

# SUSTAINABILITY & CLIMATE CHANGE

OUR ROAD TO NET-ZERO AND SUSTAINABLE  
HEALTHCARE

2022-2026



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# WELCOME



Scientists and public health experts describe climate change as “the biggest threat to global health of the 21<sup>st</sup> Century”. Climate change impacts on health, and extreme changes in the weather and environment increase existing health problems, as well as creating new ones. That means the delivery of our services will need to change.

In addition to the effect climate change will have on future demand for our services, we also have to consider the significant impact the NHS has on the environment. Estimates attribute 5.4% of total emissions to the NHS, a full percentage point higher than the global healthcare average of 4.4%. Climate change is no longer just the concern of property and estates sustainability teams, it is an organisational concern and needs us all to play our own part, however large or small, to make healthcare more sustainable.

We have a duty of care, as custodians of our planet, not only to the people and communities we serve, but also to the environments we operate within, and our ambitions reflect the need for action across the whole health and social care system. In this respect our strategy will underpin “Our Health Together”, our new organisational strategy which is currently under development. It is, by design, ambitious and will ensure we are ready to meet the challenges of climate change.

The ability to make meaningful progress requires engagement and involvement from every part of our organisation. We need to take actions which range from reducing energy used in our buildings; decarbonising our fleet; to reducing business travel, and also reviewing our procurement practices and supply chain emissions. It also means having a greater understanding of the impacts climate change has on public health, and how we plan our services and prepare for this as an organisation. We must understand and, where we can, limit the impact of how we deliver care, and in doing so ensure that we carry out our duties in a manner that is ethical, fair, and just.

Our role as an anchor organisation means we are committed to acting for the benefit of the communities we serve across Lanarkshire, and we recognise that we can positively contribute to local areas in many ways beyond providing healthcare. It is our aspiration that our strategies have a focus on making a difference by working more closely with our local partners in North and South Lanarkshire to use our buildings and spaces for social benefit, providing opportunities for recreation and physical activity, improving access to high quality outdoor space, making local sourcing possible, therefore reducing our environmental impact.

We can only achieve our goals by working in collaboration with our HSCP partners, third sector organisations across North and South Lanarkshire and our service users to ensure we deliver our services in a responsible, sustainable, and considerate way that will benefit the communities we serve and beyond – ensuring a sustainable future for all.

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(Chief Executive)

**Heather Knox**

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Date

# INTRODUCTION

## 2

The climate emergency is a health emergency. Climate change threatens the very foundations of good health, with direct and immediate consequences for the NHS, our patients, and the communities we serve. We are seeing the reality of climate change unfolding, with nine of the ten hottest years on record occurring within the last decade.

Without accelerated action there will be hotter and wetter conditions in Scotland, increases in the frequency and intensity of extreme weather events like heatwaves and flooding, and increased spread of infectious diseases. If left unabated, these impacts will have negative consequences for health and wellbeing and ultimately, the delivery of healthcare services & biodiversity globally.

In November 2021, NHS Scotland published its consultation draft, 'Climate Emergency Sustainability Strategy' indicating how important the NHS is in helping to deliver net-zero, meeting the requirements of the UN Sustainable Development Goals (SDGs). It concluded that, left unabated, climate change will disrupt care, with poor environmental health contributing to major diseases, including cardiac related illness, asthma, and cancer. The strategy details the actions necessary for the entire NHS to reach net-zero emissions by 2040.

We are proud of the contribution NHS Lanarkshire (NHSL) makes towards improving health as a healthcare provider; through research and development; as a major employer and contributor to the local economy, and as an organisation that promotes public health, responding to socio-economic change.

Moving forward we need to understand the impacts of climate change on health and illness, recognising that NHSL needs to be responsive and adjust to continue to be sustainable for future generations. Inequalities is a key consideration as it directly correlates with the impact of climate change on the health of our local communities. There are obvious benefits to tackling climate change and inequalities in tandem, therefore ensuring that we consider all our strategies through our triple lens of:

- **Promoting Wellbeing**
- **Addressing inequalities**
- **Ensuring sustainability.**

## UN Sustainable Development Goals

Recognising the interdependence between sustainability goals set out by the United Nations (UN) and our main development goals as highlighted below.



