



NOT PROTECTIVELY MARKED

Public Board Meeting

26 May 2021

Item No 07

THIS PAPER IS FOR DISCUSSION

SUSTAINABILITY ACTION PLAN UPDATE

Lead Director Author	Julie Carter, Director of Finance, Logistics and Strategy Lorraine McAffer, Head of Estates Raymond Skutecki, Estate Officer – Sustainability
Action required	The Board is asked to discuss and note the requirement to update the Service's Sustainability Strategy and the plans to present this to the Board in September 2021.
Key points	<p>This attached paper describes the work required over the next 3 months to refresh our current sustainability plan and develop a strategy to present to the Board in September 2021. The paper also notes:</p> <ul style="list-style-type: none">• an update on the Service sustainability actions for the year 2021/22• the Scottish Government targets and legislative responsibility for the public service• the work in progressing for a refreshed Sustainability Strategy and programme of work by September 2021, in advance of the COP 26 summit.
Timing	The programme of work, building on our current sustainability plan has commenced with good progress through our Health and Wellbeing strategy, our actions in response to COVID-19, including use of Microsoft teams and work within our procurement team. This is due to be presented in an update plan and strategy to the Board in September 2021.
Link to Corporate Objectives	The Corporate Objectives this paper relates to <ul style="list-style-type: none">• Goal 5 – to reduce unnecessary variation and• Goal 6 – develop a model that is financially sustainable
Contribution to the 2020 vision for Health and Social Care	Sustainability is key to the delivery of our strategy.
Benefit to Patients	Improve the quality of the environment for patients and staff risks

associated with climate change are considered and managed – protecting the Board, its patients and the wider population. Staff, patient and visitor travel is considered a key part of the integrated health and social care agenda i.e. the right care, in the right place at the right time

SCOTTISH AMBULANCE SERVICE BOARD

SUSTAINABILITY ACTION PLAN UPDATE

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SECTION 1: PURPOSE

This paper aims to

- ❖ update the Board on the Service sustainability actions for the year 2021/22
- ❖ note the Scottish Government targets and legislative responsibility for the public sector
- ❖ note the work in progressing for a refreshed Sustainability Strategy and programme of work by September 2021, in advance of the COP26 summit

SECTION 2: RECOMMENDATIONS

The Board is asked to

- ❖ note the requirement to progress this programme of work with the aim of presenting an update to the September 2021 Board.

SECTION 3: DISCUSSION

The Service Sustainability Action plan was presented to the Board in January 2020. This is currently driven from the National Sustainability Assessment Tool (NSAT). An updated NSAT has been completed in May 2021 and assessment reviews will be undertaken over the next few months with the final scores being published in the summer.

It is also anticipated there will be further asks from the Scottish Government following the COP 26 conference and it is important we have a detailed plan and strategy in place to support this.

Our local evaluation of the NSAT has resulted in an increase in score from January 2020 of 49% to 53% in May 2021, subject to the assessment by the national team. A trajectory of performance against these scores will be described within the updated strategy.

Doc: Sustainability Plan update	Page 1	Author: Director of Finance, Logistics & Strategy
Date: 2021-05-26	Version 1	Review Date:

The areas driving the increase in scores have been due to:

- the rollout of MS teams and reduction in travel
- the health and wellbeing strategy and the associated roadmap
- work within procurement on supplier resilience, assessment of carbon footprint and implementation of national guidance
- the establishment of our sustainability group which due to COVID progress has not been as much as previously planned. However this has now been re-established.

A summary of this assessment is shown below. *Noting the N/A score refer to sections that are not fully applicable to SAS eg patient and visitor attendance.*

Scottish Ambulance Service					Max score	Score awarded	% score awarded	Level
Governance & policy					105	53	50%	Bronze
Our NHS	Transport	45	30	67%	Silver			
	Greenspace	0	0	N/A	N/A			
	Capital projects	0	0	N/A	N/A			
	Nature & Biodiversity	0	0	N/A	N/A			
	Active travel	40	11	28%	N/A			
Our people	Sustainable care	0	0	N/A	N/A			
	Ethics	15	8	53%	Bronze			
	Welfare	35	29	83%	Gold			
	Communities	45	30	67%	Silver			
	Awareness	30	13	43%	Bronze			
Our planet	Procurement	50	23	46%	Bronze			
	GHG	40	16	40%	Bronze			
	Adaptation	45	30	67%	Silver			
	Waste	45	21	47%	Bronze			
	Environmental management	45	17	38%	N/A			
Total					540	281	52%	Bronze

Key (Table 2)	
Minimum score	Level
90%	Platinum
80%	Gold
65%	Silver
40%	Bronze
<40%	N/A

A new formatted action plan is being developed focusing on those areas in the self assessment where we score less than 3 (out of a maximum of 5). The areas where actions are being developed under each of the sections are:

Theme	Outcome required
Governance and Policy	We have assessed the financial impacts of climate change to the Board and the cost of doing nothing, and this is clearly communicated to our Executive Board members
	We have a Sustainable Travel Strategy for our estate to encourage active travel and the use of public transport
	We have a Greenspace Strategy for our estate which provides a framework for action to help us maximise our greenspace resource
	We have a Biodiversity Action Plan to conserve and enhance the biodiversity value of our estate
	We have an Adaptation Plan, informed by a Climate Change Risk Assessment, to help mitigate the risks and reduce the likely impacts of unavoidable climate change
	Our decision makers, procurement and commercial teams and budget holders fully understand their role and responsibilities in meeting the requirements of the Sustainable Procurement Duty
	We have a policy to consider the sustainability of buildings/locations when leasing or procuring based on their sustainability performance

Transport	Responsibility for sustainable travel is clear in our Board
Active Travel	We work in partnership to increase both the provision and connectivity of active travel infrastructure across our estate
	We carry out an annual travel survey to monitor the travel choices of our staff, patients, visitors and suppliers and measure shifts in modes of transport
	We provide detailed information to patients and visitors on how to avoid using a car when accessing our sites
	We actively promote the health, environmental and cost benefits of walking and cycling to our staff, patients and visitors
Ethics	We are Living Wage employer to reduce the risk of food and fuel poverty
	We have a clear and publicly available Modern Slavery Statement
Communities	We have measured the impact of our travel and transport in environmental, financial and health terms and taken action to reduce traffic and associated air quality impacts in our local area
	We work with local greenspace, biodiversity partners and voluntary organisations to promote the use of greenspace both within and outwith our estate
Awareness	We have a clear communications plan around the promotion of sustainability
	We clearly communicate to staff and patients the value we place on becoming a net zero carbon organisation due to the adverse effects of climate change on human health
	We have created a network of sustainability champions who help support sustainability awareness and action across our Board
	Our staff are expected to demonstrate sustainable behaviours in their role and are supported with training
Procurement	We adopt a proactive approach to identifying sustainability (environmental, social and economic) opportunities and impacts in procurement and supplier management and take action to minimise sustainability risks
	We encourage our suppliers to exceed government guidelines for sustainability and seek to influence national contracts in this regard
	We have a supplier engagement programme to communicate our sustainability commitments and expectations to our suppliers
	We monitor the environmental impacts (CO2e and air pollution) associated with our suppliers' transport and logistics and are actively working with our suppliers to find ways to minimise their traffic burden
	We take a "better safe than sorry" approach during the procurement of hazardous substances and chemicals, eliminating suspected hazards and switching to safer alternatives
	We work with our suppliers to minimise the adverse environmental impact of disposable (single-use) items where their use is unavoidable
Greenhouse Gases	We have a greenhouse gas reduction programme which has been approved by our Executive Board and supported financially
	We have identified which of the products and services that we source have a big contribution to our overall greenhouse gas emissions (in use and/or embedded) and can evidence interventions to reduce their impacts (e.g. by specifying lower emission alternatives)
	We have made the impacts of greenhouse gas emissions on the climate impacts 'visible' in activities where staff, and patient choice is available to encourage behaviour change
	We measure, at least annually, our greenhouse gas impact for all core emissions sources and analyse trends over time to help validate performance and ensure lessons are learned
	We quantify our 'citizen' footprint; the greenhouse gas impact over which we have some influence including staff commuting habits, patient and visitor travel and staff home utility usage
Adaptation	We have undertaken a Climate Change Risk Assessment (CCRA) to highlight risks to business continuity and resilience of supply
Wastage	We have set SMART targets for waste reduction and increased recycling with a baseline year and clear target date aligned to or exceed Scottish Government waste reduction targets
	We take a pan-organisation approach to ensure a co-ordinated action on waste minimisation
	We engage with and support our staff to minimise waste and expense at home
Environmental Management	We have developed and implemented systems to monitor our energy and water use closely across all of our sites (owned and leased)
	Across our estate we have implemented sub-metering for heat, cooling, power and water where savings may be anticipated
	We encourage innovation and support new technologies that help reduce energy and water use

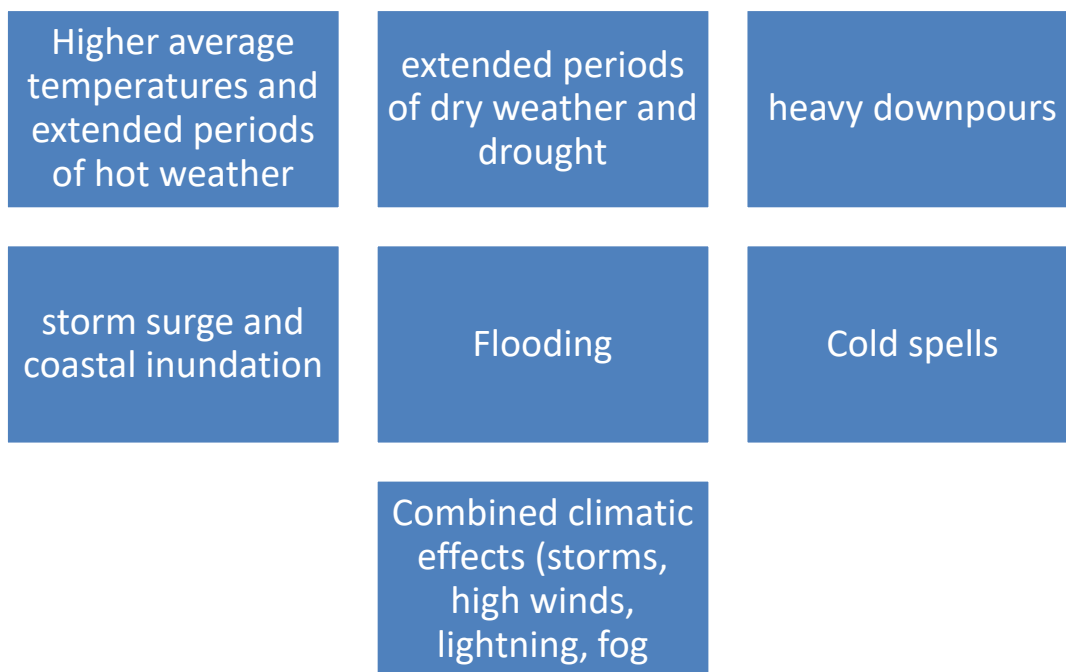
The action plan to support these outcomes will be developed by the sustainability group and reported back to the Board in September 2021. These will also form the basis of the refreshed sustainability plan and strategy.

