exercises conducted during the reporting year included a scored question specifically addressing the Fair Work First criteria. In cases where it was deemed disproportionate to include a scored question, the Fair Work First criteria were still incorporated into the tender documents.

Community benefits

Community benefits play a crucial role in fulfilling the requirements of the Sustainable Procurement Duty by linking tangible benefits around improvements to the economic, social, and environmental wellbeing of the communities in which we operate to our contracts. To uphold our commitment to promoting community benefits, we took proactive measures during the reporting year.
In a total of 5 regulated procurement exercises, we included a scored question specifically addressing community benefits. This ensured that suppliers' proposals were evaluated based on their commitment and ability to deliver meaningful community benefits. In cases where including a scored question was not proportionate, community benefits were still incorporated into the tender documents with suppliers required to collaborate with NSS to identify and implement community benefits throughout the duration of the contract. To support this, we provided a link to our Community Benefits Gateway, serving as a valuable resource for suppliers to explore opportunities and initiatives related to community benefits.
By incorporating community benefits into our procurement processes, we strive to create sustainable, positive impacts within the communities we serve.

2. What are we doing to improve the resilience of our local community / communities (delete as appropriate) to climate change?

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By incorporating community benefits into our procurement processes, we strive to create sustainable, positive impacts within the communities we serve.

13. Conclusion

Over this fiscal year, NSS has focused on progressing our Environmental and Sustainability Strategy Actions towards the 2040 targets.

To support decision making, NSS has implemented a governance structure. This governance structure hosts three Delivery Groups, whose key objective is to oversee the delivery of NSS' environmental and sustainability related objectives, aligned to the NSS Environmental and Sustainability strategy. The Sustainability and Infrastructure Board (SIB) aims to ensure that all sustainable initiatives are reviewed whilst strategically working towards net zero by 2040 or earlier.

The NSS Assure Internal Sustainability team have seen a decrease in total emission levels, which has been supported by improved data reporting, especially in the case of NSS’ water related emissions from waste and consumption. This overall emission decrease has been due to a significant reduction in building energy emissions, which NSS will further with the introduction of LED lights at the Jack Copland Centre and across further estates in 2025/26. Additionally, NSS’ new estate, Bogleshole Road will be self-sufficient in terms of electricity compared to the current SNBTS garage. Furthermore, NSS saw a large decrease in business travel, this is likely due to NSS promoting a digital first approach. NSS are aiming to continue this improvement with the development of a new Travel and Transport Policy and Electric Vehicle Policy in 2025/26. Further promotional work to ensure staff engagement with NSS’ net zero ambitions are planned to include more Active and Sustainable Travel Days in 2025/26 in conjunction with NSS’ Cycle to Work Scheme. The Sustainability Ambassador

Network will continue to encourage collaboration as well as individual responsibility towards NSS sustainability.

The external facing NSS sustainability team's key achievements include, but are not limited to:

- Updating key Scottish Health Technical Manual and Technical Note (SHTM/SHTN) guidance
- Development of the Net Zero and Waste Management Routemaps with supporting projects developed from the Waste Management Routemap
- Creation of the sustainability SharePoint
- Delivery of multi-disciplinary training across NHSScotland Health Boards (including Learning Networks)
- Support to the National Green Theatres Programme
- Successful fleet decarbonisation funding bid reviews
- Supporting data analysis on single use products
- Supported development of the Energy Transition Board
- Development and delivery of Environmental Management Systems (EMS) toolkit
- Development and support of Green Laundry Groups
- Support in the creation of Health Boards CCRA's and Adaptation Plans

Whilst Whole Systems Infrastructure planning is progressing, the NSS Sustainability team have and will continue to identify ways to incorporate decarbonisation projects and future proofing NSS estates that will be retained going forward. To ensure continual progression for NHS NSS to achieve their net zero targets by 2040, funding remains the critical factor to ensure progress.