Figure 1 - UN Sustainable Development Goals (SDGs)

The social, financial and environmental resources of the NHS are limited and need to be used and managed appropriately. Sustainability means that we consider these elements together and prioritise action where positive change in one can benefit others. That is why our approach to sustainable development is based on the three pillars of:

## Our NHS, Our People, Our Planet

### What is our ambition?

NHS Lanarkshire has a proven track record of delivering carbon reduction but it is clear that with the rate and scale of change required, it is necessary to review where we are, what needs to change, and how we can plan effectively for the future and go beyond net-zero. As such, we will aim:

***'To deliver a net zero sustainable health service that is equitable, just, and resilient to the effects of climate change, whilst providing efficient, patient-focussed care now and for future generations.'***

# A CLEAR STRATEGIC INTENT

NHSL considers environmental and social sustainability as a priority for the organisation to ensure the health and wellbeing of the communities we serve. In line with national and government policy requirements, the Board will contain the environmental impact of its activities to a practical minimum consistent with its responsibilities in providing high quality patient care. The Board will strive to perform better than all legislative and other Scottish Government Policy requirements and will in particular seek to;

- Become a net-zero greenhouse gas emissions health service by 2040.
- Identify, assess, and take action to reduce and eliminate where possible any pollution (including micro-plastics and pharmaceutical residues), arising directly from our activities.
- Monitor water usage and take action to reduce unnecessary water consumption.
- Assess the extent and quality of our greenspace, and take actions to improve the contribution our estate makes to biodiversity.
- Manage our greenspace to increase its provision and improve access, quality and regular use by staff, service users, and the local community.
- Collaborate with our local partners to improve the natural links between NHS greenspace and other local areas of greenspace;
- Decarbonise our owned and leased fleet of small and medium vehicles by 2025;
- Ensure all NHS Lanarkshire new buildings and major refurbishments will be designed to have net-zero greenhouse emissions from April 2020. Where a net-zero design is not currently practicable, a route map showing how net-zero emissions will be achieved before 2045 will be produced.
- Ensure the existing estate is energy efficient, has a route to net-zero emissions and is resilient to the effects of climate change.
- Decarbonise the provision of heat in our buildings by 2038.
- Increase NHSL's contribution to tackling the ecological emergency and restoring biodiversity.
- Raise awareness of our sustainability plans, policies and processes, supporting staff, patients and the wider community to make sustainable choices and proactively engage with this agenda;
- Engage and consult with protected characteristic groups to play a part in our sustainability journey;
- Tackle Climate Change and Health inequalities in tandem and engaging Community Planning Partnerships (CPPs)

Implementation of this strategy will only be achieved by securing the support of staff at all levels working for or on behalf of NHSL and through the development, implementation and regular review of policies and procedures. NHSL will support relevant initiatives in the community aimed at improving the organisation's overall sustainability performance.

# OUR JOURNEY TO NET-ZERO SUSTAINABLE HEALTHCARE

## What is net-zero?

Net zero is a term used to describe targets to reduce carbon-related emissions and limit the effects of climate change, such as global warming.

Put simply, net-zero refers to the balance between the amount of greenhouse gas emissions produced through everyday activities, and the amount removed from the atmosphere. We reach net-zero when the amount we add is no more than the amount taken away.

Emissions reporting is broken down into different categories or 'Scopes' (as seen in Fig.1). Scopes outline the emissions associated with our activity and can fluctuate depending on the intensity or type of activity. As seen later in the document, the scale of Scope 3 emissions (i.e. the supply chain) is considerable. However, this has not yet been fully mapped.