Climate Change Risk Assessment and Adaptation Plan

There is also now a requirement to complete a Climate Change Risk Assessment & Adaptation Plan. It has been agreed that the National Resilience and Risk Department will lead on this with support from the sustainability group. This must be completed by December 2021 and will be reported to the Board at this time. This plan is aimed to:-

- improve the resilience of the Service assets to current and future climate risks and develop adaption measures to address these risks
- describe the cross agency working
- aims to protect vulnerable sites and services and
- should aim to reduce the cost of service disruption

Climate hazards, as identified through the latest National Risk Assessment, that are likely to affect Scotland now or in the future are:



Sustainability Plan 2021-2023

The Board also approved our Sustainability Plan for 2021-2023 (**Appendix 1**), and it was agreed this would be updated following the issue of the NHS Scotland Sustainability Strategy. The national strategy has been delayed due to COVID-19 and is due to be released imminently.

The Service has committed to produce a refreshed Sustainability Strategy and Plan by September 2021.

We have also reinitiated the Sustainability Group and are in the process of refreshing the terms of reference to include operational and clinical input. We are also commencing a staff engagement plan as we develop our immediate actions and strategy. We have also developed a range of KPI's that will form the basis of our Public Duties Climate Change Reporting. We are also represented on the National Environmental Sustainability Group (NESG)

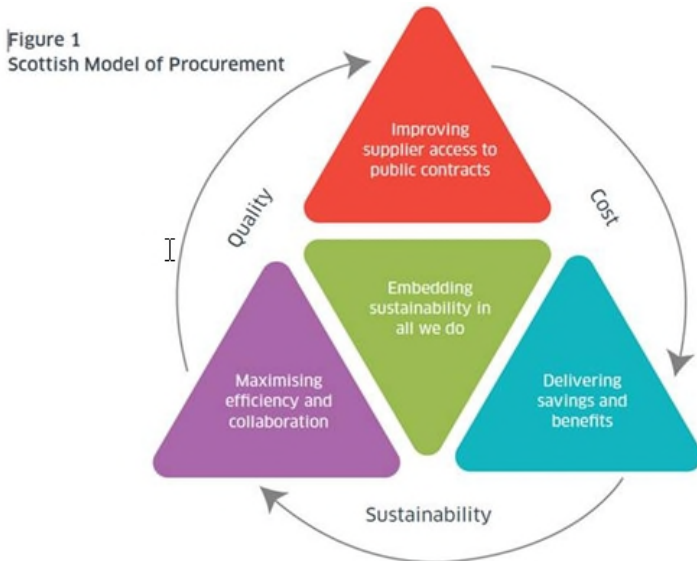
Scottish Government Priorities and Targets

On 16 December 2020, the Scottish Government published its Climate Change Plan Update to support Scotland's green recovery and help deliver a just transition to net-zero greenhouse gas emissions by 2045. This remains a key priority of Scottish Government. Further guidance and 'asks' have been received over the last few months. These are summarised below:

Procurement Supply Chain

We received a 'call to action' on supply chain emissions in March 2021 from Scottish Government that while COVID-19 has rightly been the focus of governments across the world, SG remain absolutely committed to ending our contribution to climate change by 2045. The pandemic has shown us how abrupt and unplanned shifts can exacerbate inequalities prevalent in our society. We need a green recovery which promotes inclusive growth, creates opportunities for all, and supports and accelerates a just transition towards a net-zero economy. This particular focus is on the £12.6m billion public sector supply chain.

Public procurement efforts to address the Climate Emergency are being progressed by the cross-sector Climate and Procurement Forum. The Forum has been central to recent publication (January 2021) of a policy note SPPN 1/2021 on taking account of climate and circular economy considerations in public procurement, and in developing, testing and launching Climate Literacy eLearning. Working with climate and procurement leaders from across the public sector in Scotland, they have developed key messages to inform and advance public bodies' approach to tackling the global climate emergency through procurement.



Doc: Sustainability Plan update	Page 5	Author: Director of Finance, Logistics & Strategy
Date: 2021-05-26	Version 1	Review Date:

Through this senior leaders and budget holders are encouraged to:

1. Take action on their shared accountability to engage procurement early in the planning and development stages of projects and to make and enable decisions on whether you buy; what you buy; how you buy and how much you buy.
2. Ensure corporate commitments are aligned to Scotland's climate change public bodies duties and the Programme for Government commitments (2019-20 and 2020-21), including transitioning your organisation to lower emission solutions and facilitating procurement action. This includes, for example, transitioning to ultra-low emission fleets, renewable energy and heat; and low carbon buildings and materials.
3. Create a culture and ways of working that support a circular economy, taking what we appreciate are difficult decisions on how much your organisation buys and consumes.

The focus of the procurement guidance is on 4 key questions:



This call to action was presented to a recent Senior Leader Team with all members asked to produce 3 actions we should do now. The feedback was excellent and the ideas are being collated and presented to the next Sustainability Group to implement. This also raised the interest level of a number of managers who have offered to join the group. A staff engagement session is also organised for the end of May.

Public Sector Leadership - Regulations

The Programme for Government commitment to strengthen the legislative framework has been actioned through new regulations laid in Parliament which will support public bodies' leadership role. The consultation showed strong support for public sector bodies being

Doc: Sustainability Plan update	Page 6	Author: Director of Finance, Logistics & Strategy
Date: 2021-05-26	Version 1	Review Date:

required to set targets for when they will achieve zero direct emissions, and for reduced indirect emissions.

The Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Amendment Order 2020 sets out that public bodies will be required to provide in their annual reports the following information where applicable:

- ❖ the body's target date for achieving zero direct emissions of greenhouse gases, or such other targets that demonstrate how the body is contributing to Scotland achieving its emissions reduction targets;
- ❖ targets for reducing indirect emissions of greenhouse gases;
- ❖ how the body will align its spending plans and use of resources to contribute to reducing emissions and delivering its emissions reduction targets;
- ❖ how the body will publish, or otherwise make available, its progress to achieving its emissions reduction targets; and
- ❖ where applicable, what contribution the body has made to helping deliver Scotland's Climate Change Adaptation Programme.

The new requirements apply from the report year ending on 31 March 2022 onwards.

Further detailed guidance is due to be issued by Scottish Government.

SECTION 4: SUMMARY

All of the significant work noted above now needs to be collated into:

- ❖ a more formal programme of actions building upon the gaps in our current self assessment
- ❖ a Climate Change Risk Assessment and Adaptation Plan
- ❖ the supply chain opportunities and
- ❖ our new statutory requirements.

This also needs to be aligned to the new Scotland sustainability strategy and our own refreshed Sustainability plan and strategy including a staff and stakeholder engagement plan. It is proposed this work be reported back to the Board in September 2021.

The refreshed Sustainability Group will lead this, support is also being sought from Health Facilities Scotland and/or external expertise. Current reporting on progress is to the Executive Team.

SECTION 5: CONSULTATION

Updated work reported through the Sustainability Group.

APPENDICES:

Appendix 1 - Sustainability Plan 2020-2023 (approved by Board January 2020)

Doc: Sustainability Plan update	Page 7	Author: Director of Finance, Logistics & Strategy
Date: 2021-05-26	Version 1	Review Date:



**Scottish
Ambulance
Service**

Taking Care to the Patient

SCOTTISH AMBULANCE SERVICE

Sustainability Plan 2020 – 2023

DOCUMENT CONTROL SHEET:

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Introduction

"Healthcare delivery needs to be financially and environmentally sustainable – so that we can meet the needs of patients today, whilst ensuring we have a service that is fit for purpose and meets the needs of people tomorrow and beyond."
(Reference: NHS Sustainable Development Unit – Route Map for Sustainable Health).

The scale of the challenges currently facing the NHS cannot be underestimated with rising patient demands and expectations and the shifting demographic structure of the population.

In addition, amongst the greatest global threats we face are: climate change; environmental pollution; over-use and irresponsible disposal of plastics and; biodiversity dropping below safe levels for the support and wellbeing of human societies.

Scottish Government recently declared a Climate Emergency. Independent of that announcement, the UK Committee for Climate Change issued a report with recommendations for greenhouse gas emissions reduction across UK. The Committee has recommended that Scotland reduce to 'net-zero emissions' by 2045, with interim targets for 2030 (70%) and 2040 (90%).

Scottish Government has accepted the Committee's recommendations in full and has indicated that the upcoming new Climate Change Act will reflect these targets. This will lead to a revision of the associated Climate Change Plan, which is likely to set ambitious targets for the Scottish Public Sector across its estate, transport, and supply chain.

The Scottish Ambulance Service needs to be in a position to respond to these challenges and this Sustainability Plan will describe how we propose to do this over the next 1-3 years. It will describe specifically

1. NHS Scotland position and priorities in advance of the NHS Scotland Sustainability Strategy that is due to be published in March 2020
2. The Scottish Ambulance Service Sustainable Development Policy Statement. This aims to confirm the Scottish Ambulance Service commitment in ensuring that we embed sustainability into our policy development and delivery of our services.
3. The wider strategic context
4. The governance framework we propose to strengthen to ensure our sustainability action plan is delivered
5. Our current baseline using the recently completed Sustainability Assessment Tool
6. Our current gaps and future plans to improve our performance
7. The update action plan with timescales and responsibilities to deliver this improvement including clear trajectories and targets

Doc: Name Sustainability Plan	Page 2	Author: Head of Estates
Doc: Name Sustainability Plan	Page 2	Author: Head of Estates
Date: 2020-01-29	Version 0.1	Review Date:

1. NHS Scotland Position and Priorities

NHSScotland has already made significant progress in reducing the emissions from its estate. At the end of 2018/19, greenhouse gas emissions were down by more than 54% on 1990 levels. However, these figures do not include emissions associated with transport or our supply chain.

Climate change should not be considered in isolation and that a wider approach to sustainability is required. To that end, the wider NHS are working together on a NHSScotland Sustainability Strategy. This Strategy will cover 16 areas of focus and will be supported by the NHSScotland Sustainability Assessment Tool; the Strategy will be published by March 2020. This sustainability plan will be reviewed and updated following publication of the wider NHS Strategy.

It is important that NHSScotland demonstrates that we are responding to the emergency declaration in an appropriate manner.

It is being proposed therefore that NHSScotland make a series of initial high-level commitments that will form the basis of the Sustainability Strategy.

These commitments are:

1. **NHSScotland will be a ‘net-zero’ greenhouse gas emissions organisation by 2045 at the latest.**

Where feasible, this will be achieved sooner but detailed plans are in the process of being developed as part of the Strategy. This aligns with Scottish Government policy and the UK Committee for Climate Change recommendations.

2. **All NHSScotland new buildings and major refurbishments will be designed to have net-zero greenhouse emissions from April 2020.**

Where the design process of proposed new buildings/major refurbishments is already underway, these will be reviewed to determine whether their environmental performance can be improved. Where a net-zero building is not currently practical, a ‘Net-zero Routemap’ for the building will be included as part of the design process.

For the existing NHSScotland estate, ‘Net-zero Routemaps’ will be developed for all major sites. These will set out detailed plans on how each site can achieve net-zero greenhouse gas emissions by (latest) 2045.

A NHSScotland Sustainable Construction Guide will be produced by end March 2020 to ensure all sustainability issues are considered in the design of new buildings/major refurbishments, e.g. provision of greenspace, provision of active travel infrastructure, use of sustainable materials, etc.

3. **Each NHS Board should undertake a Climate Change Risk Assessment covering all operational areas and produce a Climate Change Adaptation Plan to ensure resilience of service under changing climate conditions.**

These Risk Assessments and Plans should be completed by the end of 2020.

4. **NHSScotland transport GHG emissions from its owned fleet (small/medium vehicles) will be net-zero by 2032.**

Net-zero emissions across larger vehicles within the fleet will be achieved by 2045.

Each NHS Board will also develop a low-carbon business travel strategy to promote active travel, use of digital innovation, and use of low carbon public transport.

5. The NHS supply chain will be reviewed to determine the extent of associated greenhouse gas emissions and environmental impacts.

Once the extent of environmental impacts is established, a programme of work will be undertaken to minimise these impacts. A NHSScotland Plastics Charter will be developed by 2020. This will facilitate the phasing out of non-clinical single-use plastic, and where possible, move to single-source recyclable.

6. Each NHSScotland Board should establish a Climate Change/ Sustainability Governance group to oversee their transition to a net-zero emissions service.

Climate change/sustainability implications should be included in all NHSScotland business cases and committee papers. Each NHS Board will report annually on their greenhouse gas emissions and overall sustainability performance (using the NHSScotland Sustainability Assessment Tool).

However, it is important to recognise that sustainability is not limited to the environmental and financial aspects alone; if we are to deliver truly sustainable healthcare it is important to focus also on the social aspect of sustainability.

This NHS Scotland Sustainability Strategy and Action Plan aims to set out how the key elements of sustainability can come together to actively support and enable efficient and effective healthcare delivery. It should be viewed as a positive shift in direction that offers tangible benefits and clear opportunities, rather than being another layer of bureaucracy.

This paper will describe how the Scottish Ambulance proposes to take forward its Sustainability work in response to these issues.

2. The Scottish Ambulance Service Sustainable Development Statement

The Scottish Ambulance Service is committed to sustainable development. This means that we need to ensure our policies and how we run our services takes account of sustainable development. We have developed the following statement describing this. By declaring this commitment, and signed by the Chief Executive, this reaffirms our commitment to sustainable development.

This is also shown on Appendix A

The Scottish Ambulance Service is committed to ensuring that it considers Sustainability in all its actions and decisions. Sustainable Development is one of the guiding principles in the Service's Strategic and Operational Planning process.

The Service recognises its responsibilities to promote development which meets the needs of the service

- without compromising the ability of future generations or other communities to meet their needs, and,*
- without overburdening the ecosystems on which we all depend for our social,*

Doc: Name Sustainability Plan	Page 4	Author: Head of Estates
Date: 2020-01-29	Version 0.1	Review Date:

environmental and economic well-being.

The Service acknowledges the great potential benefits within policies and practices relating to employment, training, procurement, transport, energy, waste management and capital development policies and practices that create and support sustainable communities, through minimising environmental damage and promoting social and economic well-being and development.

.....
Pauline Howie, Chief Executive, January 2020

Sign off of this statement will form the basis of the new and updated approach to Sustainability within the Service.

3. The Wider Strategic Context

It is the Scottish Government's view (backed by science) that Scotland is already feeling the effects of a changing climate, and more serious impacts are being felt across the world, particularly in more vulnerable communities.

In 2009 the Scottish Government (SG) passed the most ambitious climate change legislation in the world. The Public Sector, including the NHS, is required to make a positive contribution to delivering the challenging targets in the Climate Change (Scotland) Act 2009. Part 4, Section 44 of the Act places duties on public bodies relating to climate change which require them to: contribute to carbon emissions reduction targets; play their part in climate change adaptation; and to act sustainably.

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

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

The changing climate could have significant implications for the health and wellbeing of the UK population. Extreme weather events e.g. hot/cold/dry/wet/storms/flooding etc. and other changes in weather patterns and climate will test transport, communications, fuel, and energy networks, which will negatively affect delivery of health and social care services. The weather extremes experienced in 2018 – cold and hot - bring into sharp relief some of the potential impacts associated with climate change that could become the new 'normal'.

New diseases and pests and the knock-on implications for food production etc. and the movement and migration of people for various reasons - including rising sea levels and food and water scarcity - will significantly affect front-line patient care,

Doc: Name Sustainability Plan	Page 5	Author: Head of Estates
Date: 2020-01-29	Version 0.1	Review Date:

and increase pressure on already stretched NHS budgets.

The health and social care system will play a crucial role in addressing the health impacts associated with climate change. The Service must seriously consider the business continuity risks associated with climate change in order to fully address the climate-related challenges that will affect service delivery in future - responding to both projected and current impacts of climate change.

Beyond climate change, the Service must continue to develop a more sustainable approach to healthcare; whereby environmental costs are considered to be as important as financial costs - and the contribution clinical activity and decisions have on environmental impacts is recognised and addressed.

Plastic use and disposal and biodiversity loss are also key issues and, whilst the link between healthcare delivery and reducing the associated impacts may not seem immediately obvious, the NHS does have a role to play.

Biodiversity loss is a global issue, but steps can be taken at a local level to address impacts. Our Service has a duty to support local action by protecting and encouraging biodiversity on existing greenspace on the estate. Nature, biodiversity and greenspace play a key role in healthy living and illness recovery, and spending time in/with nature has been shown to be beneficial for a range of medical conditions.

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

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

The Scottish Government's 'Policy for Property and Asset Management in NHS Scotland' (CEL 35 (2010)) requires all NHS bodies to have a Property and Asset Management Strategy (PAMS).

The PAMS is in place to ensure that the Board's assets can respond to continuing organisational and service challenges by ensuring that they are fit for purpose, positively support service delivery and contribute to enhancing the service user's experience.

The 'sustainability' agenda underpins outcomes within the PAMS. Aligning the PAMS with energy/environmental and sustainability policies/strategies is vital to address the challenges faced by the Board. For example the energy efficiency/carbon reduction aspect of sustainability can help:

- Address maintenance and backlog maintenance issues
- Improve the quality of the environment for patients and staff
- Contribute towards mitigating NHS business continuity issues and operational constraints imposed by budget cuts; and
- Develop an affordable and strategic energy/carbon reduction programme, based on the energy hierarchy, in order that savings can be maximised in line with current expectations and to ensure best value for NHS/Public money.

Doc: Name Sustainability Plan	Page 6	Author: Head of Estates
Date: 2020-01-29	Version 0.1	Review Date:

The Scottish Government's 'Policy on Sustainable Development for NHS Scotland' (CEL 2 (2012)) recognises that the way NHS Boards manage their own assets and resources is vital to support sustainability of healthcare operations.

CEL2 (2012) requires each NHS Scotland body to produce a Sustainable Development Action Plan (Sustainability Action Plan) which sets out the organisation's contribution to the Scottish Government wider sustainable development aims and objectives, and also reinforces the Scottish Governments view that the built estate is a priority in the drive to reduce energy use and costs and tackle climate change.

This Sustainability Action Plan and the associated Policy Statement fulfil CEL 2 (2012) requirements and apply to all activities undertaken by or on behalf of the Board.

4. The Governance Framework to deliver this

The Scottish Ambulance Service recognises that to deliver the plan effectively, appropriate governance, management, monitoring and communication structures must be in place. It is also important that the sustainability plans align to the Board 2030 strategy and the Board short, medium and long term objectives.

The current Sustainability Group will be updated recognizing the priority of this work and building upon the sustainability action plan. Appendix 2 describes the current governance structure to oversee these processes and this will form a good basis for the work going forward.

Annual updates will be provided to the Board and quarterly updates will be provided to the Executive Team.

5. The Sustainability Assessment Tool – what's our baseline?

There is a national commitment to align sustainability at Board level with 17 global goals set by the United Nations. The 17 Sustainable Development Goals (SDGs) provide a broad framework based around the three dimensions of sustainability (social, environmental and economic) to deliver 169 targets that address global poverty and injustice.

In 2018/19 NHSNSS/Health Facilities Scotland (HFS) commissioned an independent assessment of each Board's sustainability performance using the Sustainability Assessment Tool (SAT) that is aligned directly with the SDGs (and hence Scotland's National Performance Framework).

Scores have been calculated against a range of criteria across 16 Key Performance Indicators (KPIs) that are set out in below:

Governance & Policy - *Responsibility and accountability is clear within our organisation. There should be representation from each area of the organisation. Our corporate strategies, values, mission statement, vision and principles reflect our commitment to sustainability. Our corporate strategy and local delivery plan underpin ambitious targets to reduce negative impacts such as carbon emissions, air pollution*

Doc: Name Sustainability Plan	Page 7	Author: Head of Estates
Date: 2020-01-29	Version 0.1	Review Date:

and maximise benefits of health promotion, illness prevention, biodiversity and social value.

Awareness - *To promote, encourage, educate and champion behavioural change towards sustainability for a healthier NHSScotland.*

Environmental Management - *Conserving natural resources, such as fossil fuels and water, and protecting the environment from all forms of man-made pollution is the keystone of environmental sustainability for both planetary and population health. Environmental Management Systems (EMS) provide the framework that helps improve our energy and water efficiency and our environmental sustainability.*

Capital Projects - *The provision of healthy and sustainable environments requires radical rethinking on how we design, plan, create and operate genuinely sustainable developments. The success of a building's performance in terms of sustainability outcomes is dependent on the decisions taken at the design, procurement and construction stages of a development and the actions taken at the post-completion, operational and end-of-life stages.*

Sustainable Care - *All services aim to deliver the best quality of care within the resources available. This has always been a challenge and will become increasingly so as costs escalate, scarce resources diminish and weather patterns become more unpredictable. To be prepared for changing times, climates and events it is becoming increasingly important to consider the environmental and social impact of how our services are delivered.*

Procurement & Supply - *Sustainable procurement requires us to work in partnership with suppliers and the supply chain to take into account the whole lifecycle, environmental, social and ethical impact of procured goods and services. The products and materials used in delivering health and care are procured from all over the world. An environmentally and socially responsible procurement approach provides an opportunity to enhance health and wellbeing globally as well as in the UK.*

Active Travel - *Reducing the use of private cars, either travelling to NHS premises or on NHS business, is one of our biggest opportunities to reduce the health and environmental impacts of transport, including carbon emissions associated with travel. NHS organisations should be exemplar in leading the population-wide shift from sedentary travel to more active travel such as walking and cycling to improve health and promote sustainability.*

Transport - *The health and care system accounts for a significant proportion of road traffic in Scotland with associated health, environmental and financial impacts from carbon emissions, particulates and escalating fuel costs. The Department for Transport has forecast that 'business as usual' transport related emissions in the UK will rise by 35% by 2030 and that NHS transport related emissions will match this trend unless action is taken now.*

Welfare - *We recognise that our staff are our greatest resource and we make sure that they are enabled and supported so that they can use their knowledge and skills to best effect to deliver the best service they can provide.*

Ethical issues - *We demonstrate our commitment to ethical behaviour in all that we do and our staff strive to meet the highest standards of integrity and professionalism.*

Doc: Name Sustainability Plan	Page 8	Author: Head of Estates
Date: 2020-01-29	Version 0.1	Review Date:

Actions around equality and diversity have a positive impact on both our staff and the communities we serve.

Communities - *The NHS, public health and social care organisations play an important role in local communities, as employers, and as core public service providers. They are an integral part of communities and can help support community groups, local agencies and local people to further build a sense of place and identity so people want to live, work and invest there. These elements create the conditions for improved health and wellbeing.*

Waste Management - *Healthcare facilities and services produce tons of waste every day. Waste therefore offers many opportunities for us to significantly shrink our environmental footprint by minimising or eliminating the generation of waste at the source, segregating ordinary waste and diverting recyclable waste from the solid waste stream.*

Adaptation - *All health sector organisations have a vital role to play in adapting to our changing climate. Our actions will have an impact on people's health and wellbeing and the way services are delivered. We expect the effects of climate change are expected to be unequally distributed, affecting disadvantaged people and groups the most. Our efforts to reduce emissions and to adapt our systems must also reduce these inequalities.*

Greenspace - *We recognise the health and therapeutic benefits of greenspace and seek to improve the quality and accessibility of greenspace on our estate and to encourage more use of greenspace by staff, visitors and members of the local community.*

Nature & Biodiversity - *NHSScotland has a valuable and significant outdoor estate. It also has a legal duty and responsibility to enhance and protect that for the benefit of nature and biodiversity (all living things). There is increasing evidence that therapeutic contact with nature has important health and well-being benefits.*

Green House Gases - *We recognise our role in ensuring that Scotland achieves its target of net-zero greenhouse gas emissions by 2045. The identification and reduction of greenhouse gas emissions takes place across the whole of the NHSScotland estate, encompassing emissions arising from energy, water consumption and treatment, waste, anaesthetic gases, transport, business travel and from the goods and services we procure. We also engage staff, visitors and other local agencies to contribute to the delivery of area-wide greenhouse gas reduction strategies and plans.*

All Boards were assessed to determine their current position and the overall scores for all NHS bodies are presented in the table below:

Ayrshire & Arran	Silver	66%
Shetland	Bronze	58%
Lothian	Bronze	58%
Education Scotland	Bronze	53%
Highland	Bronze	53%
Forth Valley	Bronze	53%

Orkney	Bronze	50%
Fife	Bronze	49%
Tayside	Bronze	49%
Dumfries & Galloway	Bronze	49%
SAS	Bronze	49%
NSS	Bronze	48%
NHS 24	Bronze	47%
Greater Glasgow & Clyde	Bronze	46%
Grampian	Bronze	46%
NWTC	Bronze	45%
The State Hospital	Bronze	44%
Health Improvement Scotland	Bronze	42%
Western Isles	Bronze	41%
Lanarkshire	Bronze	40%
Borders		35%
Health Scotland		33%

***Overall Scoring Values**

Bronze: 40% - 64%
Silver: 65% - 79%
Gold: 80&-89%
Platinum: 90%-100%

Following the initial SAT assessment in 2018, follow-up review/re-evaluation meetings took place in December 2018 with the information being released during 2019.

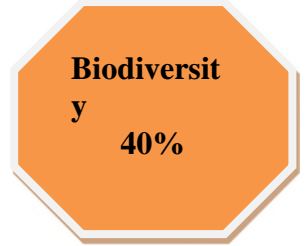
The Scottish Ambulance Service review/re-evaluation resulted in an improved overall score – initially 33% increased to 49%.

Members of the Board’s Sustainability Group participated in and contributed evidence towards the sustainability assessment and the subsequent review/re-evaluation meeting.

The Board’s final score against each Sustainability KPI assessed is shown below:



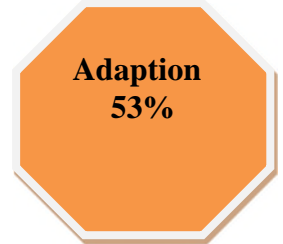
OUR NHS



OUR People



OUR Planet



In certain areas the Board scored well and in others there is work to do to improve performance. The Scottish Ambulance Service will use the SAT baseline and objectives in moving forward to measure, monitor and demonstrate progress in terms of sustainability.

6. The Gap analysis and developing action plan

The sustainability assessment provides a clear focus on gaps that have been identified by the SAT and that need addressed, with a view to shifting the Service onto a low carbon trajectory that will underpin a more sustainable approach to healthcare delivery.

The principles are already being applied by the Service and much work has been done to improve the quality and performance of the building stock.

However, in order for sustainability to be embedded within decision making processes, and be specific to local circumstances, the high level aims below need to be integrated within our planning and decision making processes:

- ✓ sustainability is considered in parallel with economic and healthcare considerations
- ✓ risks associated with climate change are considered and managed – protecting the Board, its patients and the wider population
- ✓ medicines, drugs, clinical equipment and associated services are sourced from suppliers that have clearly demonstrated a commitment to reduce impacts on the environment through sustainable practices including management of their own carbon footprint
- ✓ compliance with current and forthcoming regulation and legislation is prioritised and environmental impacts minimised
- ✓ future-proofing the estate is prioritised i.e. forward planning with climate change mitigation and adaptation in mind and improving existing buildings to reduce costs and environmental impacts and to streamline healthcare delivery (aligned with forthcoming mandatory energy performance standards for all buildings)
- ✓ new buildings commissioned deliver spaces that are highly efficient, low carbon and fit for purpose (aligned with forthcoming mandatory energy performance standards for all buildings)
- ✓ staff, patient and visitor travel is considered a key part of the integrated health and social care agenda i.e. the right care, in the right place at the right time
- ✓ travel planning advice and support is offered at key sites to reduce congestion
- ✓ waste is reduced and efficient use of resources prioritised
- ✓ the health benefits associated with biodiversity and greenspace are explored and maximised

A sustainable – low-carbon – approach to healthcare delivery means the Board will:

- Be leaner in service design and delivery, and

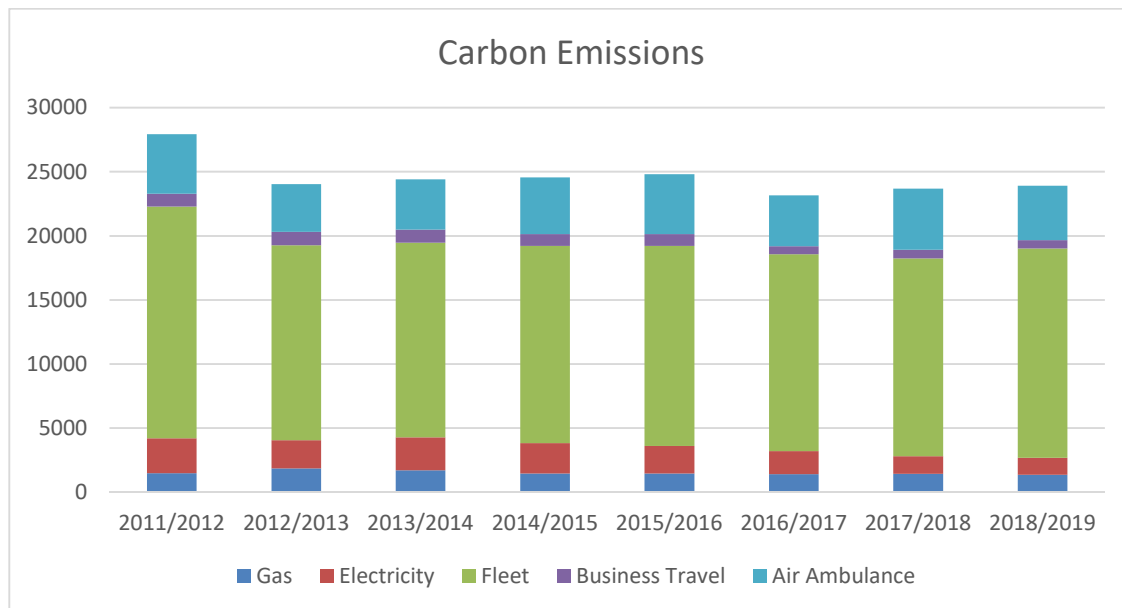
Doc: Name Sustainability Plan	Page 1	Author: Head of Estates
Date: 2020-01-29	Version 0.1	Review Date:

- Use low carbon technologies

The Board needs to engage more effectively with staff and service users to support behavioral change and make it clearer for people to understand what practical steps they can take to support delivery of sustainability outcomes.

Carbon Footprint Update

Our carbon footprint is one of the quantitative metrics used in monitoring our environmental performance. Our carbon footprint is represented by the Carbon (CO₂e) emitted from the energy used across our estate, fuel used by our fleet, our business travel and the major goods and services that we procure or commission. Between 2011/12 and 2018/19, our carbon footprint reduced overall from 27,926 to 23,915 tCO₂e as shown in the table below, a reduction of 14%.



Energy Use Update

We currently have over 130 operational sites across Scotland. The total gross internal area (GIA) of these buildings is 47,742.85m² and these sites are made up of ambulance control centres, ambulance stations, educational and development centres, fleet workshops, three Specialist Operations Response Team bases and administrative offices.

We are actively investigating and implementing appropriate energy efficiency and carbon reduction measures across all our buildings will support the delivery of our carbon reduction target.

We have recently carried out a lamp replacement at our Paisley station. The existing lighting was replaced with LED lighting throughout the building and external areas. The first three months since this change has seen around a 38% drop in consumption over the same period in previous years. This site is our only location where this change has been implemented and we will continue to monitor the consumption. The first full year of monitoring has shown a consistent drop which has now has now stabilised at the lower consumption rate. There are still small increases but these can be attributed to seasonal changes. The table below gives the basic details of the Paisley consumptions and money saved.

Doc: Name Sustainability Plan	Page 2	Author: Head of Estates
Date: 2020-01-29	Version 0.1	Review Date:

<u>Year</u>	<u>Period</u>	<u>Consumption</u>	<u>Consumption</u>	<u>Consumption</u>	<u>Cost</u>
-	-	<u>kWh</u>	<u>kWh</u>	<u>%</u>	<u>£'s</u>
		<u>Target</u>	<u>Actual</u>	<u>Under target</u>	
2016/17	Apr-Jun	15,900	14,507	-9	2,050
2017/18	Apr-Jun	14,508	14,414	-1	2,015
2018/19	Apr-Jun	14,267	8,791	-38	1,249
2018/19	Jul-Sep	15,109	9,028	-40	1,320
2018/19	Oct-Dec	16,119	10,171	-37	1,501
2018/19	Jan-Mar	15,195	10,041	-34	1,438
2019/20	Apr-Jun	8,791	9,453	8	1,450
2019/20	Jul-Sep	9,028	9,218	2	1,507
<u>Unit prices</u>					
2016/17	10.289p	per kWh			
2017/18	7.663p	per kWh			
2018/19	8.221p	per kWh			
2019/20	8.972p	per kWh			

As a result of the finding above, we commissioned an external consultant to assess four locations to provide recommendations for reducing our consumption and costs. The report detailed many opportunities to improve the efficiency of the building but tend to be comparatively high cost with long payback periods. Lighting however is widely known to be a quick and easy way to significantly reduce consumption and cost with a comparatively short payback period of two to three years on the initial investment. Another benefit of LED lighting is a much longer life span which will reduce on-going maintenance and repair.

We have always explored opportunities to improve the resilience of our buildings to extreme weather conditions, deliver energy efficiency as well as ensure that our estate supports our operational and clinical models. Moving forward we will target BREEAM very good for all building refurbishments and will introduce a programme of smart meters where appropriate.

Waste Management Update

In keeping with NHS Scotland policy, the Scottish Ambulance Service is committed to reducing and minimising waste production without compromising healthcare delivery and in line with health and safety regulations. We will continue to promote the environmental and economic benefits of recycling and appropriate waste segregation across all our premises as well as actively engage our waste collection service contractor as much as possible to increase the proportion of general wastes diverted from landfill. In the first year of waste management, 2017/18 we had an on-site recycling rate of 33%. In the first full year of data collection this has increased to 35%, which is still well short of the NHS Scotland target of 70% on-site recycling by 2025. To improve the recycling rates, we could engage in more regular communication with staff to remind them of our obligations.

Sustainable Procurement Update

The Shared Procurement Service's Procurement Strategy supports the Scottish Ambulance Service, Health Scotland and Healthcare Improvement Scotland to deliver their corporate objectives in line with public procurement legislation, the Scottish Model of Procurement and Scottish Government policy. Sustainability was a key element of this strategy with the policy drivers for public procurement predominantly centred around sustainability, economic development and tackling inequality.

Our procurement work focuses delivering savings, efficiencies and sustainable procurement through contracting activity. This includes collaborative working where appropriate.

Sustainable procurement is intended to derive social, environmental and economic benefits from public expenditure in addition to the purchase of the goods or services concerned.

One of our key priorities of our Procurement service is Sustainable procurement. Specifically we will continue to develop our practice with respect to sustainable procurement. This will include looking for ways to broaden access to contracts for Small and Medium Sized Enterprises (SMEs), the third sector and supported businesses; looking for innovation and harnessing more sustainable technologies; encouraging our suppliers to provide more sustainable goods and services with lower carbon emissions; expanding the use of community benefits; embedding fair work practices; promoting equality and tackling inequality.

Fleet Update

As the Service progresses all vehicle specifications through the National Vehicle and Equipment Design Group, consideration is given to the operational needs to allow our staff to best deliver patient care, the reliability of the vehicles in arduous use over several years, best value and sustainability.

Historically, alternative fuels have been restrictive however, the development of alternative fuel vehicles is now changing at a very rapid pace with many viable vehicle types either available now or being indicated as imminent by manufacturers. As the challenges relating to availability of vehicles suitable for operational use, battery life and range, length of time to charge and availability of charging infrastructure improve, the Service want to lead in the transition to specifying electric or alternative fuel vehicles across the fleet as quickly as technically and financially viable.

There is a requirement for 4x4 ability for access and resilience to provide conveyance to patients in remote and rural locations and in the weather extremes being seen more often throughout the year. As viable alternative fuel vehicles become available, these will be brought into the Fleet with all vehicles being alternative fuel by 2030. This date could be enhanced significantly if funding was enhanced to facilitate early vehicle replacements.

Light Fleet Vehicles include scheduled care and support vehicles. Manufacturers are announcing all electric panel vans with the capacity to accommodate most of our scheduled care and support fleet. With typical serviceable life of 10 years from when a viable vehicle is identified, it would take additional funding to improve on the

Doc: Name Sustainability Plan	Page 4	Author: Head of Estates
Date: 2020-01-29	Version 0.1	Review Date:

anticipated transition date of 2030 for this class of vehicle.

The heavier vehicles ranging from 5 tonne A&E up to the 7.5 tonne Specialist Response vehicles provide a greater challenge but signs from manufacturers and potential alternative working practices may allow earlier adoption of alternative fuel vehicles. As these vehicles typically have a 7 year operational life, there is potential to transition to zero emissions by 2030.

The Service is also working with Police Scotland and Scottish Fire and Rescue to develop an integrated electric charging infrastructure network to enable the three Emergency Services to use charging points installed at each other's sites. This will make the use of electric vehicles for operational use much easier.

The development of the electric vehicle charger infrastructure has highlighted that most sites are already at or close to their power supply capacities. Further development of the charger infrastructure will require an integrated approach from power suppliers and users. On sites like Edinburgh City Station for example, where there are over 80 vehicles based, the power requirements are likely to be comparable to the supply required for over 100 homes. This may require provision of a new 33Kv substation.

Emerging technology may provide further options but at this time, the costs & infrastructure to support, for example Hydrogen Cell technology is not well enough established to base robust planning assumptions. However, the Service continues to progress projects to explore these options.

7. Our Sustainability Action Plan

The Board's Sustainability Action Plan 2020 - 2021 (SAP) is attached as **APPENDIX 3** – the SAP is an all-encompassing Action Plan addressing sustainability in its widest sense but with a particular focus on environmental matters.

The SAP provides a mechanism for addressing a range of issues and opportunities that comprise the wider sustainability agenda, and has been prepared with a view to getting the sustainability agenda back on track.

It identifies the wide ranging issues and opportunities that need to be considered, prioritised and addressed in order that the profile of the sustainability agenda is raised, projects and campaigns etc. are supported at a senior level, and compliance with EU, UK and Scottish Government legislation and regulation is ensured. The Actions needed are based upon the key objectives from the SAT assessment.

The SAP has been divided into 2 prioritised phases:

Priority 1- addresses the issues which have been scored by the Sustainability Assessment tool as either 0,1 or 2 – tasks which have not started to be addressed or tasks which have been but have not progressed. These are the tasks which will be monitored by the Sustainability Governance group in the first instance.

The **Priority 2** details all tasks which have been scored at either 3, 4 or 5 – these tasks which are either well on the way to being completed or have scored a 5 as they have been fully completed.

Doc: Name Sustainability Plan	Page 5	Author: Head of Estates
Date: 2020-01-29	Version 0.1	Review Date:

The Sustainability Governance group will review progress against the actions and will report to the Executive Team. Quarterly updates will be provided with annual updates provided to the Board.

In addition progress against the SAP will be measured every two years by independent assessors using the SAT (facilitated by HFS).

The action plan as attached (Appendix 3 and 4) describes the actions required, the current SAT score, an estimated trajectory score and timescale with updates being provided and reviewed by the Group.

**Executive Lead for Sustainability
January 2020**

Doc: Name Sustainability Plan	Page 6	Author: Head of Estates
Date: 2020-01-29	Version 0.1	Review Date:



Scottish Ambulance Service

SUSTAINABLE DEVELOPMENT POLICY

STATEMENT

The Scottish Ambulance Service is committed to ensuring that it considers Sustainability in all its actions and decisions. Sustainable Development is one of the guiding principles in the Service’s Strategic and Operational Planning process.

The Service recognises its responsibilities to promote development which meets the present needs

- without compromising the ability of future generations or other communities to meet their needs, and,
- without overburdening the ecosystems on which we all depend for our social, environmental and economic well-being.

The Service acknowledges the great potential benefits within policies and practices relating to employment, training, procurement, transport, energy, waste management and capital development policies and practices that create and support sustainable communities, through minimising environmental damage and promoting social and economic well-being and development.

Signed/Dated for and on behalf of the Scottish Ambulance Service

.....

Pauline Howie, Chief Executive, January 2020

Doc: Name Sustainability Plan	Page 7	Author: Head of Estates
Date: 2020-01-29	Version 0.1	Review Date:

SCOTTISH AMBULANCE SERVICE



SUSTAINABILITY GOVERNANCE GROUP TERMS OF REFERENCE

1. Purpose

The Group shall provide the Scottish Ambulance Service Executive Team with assurance that the Scottish Ambulance Service is acting as a socially responsible organisation that acts to reduce the environmental impact and enhancing the ethical/social impact of its activities by implementing the Service's Sustainable Development Action Plan and undertaking environmental & ethical improvement work as required to achieve this goal.

2. Accountable to

Pauline Howie, Chief Executive

3. Reporting

The minutes of the Group meetings shall be formally recorded. The Chair of the Group shall draw to the attention of the Executive Team any issues that require disclosure, or Executive action.

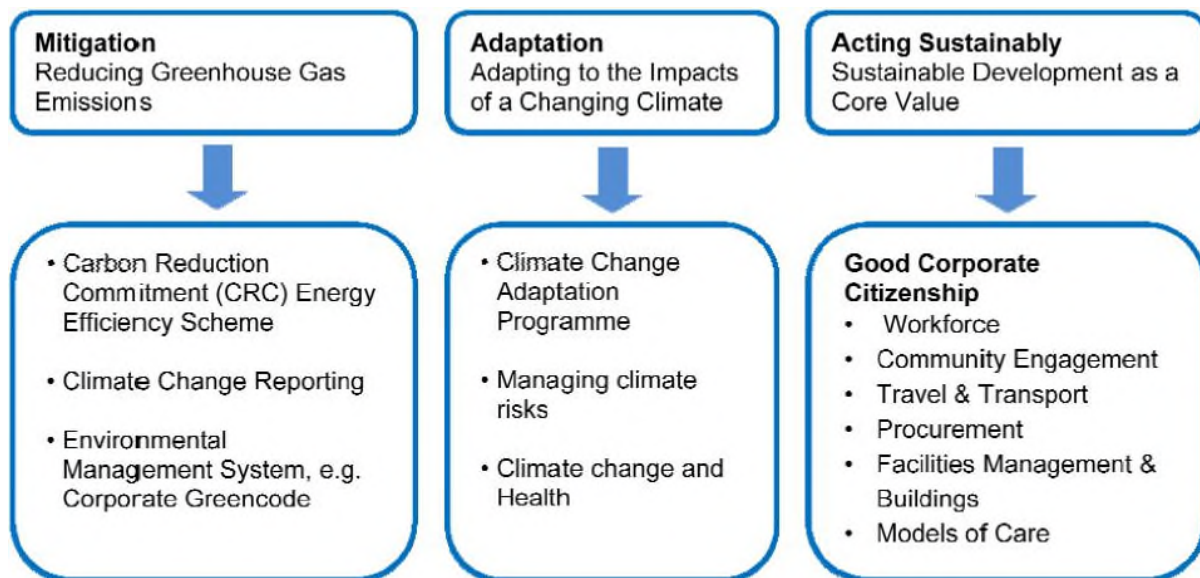
The Group will report quarterly to the Executive Team and annually to the Board in respect of fulfilment of its functions as set out in these Terms of Reference. Such report shall include, but not be limited to, functions undertaken in connection with any pertinent matters in respect of which the Group has been engaged.

Doc: Name Sustainability Plan	Page 8	Author: Head of Estates
Date: 2020-01-29	Version 0.1	Review Date:

4. Objectives

To ensure the Scottish Ambulance Service complies with the three elements of the public bodies duties of the Climate Change (Scotland) Act 2009:

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



5. Responsibilities

- To evaluate, improve and promote sustainability across the Service in financial, social & environmental terms
- To oversee the implementation of the Service's Sustainable Development Plan and the formulation and monitoring of further sustainability action plans.
- To review and report the Service's performance against local and national targets and performance indicators.
- To influence Service Policy and facilitate development and direction of the Service's sustainability programme.
- To promote and raise awareness of sustainable development within the Service and to promote improved performance across the Service.
- To ensure that the Service is an efficient and effective socially responsible organisation
- To extend networking to other relevant organisations and to maintain currency of knowledge and information within the context of Sustainability
- To promote and maintain positive relationships with other agencies, both specialist and generic, to promote the Service's sustainability agenda
- To develop and raise awareness of the Service's Climate Change Adaption Plans.

6. Governance and Assurance

- Instigate a Governance Structure within the Service, to provide oversight of the Service's implementation of the Sustainable Development Plan.
- Provide assurance to the Service's Executive Team and the Board of the

Doc: Name Sustainability Plan	Page 9	Author: Head of Estates
Date: 2020-01-29	Version 0.1	Review Date:

7. Membership

The membership of the group is shaped by those working in roles where they are able to influence and actively contribute at a senior level across the organisation.

The Group shall include:

- Director of Finance & Logistics (Chair)
- Deputy Director of Human Resources
- Head of Estates & Facilities
- Head of Corporate Affairs & Engagement
- General Manager Fleet
- General Manager ICT
- Head of Procurement
- Equalities Manager
- Estates Officer Specialist
- A Clinical Representative
- An Operational Representative (to be added)
- Best Value Programme Director (to be added)

Members will be expected to provide progress updates on their own particular areas. If members cannot attend a meeting, they are required to send an informed and empowered deputy who can make decisions and take actions forward. To be advised in advance of the meeting. Decisions will be considered as taken when a quorate of 6 is present.

Where one of the key elements of the Climate Change (Scotland) Act 2009: mentioned above requires a Senior Responsible Officer (SRO), a proposed nominee is annotated in the table of responsibilities below.

Name	Role	Responsibilities:
Director Finance & Logistics	Chair SRO for Climate Change Adaptation Programme SRO for climate change reporting	<ul style="list-style-type: none"> • Ensure Sustainability and Climate Change mitigation and adaptation are embedded within all Directorate activity. • Provide link to SAS Executive Team
Head of Estates & Facilities	SRO for Buildings & Facilities (inc. Environmental Management System)	<ul style="list-style-type: none"> • Provide strategic guidance and advice on affordability of proposed action plans. • Provide link to property Strategy Implementation • Ensure Sustainability and Climate Change mitigation and adaptation are embedded within all SBU activity.

Head of Corporate Affairs & Engagement	SRO for Community Engagement Programme	<ul style="list-style-type: none"> Ensure Sustainability and Climate Change mitigation and adaptation are embedded within all SBU activity.
General Manager Fleet	SRO for Fleet/travel	<ul style="list-style-type: none"> Ensure Sustainability and Climate Change mitigation and adaptation are embedded within all Fleet activity
General Manager ICT	SRO for ICT Programme	<ul style="list-style-type: none"> Ensure Sustainability and Climate Change mitigation and adaptation are embedded within all ICT activity
Head of Procurement	SRO for Procurement Programme	<ul style="list-style-type: none"> Ensure Sustainability and Climate Change mitigation and adaptation are embedded within all procurement activity
Estates Officer Specialist	Sustainability Lead	<ul style="list-style-type: none"> Strategic lead for sustainability across SAS including: <ul style="list-style-type: none"> - Good Corporate Citizenship - Climate change adaptation - Climate change reporting (and) - Environmental Management Representative
Business Continuity Manager	SRO for Business Continuity	<ul style="list-style-type: none"> Ensure Sustainability and Climate Change mitigation and adaptation are embedded within all SBU activity
Equalities Manager	SRO for Equality and Diversity Programme	<ul style="list-style-type: none"> Ensure Sustainability and Climate Change mitigation and adaptation are embedded within all SBU activity
TBC Clinical Representative	SRO for Clinical Care	<ul style="list-style-type: none"> Provide link to Directors of Public Health Provide link to Clinical leadership Team

8. Frequency of Meetings:

The Group is to meet on a quarterly basis; additional ad hoc meetings may be arranged as required.

9. Documentation:

Agenda and papers will be distributed at least one week in advance. A Summary Record of Decisions capturing decisions and actions arising from each meeting, will be documented and agreed by the Group.

10. Review

The Terms of Reference of the Group shall be reviewed by Executive Team at least annually.

Doc: Name Sustainability Plan	Page 11	Author: Head of Estates
Date: 2020-01-29	Version 0.1	Review Date:

During this review the Group will be assessed to ensure it has performed in accordance with these terms of reference, specifically that:

- The Group has carried out the duties required;
- The Group has reported to the Executive Team and other Forums as required;
- Membership, frequency of meetings and attendance has been as stated;
- The Group has been quorate each time it has met.

Doc: Name Sustainability Plan	Page 12	Author: Head of Estates
Date: 2020-01-29	Version 0.1	Review Date:

Sustainability Action Plan 2020-2021 Phase 1

Owner	Julie Carter/ Raymond Skutecki		Sustainability Assessment Tool	Key performance Indicators Scored either 0, 1 or 2		Status Key	
Distribution Status	Sustainability Group				Red - Task not Started		
Version/ Date	Version 1.0 06/01/20				Amber - In progress		
					Green - Task Completed		
Action Point No.	Original Score	Description of Action/Discussion Point	Action Owner	Status / Latest Update	Target Score	Target Completion	Status
1		Governance and Policy					
1.0	2	To ensure our corporate strategy, organisational values, mission statement, vision and principles reflect our commitment to sustainability (environmentally, socially and economically).	Julie Carter/R Skutecki	Updated actions will be monitored through the Sustainability Group and Governance Framework	3	To be agreed by the Sustainability Group	
1.1	0	To ensure our corporate strategy and Local Delivery Plan underpin ambitious targets to reduce negative impacts (such as carbon emissions and air pollution) and maximise benefits (health promotion, illness prevention, biodiversity, and social value).	Julie Carter/R Skutecki		1		
1.3	1	To put in place arrangements to ensure we apply the waste minimisation hierarchy within our Board and work with contractors to meet the requirements of the Waste Management Action Plan 2016-2020.	Julie Carter/R Skutecki		2		
2		Awareness					
2.0	0	To put arrangements in place to ensure we engage with our staff to support them to minimise waste and expense at home (e.g. through swap shops, repair facilities, encouragement to recycle or reuse).	Comms/Engagement		1		
2.1	0	Ensure we support staff on how to reduce food waste and help raise awareness of the social, environmental and financial benefits (e.g. Love Food Hate Waste, Good Food Nation).	Comms/Engagement		1		
2.2	0	Provide information to our staff about the cost savings and personal benefits of sustainable modes of commuting (e.g. personal travel planning advice, health benefits of active travel, potential personal savings of different modes of transport).	Comms/Engagement		1		
2.3	2	Ensure where required (either in planning or due to travel issues) we create and communicate site Green Travel Plans clearly to staff, patients, users/clients, visitors, suppliers and to local communities.	Comms/Engagement		3		
2.4	0	Provide evidence that we discourage solo occupancy staff commute journeys (e.g. car sharing networks, access to public transport, free bus links between sites etc.).	Comms/Engagement		1		
2.5	0	Put in place a process to ensure that at Induction, staff are given information about the organisation's sustainability plans and objectives and how they can support them.	Comms/Engagement HR		1		
2.6	2	Create a team of sustainability champions who help support sustainability awareness and action across the organisation.	Comms/Engagement		3		
2.7	2	Ensure and evidence that our staff are supported with sustainability training (e.g. staff induction, Learn Pro) and have access to CPD events and local/national forums which help embed sustainability as a key aspect of high-quality healthcare within the organisation.	Comms/Engagement/H R		3		
2.8	0	Ensure a process is in place which can be evidenced that our workforce is highly aware of our organisation's sustainability objectives as a result of learning, development and training opportunities we provide.	Comms/Engagement/H R		1		

Action Point No.	Original Score	Description of Action/Discussion Point	Action Owner	Status / Latest Update	Target Score	Target Completion	Status
2.9	0	Put in place a clear communications plan around the promotion of sustainability to staff, patients, visitors and the local community. This communication makes staff aware of our plans, policies and processes and supports them to make sustainable choices.	Comms/Engagement		1		
3		Environmental Management					
3.0	2	Put a process in place which can be evidenced that we encourage innovation and support new technologies that help improve our usage and carbon performance related to energy and water usage.	Estates		3		
3.1	0	Ensure through modification, refurbishment or repair that we generate at least 11 % of our heat demand through on-site renewables or low carbon technologies in line with Scottish Government targets.	Estates		1		
3.2	1	Put a process in place which can be evidenced that we work with our on-site contractors/suppliers to ensure they also help reduce our water and energy usage.	Estates		2		
3.3	0	Ensure we can demonstrate/evidence that our approach is leading to continual reduction in levels of hazardous substances and chemicals in our estate.	Estates		1		
3.4	1	Demonstrate /evidence that the suitability of products containing hazardous substances are reviewed as part of the procurement cycle work and we seek to replace these, where possible, with non-toxic or less hazardous alternatives (e.g. through national procurement advisory panels)	Estates		2		
4		Procurement and Supply					
4.0	2	Provide evidence that we monitor the environmental impacts (CO2e and air pollution) associated with our suppliers' transport and logistics and are actively working with our suppliers to find ways to minimise their traffic burden (e.g. more efficiently planned deliveries, less polluting vehicles etc.).	Procurement		3		
4.1	1	Provide evidence that we have identified our strategic suppliers and can evidence that we are working with them to reduce the overall carbon impacts of the goods and services that they provide to our organisation.	Procurement		2		
4.2	0	Provide evidence that we actively promote access to sustainable products to our staff and patients (e.g. regularly hosting a local products marketplace, promoting local farmers markets).	Procurement		1		
5		Active Travel					
4.0	0	Put arrangements in place (if not already there) to evidence we carry out an annual travel survey to monitor the travel choices for our staff, visitors, patients, users and clients and measure shifts in modes of transport.	HR/Engagement		1		
4.1	2	Provide evidence or put arrangements in place in order to do so, that we can demonstrate that we have taken action to reduce traffic and associated air quality impacts in our local area. (e.g. through the Health Outcomes of Travel Tool).	R.Skutecki / Comms		2		
4.2	1	Ensure that appropriate resource and expertise is available/in place to manage the implementation of our biodiversity action plan, and where possible we work in partnership to increase the value of our estate by increasing both use and connectivity with the surrounding environment and evidence this.	Estates/Healthy Working Lives		2		
6		Transport					
6.0	1	Provide evidence that we choose locations for meetings that are accessible using public transport.	Corporate Affairs		2		
7		Welfare					
7.0	1	Ensure and provide evidence (e.g. through surveys and staff feedback) that staff wellbeing has been improved by greater access to green space during working hours.	HR/Healthy Working Lives		2		
7.1	2	Provide evidence that we provide staff with opportunities and encourage engagement in, local volunteering activities in maintenance of green space and biodiversity.	Comms/Engagement		3		

Action Point No.	Original Score	Description of Action/Discussion Point	Action Owner	Status / Latest Update	Target Score	Target Completion	Status
8		Ethical Issues					
8.1	0	Provide evidence that we have a clear and publicly available Modern Slavery Statement.	A. Tobin / HR		5		
9		Communities					
9.0	2	Provide evidence/demonstrate we collaborate closely with stakeholders to support local area improvement of travel services and infrastructure (e.g. Local authorities, public transport and taxi services, Universities and local businesses etc.).	Comms/Corporate		3		
9.1	2	Provide evidence/demonstrate we work with our partners and stakeholders to assist with improvement of local air quality, i.e. develop plans to reduce our traffic impacts, support infrastructure for active travel and promote the use of public transport and active travel.	Comms/Engagement		3		
9.2	2	Put arrangements in place, if not already there, and evidence that we work with volunteers and other members of our local community in the delivery of our sustainable development objectives.	Comms/Engagement		3		
9.3	2	Provide evidence or demonstrate that we engage with our strategic Community Planning Partnerships and Civil Contingency partners to identify and assess specific climate change events e.g. a local river flood risk, to ensure our adaptation and contingency strategies are harmonious and do not over burden other resources/infrastructure during a major event.	NRRD/Engagement		3		
9.4	0	Evidence our plans for maintaining and enhancing green space and biodiversity and access to such are publicly available and easy to understand (e.g. with clear diagrams, images and maps).	Estates/Comms & Engagement		1		
9.5	0	Demonstrate/provide evidence we work with local greenspace, biodiversity partners and voluntary organisations (e.g. wildlife trusts, bee keepers, local nature partnerships, rambles medal routes etc.) to promote the use of greenspace both within and outwith our estate	Estates/R.Skutecki		1		
9.6	0	Put arrangements in place, if not already there, to evidence/demonstrate that we seek to ensure that underrepresented and disadvantaged groups within our local community are engaged in our sustainability initiatives through providing accessible multi format/language resources, information and advice where appropriate.	A.Tobin / Engagement		1		
9.7	1	Ensure / put in place processes to maximise the opportunities to support our local community (e.g. staff volunteering, access to knowledge, supporting charities and shared services to the third sector) and evidence.	Comms/Engagement		2		
9.8	0	Provide evidence we support community initiatives (e.g. community gardens, the running of food banks etc.) to meet the needs of our local community.	A. Tobin / Engagement		1		
9.9	0	Provide evidence that when opportunities arise we contribute effectively to the plans of our key partners in the local area, and use these opportunities to discuss and promote sustainability.	Engagement		1		
10		Waste					
10.0	0	Provide evidence that our stock management and streamlining of products lines have led to a reduction in waste across all areas of the organisation (e.g. Consumables, FM etc.).	Estates		1		
10.1	2	Demonstrate we have initiatives in place to reduce overall material use in the products we buy and the services we deliver, in line with the Scottish Government Strategy 'Making Things Last' and Scottish Government waste reduction target of 15% by 2025 (using a 2011 baseline).	Estates		3		
10.2	1	Evidence that we apply the waste minimisation hierarchy within our Board and work with contractors to meet the requirements of the Waste Management Action Plan 2016-2020.	Estates		2		
10.3	0	Ensure we can demonstrate that our waste prevention plans are effective and the amount of waste generated is lower this year compared to last year.	Estates		1		
11		Adaption					

Action Point No.	Original Score	Description of Action/Discussion Point	Action Owner	Status / Latest Update	Target Score	Target Completion	Status
11.0	2	Provide evidence that we have developed a Climate Change Risk Assessment (CCRA) to highlight risks to continuity and resilience of supply, which is reviewed annually or after an event or near miss.	Estates/NRRD		3		
11.1	2	Provide evidence that we have included contingencies to ensure business continuity / service delivery for water/power shortages and supply chain interruptions. These are captured in our CCRA with mitigating measures set out in our Business Continuity Plan .	Estates/NRRD		3		
11.2	2	Provide evidence that we have developed local protocols (aligned to national heat wave plans, cold weather plans and multiagency flood plans) in relation to Civil Contingencies Act, Climate Change Risk Assessment and National Adaptation Programme.	Estates/NRRD		3		
11.3	2	Evidence that we risk assess the impact of our adaptation decisions on local communities (e.g. Use of air conditioning and effects on climate change and urban heat island effects, impact of flood attenuation measures downstream etc.).	Estates/NRRD		3		
12		Greenspace					
12.0	2	Provide evidence that we have assessed the impacts of the provision of our services on useable greenspace and this has allowed us to put in place mitigating actions to reduce any adverse impacts	Estates		3		
12.1	2	Demonstrate / evidence that we promote the health benefits of green space to our staff, patients and the wider community.	Estates		3		
12.2	2	Provide evidence that we provide green and natural areas and views to trees/green areas even where land is constrained (making use of small areas even when we don't have any natural or extensive landscape e.g. window boxes, green walls, green roofs, rainwater gardens, verges and potted plants, growing boxes, raised beds and trees).	Estates		3		
13		Biodiversity					
13.0	2	Provide evidence that we have assessed the impacts of the provision of our services on local biodiversity and this has allowed us to put in place mitigating actions to reduce any adverse impacts, and identify enhancement actions to increase biodiversity value	Eestates		3		
14		Greenhouse Gases					
14.0	2	Put in place, if not already there, to evidence we have a carbon reduction programme, this is approved by the board and supported financially (e.g. spend to save).	Estates		3		
14.1	2	Evidence that we annually we measure our carbon impact including core emissions such as energy, water, waste, and business travel, and we analyse trends over time to help validate performance and ensure lessons are learned.	Estates		3		
14.2	0	Evidence that we quantify our 'citizen' footprint; the carbon impact we have some influence over such as staff commuting habits and patient and visitor travel as well as staff home utility usage.	Estates		1		
14.3	2	Provide evidence that we consistently encourage our staff and patients to consider and reduce the carbon emissions and climate change impacts of high impact activity such as air travel, vehicle use, energy use and food supply.	Estates		3		
14.4	2	We have made carbon emissions 'visible' in key identified high carbon activities where patient and staff choice is available to encourage behaviour change (e.g. choice of lease car, options for travel mode, data heavy IT use, turning off lights/equipment).	Estates		3		
14.5	1	Evidence that our carbon emissions and trend data are reported to staff, patients and the public annually through our Public Sector Climate Change and sustainability reporting.	Estates		2		

Sustainability Action Plan 2020-2021 Phase 2

Sustainability Assessment Tool Key Performance Indicators Scored either 3, 4 or 5

For Information Only. No Further Action for the Moment

Status Key
Red - Task Not Started
Yellow - Task In Progress
Green - Task Completed

Action Point No.	Original Score	Description of Action/Discussion Point	Action Update	Status
1		Governance and Policy		
1.0	5	Responsibility and accountability for sustainability is clear in our organisation (e.g. we have a named Executive Board Member sustainability lead / champion and an operational lead).	Completed	Green
1.1	3	We have reviewed our building stock and our Property and Asset Management Strategy (PAMS) demonstrates our commitment to sustainability. We have communicated this clearly to staff and key partners (e.g. NPD, PPP and PFI contractors and other landlords and maintainers).	No Further Action for the Moment	Yellow
1.2	3	We have a clear sustainability action plan with SMART targets and named responsible leads aligned with other organisational policies and plans (e.g. Cost Improvement Plan, Estates Strategy).	No Further Action for the Moment	Yellow
1.3	3	We have a Executive Board approved healthy/active travel plan, developed in coordination with staff, patients, users, clients, visitors and local communities, to encourage active travel and the use of public transport.	No Further Action for the Moment	Yellow
1.4	3	We have a Executive board approved adaptation plan/strategy (informed by our climate change risk assessment), which is linked our Business Continuity and resilience planning.	No Further Action for the Moment	Yellow
1.5	3	There is a formal process to engage all relevant parts of our organisation (e.g. building, planning, public health and procurement) to take a coordinated approach to implementation of our sustainability objectives, such as an internal Sustainability Working Group.	No Further Action for the Moment	Yellow
1.6	3	Sustainability is a material consideration in all business cases and option appraisals.	No Further Action for the Moment	Yellow
1.7	3	We have a process/awareness raising programme to ensure that decision makers, procurement and commercial teams and budget holders fully understand their role/responsibilities towards the requirements of the Procurement Reform (Scotland) Act and Sustainable Procurement Duty.	No Further Action for the Moment	Yellow
1.8	3	We have a Board approved travel policy that states where business travel is unavoidable we apply a travel hierarchy, promoting active travel, public transport, car sharing and low carbon vehicles before single occupancy standard vehicles.	No Further Action for the Moment	Yellow
1.9	3	We report key environmental, social, and financial sustainability performance indicators to the Executive Board on a regular basis (at least 6 monthly) and more broadly via our annual report and public sector climate change reporting. Our sustainability reporting reflects clear quantified progress over a series of years.	No Further Action for the Moment	Yellow
1.10	4	Our Executive Board papers feature a standing section on sustainability.	No Further Action for the Moment	Yellow
1.11	3	We regularly report our energy and water usage/performance progress to our Exec Board and nationally via PAMS.	No Further Action for the Moment	Yellow
1.12	3	We report on the quality and accessibility of our green spaces and biodiversity regularly to the Executive Board, emphasising the value of green space in health environments.	No Further Action for the Moment	Yellow
1.13	3	We have assessed the financial impacts of climate change to our organisation and the cost of doing nothing, and this is clearly communicated to our Executive Board.	No Further Action for the Moment	Yellow
2		Awareness		
2.0	3	We communicate our adaptation plans to staff and how they tie into our major incident plans.	No Further Action for the Moment	Yellow
2.1	3	We have a current engagement campaign that encourages staff to be more sustainable and promotes healthy sustainable lifestyles (e.g. energy and water conservation, resource efficiency advice, active travel support etc.).	No Further Action for the Moment	Yellow
2.2	3	We communicate to staff and patients the value we place on being a low carbon organisation due to the adverse effects of climate change on human health.	No Further Action for the Moment	Yellow
2.3	3	We encourage our staff to be part of the organisation's sustainability journey through an engaging and coordinated approach / campaign that staff can identify and contribute to.	No Further Action for the Moment	Yellow
2.4	3	We demonstrate a commitment to sustainability nationally by participating in national sustainability campaigns (e.g. Climate Week, Earth Hour and International Day of Happiness) and encourage staff to be involved.	No Further Action for the Moment	Yellow
3		Environmental Management		

3.0	4	We have developed and implemented, or contribute to, a corporate Environmental Management System (EMS) which demonstrates our legal compliance and objectives and targets aimed at reducing our environmental impact. The Legal Register and the objectives and targets are reviewed on at least an annual basis.	No Further Action for the Moment	
3.1	5	We have developed and implemented systems to monitor our energy and water use closely, across all our sites (owned and leased).	Completed	
3.2	3	For all water and energy efficiency measure we put in place a measurement and validation process to ensure that the proposed benefits and savings are being achieved.	No Further Action for the Moment	
3.3	3	We regularly assess space utilisation via EAMS appraisals across our estate to ensure we maximise the value of our estate, knowing the most efficient estate is a lean estate.	No Further Action for the Moment	
3.4	4	Across our major sites we have implemented significant sub metering for electricity, heat and water to better help the management of demand and to detect leaks.	No Further Action for the Moment	
3.5	3	We can demonstrate that our approach is leading to a continual reduction in our absolute levels of energy and water use and reducing carbon emissions.	No Further Action for the Moment	
3.6	4	We have ambitious targets to reduce our energy and water demand to improve our energy and water efficiency.	No Further Action for the Moment	
3.7	4	We have a risk based system in place for recording the use of hazardous substances and chemicals on our estate (e.g. cleaning materials, solvents, paints and other items which may be classed as hazardous waste or may cause harm to the environment) and for ensuring that all legal requirements are met (e.g. COSHH).	No Further Action for the Moment	
3.8	4	Staff who routinely use hazardous substances such as those involved in cleaning, decontamination and laboratory activities receive specific training to minimise the use of chemicals.	No Further Action for the Moment	
4		Procurement and Supply		
4.0	3	Where feasible we adopt minimum environmental product specifications, such as the Government Buying Standards.	No Further Action for the Moment	
4.1	3	We ensure all timber and paper products, after minimising demand, at least meets government guidelines (e.g. Government Buying Standards, FSC and recycled content).	No Further Action for the Moment	
4.2	3	We can evidence that we operate on a risk management basis where the products and services we buy undergo an assessment of sustainability impacts and opportunities (e.g. through use of the Sustainable Public Procurement Prioritisation Tool, Scottish Government Sustainability Test and Life Cycle Impact Mapping), and we manage sustainability risks during the procurement process.	No Further Action for the Moment	
4.3	3	We have a proactive approach to identifying potential social, economic, environmental opportunities in procurement and supplier management (e.g. through the Scottish Government Sustainability Test, Green Public Procurement (GPP) or beyond the minimum requirements in the Government Buying Standards).	No Further Action for the Moment	
4.4	3	Whole life costing is a core part of all procurements, and we review opportunities to change supply routes and practices to identify circular economy opportunities.	No Further Action for the Moment	
4.5	3	We evaluate energy and water consumption as a factor in whole life costing during the procurement of relevant goods and services.	No Further Action for the Moment	
4.6	3	We engage in dialogue with our key suppliers to encourage them to use resources sustainably in their own operations and request evidence on implementation (e.g. via CAP domestic services group).	No Further Action for the Moment	
4.7	3	We work with our major suppliers to understand the resilience and contingencies within their supply chain during extreme weather events.	No Further Action for the Moment	
4.8	3	We encourage innovative solutions from suppliers that achieve our sustainability goals.	No Further Action for the Moment	
4.9	3	We have committed to increase our spend with SMEs, third sector bodies and supported businesses for products and services procured directly by our Board.	No Further Action for the Moment	
4.10	3	We monitor and report our spend with SME's, third sector bodies and supported businesses.	No Further Action for the Moment	
4.11	3	We have embedded ethical and labour standards in our procurement policies.	No Further Action for the Moment	
4.12	3	We can evidence which products pose a high ethical and labour standards risk and have implemented mitigation processes.	No Further Action for the Moment	
4.13	3	We can demonstrate that the goods that we procure are ethically sourced.	No Further Action for the Moment	
4.14	3	We have clear processes in place to manage our duty of care (e.g. health and safety) to all contractors and third party personnel working on our sites or on our behalf.	No Further Action for the Moment	
4.15	4	Where appropriate we ask prospective suppliers to confirm that they comply with the Modern Slavery Act 2015.	No Further Action for the Moment	
4.16	3	We capture and quantify the sustainability improvements directly attributable to procurement / commercial interventions and publish our performance in our annual procurement report.	No Further Action for the Moment	
4.17	3	Our sustainability commitments are reflected in our existing procurement policy frameworks (e.g. integrated in our Procurement Strategy in line with the Sustainable Procurement Duty).	No Further Action for the Moment	
4.18	3	Key contracts have CO2e and/or NOx reduction KPIs for the delivery/logistics associated with goods and services and is monitored.	No Further Action for the Moment	
4.19	3	We engage with suppliers of high biotoxicity risk products to identify and manage these risk (e.g. extraction of raw materials and handling and transport of goods).	No Further Action for the Moment	
5		Active Travel	No Further Action for the Moment	

5.0	4	We have introduced facilities to encourage active travel (e.g. secure cycle parking, bike lock ups, showers, and lockers) that are accessible to staff and visitors alike.	No Further Action for the Moment	
5.1	3	We encourage staff with training and incentives to uptake and increase active travel (e.g. cycle to work guarantee scheme, bike loans, and cycle mileage rates competitive with driving rates).	No Further Action for the Moment	
5.2	3	We provide detailed information to patients, users, clients and visitors on how to avoid using a car when accessing our sites (e.g. information on webpages, patient appointment letters, meeting requests and locally at sites).	No Further Action for the Moment	
5.3	4	We have a Board approved travel policy that states where business travel is unavoidable we apply a travel hierarchy, promoting active travel, public transport, car sharing and low carbon vehicles before single occupancy standard vehicles.	No Further Action for the Moment	
6		Transport		
6.0	5	We have a lead(s) to manage sustainable travel for the organisation encompassing; business travel, fleet, logistics, private user schemes, car parking and transport services.	Completed	
6.1	3	We segment and can report on business travel/mileage claims to assess trends on high users (e.g. directorates, departments or services), and implement and measure actions to reduce business mileage.	No Further Action for the Moment	
6.2	3	We have calculated the carbon footprint of our business travel (all road, rail and air) and patient transport services, and set carbon reduction target for business mileage emissions.	No Further Action for the Moment	
6.3	3	We can demonstrate that our carbon emissions from travel and transport are reducing in line with achieving our local target.	No Further Action for the Moment	
6.4	3	During procurement of our own pool cars, fleet vehicles and/or logistics and transport solutions we assess which option is the most sustainable i.e. measuring the CO2e, NOX, PM2.5 impacts of each option/vehicle type.	No Further Action for the Moment	
6.5	3	We ensure lower carbon transport is specified across staff benefits and Board policy and strategy, and our lease car policy does not support high emission vehicles.	No Further Action for the Moment	
6.6	3	Senior level approval is required for all high carbon business travel (e.g. flights or high gCO2/km hire cars).	No Further Action for the Moment	
6.7	3	We offer and staff can access processes and technologies to avoid business mileage such as tele and video conferencing, staff are also provided with awareness of the facilities, training and support on their use.	No Further Action for the Moment	
7		Welfare	No Further Action for the Moment	
7.0	3	We work with our local strategic partnership and other key partners to plan improved access to employment opportunities in our organisation.	No Further Action for the Moment	
7.1	3	We have schemes in place to help long-term unemployed people into work.	No Further Action for the Moment	
7.2	3	We engage and work with other local employers to develop programmes to nurture the required skill base for our needs and community needs.	No Further Action for the Moment	
7.3	4	We can demonstrate that we are taking action to improve the health and wellbeing of our workforce in line with Scottish Government National Performance Framework targets and indicators.	No Further Action for the Moment	
7.4	3	We provide support and schemes to all staff dependant on their specific needs (e.g. parents and carers and childcare vouchers, play areas, space for breastfeeding, school holiday play schemes or vouchers for these).	No Further Action for the Moment	
7.5	3	We offer flexible working and support to accommodate specific personal needs of all staff (e.g. parent, carers, accessibility etc.) to enhance staff wellbeing.	No Further Action for the Moment	
7.6	3	Our staff report high levels of awareness and satisfaction of the facilities and/or schemes to support staff (e.g. salary sacrifice childcare vouchers, access to credit unions etc.).	No Further Action for the Moment	
7.7	3	We communicate the benefits of sustainable products and services to our employees, to encourage staff to maximise similar benefits at home.	No Further Action for the Moment	
7.8	4	We have an action plan to promote and support health choices in all parts of the workplace, including off site, (e.g. an absence management policy, alcohol drugs and stress management strategies and promotion of healthy food choices).	No Further Action for the Moment	
7.9	3	We have visible processes and support to improve the health of our workforce (e.g. offering fitness classes, enabling active travel, providing healthy food choices, providing accessible spaces for staff for rest and reflection).	No Further Action for the Moment	
7.10	3	We work in partnership with local organisations, trade unions and staff in the development of our working practices. We share our ideas and learning with other organisations.	No Further Action for the Moment	
7.11	3	Our workforce strategy has been independently verified for positive impacts on health, wellbeing and sustainable development (e.g. Investors in people or similar).	No Further Action for the Moment	
7.12	3	We offer opportunities to build skills and experience (e.g. work placements, volunteering and apprenticeships).	No Further Action for the Moment	
8		Ethical Issues		
8.0	5	We are living wage employers to reduce the staff risk of food and fuel poverty.	Completed	
8.1	5	We have an equality and diversity policy that measures our access to equal opportunities and is aligned to requirements under the Equality Act (2010) and the Public Sector Equality Duty.	Completed	
9		Communities		
9.0	3	We consult with other local health, social care and public agencies (e.g. STP, ACO, HSCP, ambulance, police) and local community/ third sector groups, as we brief, design, build and operate our facilities to ensure outcomes and impact are optimised.	No Further Action for the Moment	

9.1	3	We work with local stakeholders (e.g. Local Authority, community groups, Local Health Resilience Partnerships, Community Planning and Civil Contingency partners) in identifying risks posed by current weather and climate, and we review the risks at least annually.	No Further Action for the Moment	
9.2	3	We work with our Community Planning Partners in developing clear plans / strategy actions to ensure vulnerable communities are supported during any extreme weather events.	No Further Action for the Moment	
9.3	3	Our PAMS is informed and developed with a wide range of stakeholders, including our staff, patients, visitors and local community.	No Further Action for the Moment	
10		Waste		
10.0	3	We take a pan-organisation approach to ensure a co-ordinated action on waste minimisation (e.g. procurement. FM, pharmacy, clinicians etc.), and each area has a Waste Minimisation and Recovery Plan with specific targets and objectives to reduce waste and increase material recovery.	No Further Action for the Moment	
10.1	4	We capture and monitor waste outputs and their associated costs (carbon, financial and social) closely across different parts of the organisation and over time.	No Further Action for the Moment	
10.2	3	We work with our supply chain and use initiatives (e.g. Warp-IT) to maximise repair and reuse onsite of durable goods within our organisation (e.g. furniture, IT, building materials and reusable medical devices).	No Further Action for the Moment	
10.3	3	We have a system/process in place that identifies suitable opportunities to convert our "waste" into a resource (e.g. furniture re-use schemes and donations of IT and medical supplies) to community groups or charities.	No Further Action for the Moment	
11		Adaption		
11.0	3	We carried out an assessment of flood risk of our estate, access routes and supporting infrastructure (e.g. utilities, IT and supplies) and workforce based on current and future projected climate conditions.	No Further Action for the Moment	
11.1	3	We have reviewed the risks, and created mitigation actions, to workforce and service delivery due to changes in disease patterns and to the health needs of the population.	No Further Action for the Moment	
11.2	3	Our workforce is prepared and trained to deal with different extreme weather scenarios.	No Further Action for the Moment	
11.3	3	We understand there are scarcity issues within key resources (such as medical gas supply, vaccines) and have a mitigation and contingency to ensure this doesn't affect business continuity and delivery of care.	No Further Action for the Moment	
11.4	3	Our organisation has a clear adaptation lead, responsible for coordination of adaption planning, resilience and emergency preparedness.	No Further Action for the Moment	
11.5	3	We can evidence at least one example of how we have implemented innovative/new technologies that help improve the resilience, flexibility and adaptation our systems and infrastructure.	No Further Action for the Moment	
11.6	3	The effects of climate change are embedded in our Organisation's risk register, in relation to clinical needs, types of clinical intervention, the quality of our estate and supporting infrastructure.	No Further Action for the Moment	
11.7	3	We involve representatives from sustainability, finance, estates management, emergency preparedness/planning, HR, business continuity and local partner organisations or communities to ensure a co-ordinated and integrated adaptation plan.	No Further Action for the Moment	
12		Greenhouse Gases		
12.0	3	We estimate the carbon emissions of our procurement to identify areas for targeted action.	No Further Action for the Moment	
12.1	3	We identify and maximise carbon reduction opportunities in all estates investments, particularly in energy and transport.	No Further Action for the Moment	
12.2	3	We have set SMART carbon targets in relation to various carbon hotspots (e.g. energy, travel, goods), with a baseline year and clear target date (e.g. aligned to or exceeding the Climate Change Act targets).	No Further Action for the Moment	
12.3	3	We are on course to achieve our carbon reduction target in line with the Climate Change (Scotland) Act or similarly aligned carbon target.	No Further Action for the Moment	
12.4	3	We have identified which of the products and services that we source have a big contribution to our overall carbon footprint (in use and/or embedded) and can evidence interventions to reduce their impacts (e.g. by specifying lower carbon alternatives).	No Further Action for the Moment	
12.5	3	We work closely with other local agencies such as our local authority, universities and third sector organisations to contribute to the delivery of area wide carbon reduction strategies and plans.	No Further Action for the Moment	