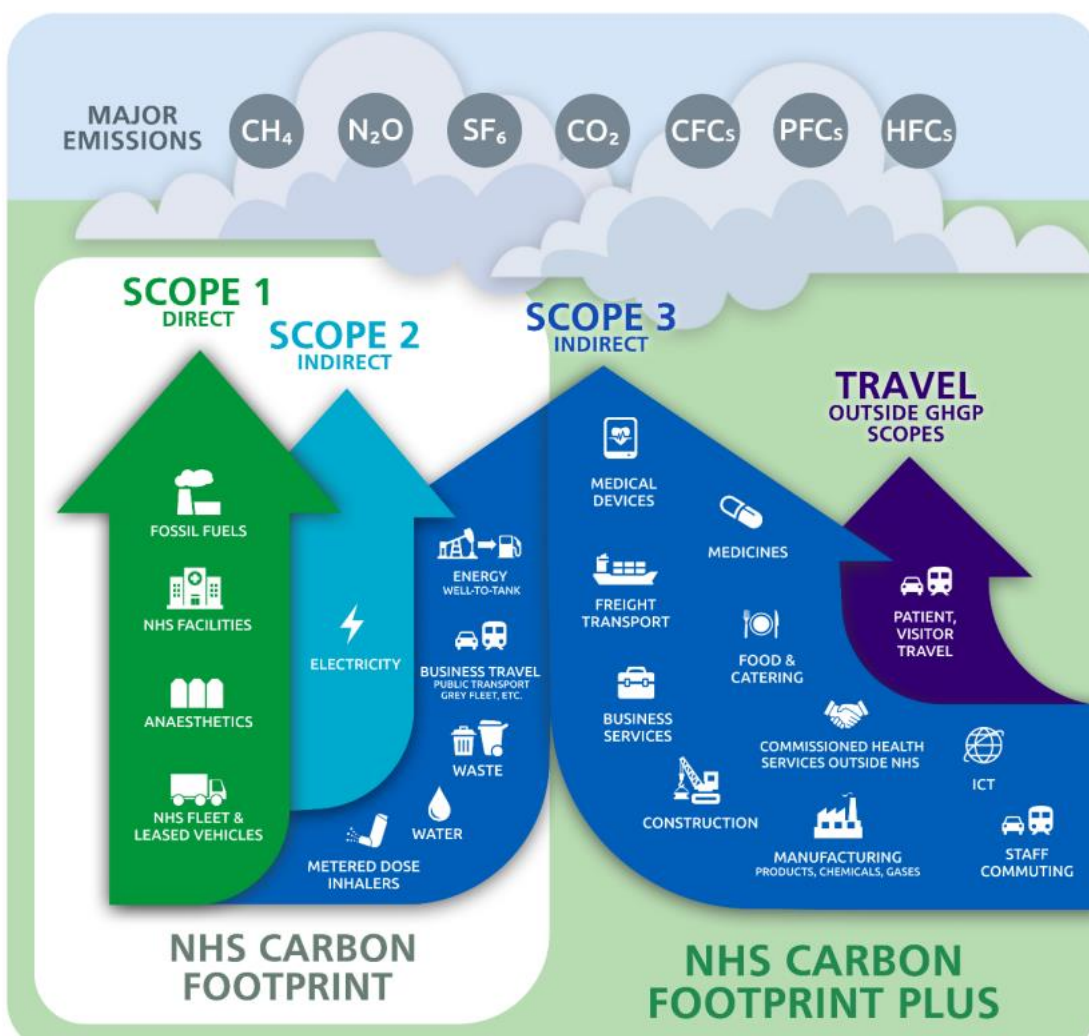


Figure 2 - Scopes of Emissions. Source: NHS England

The pandemic has had a significant impact across all areas of service delivery and the remobilisation and recovery of health and social care is a key priority. This remobilisation process presents opportunities to review and redesign models of care, and to build more sustainable services that can meet the needs of our populations now and in the future by embracing positive change.

To effectively address the twin challenges of climate change and ecological decline, reducing emissions is only part of the picture and goes much wider. In-keeping with other organisations, we use the term 'net-zero' as shorthand to describe a broad range of activities that we support, including:

- Reducing emissions.
- Adapting to the consequences of climate change that are already taking place (termed “climate adaptation” or “mitigation”).
- Protecting and improving greenspace and biodiversity.
- Supporting improved public health and lessen inequalities through green jobs and a just transition for businesses, sectors and communities.
- Promoting and scaling up circular economy practices and service models

## **What is a Sustainability and Climate Change Strategy?**

Our Sustainability & Climate Change Strategy provides a structured way to set out our journey to net-zero emissions, and to document initiatives that are already underway, as well as future projects. A five-year timeframe allows for us to plan areas of immediate carbon reduction and to develop greater understanding and gather information in other areas.

NHSL’s Sustainability & Climate Change Strategy reflects national priorities by aligning with the plans, actions and timescales laid out in DL (2021) 38 “*A Policy for NHS Scotland on the Climate Emergency and Sustainable Development*”.

## **The overarching aims of our Sustainability & Climate Change Strategy are to ensure:**

- NHS Lanarkshire is a net-zero emission Health Board by 2040
- As part of “Our Health Together”, prioritise actions which simultaneously improve patient care, community wellbeing, and reduce inequalities, while tackling climate change and broader sustainability issues;
- Plan for and make capital investments, while increasing operational efficiencies.

Our targets are SMART (specific, measurable, achievable, realistic, and time-bound) and are focused on early efforts to directly reduce carbon emissions.



## What do we do?

NHSL is responsible improving the health of over 654,000 people within its catchment area of responsibility. 14,000 staff provide our services in a variety of settings, ranging from the community through to acute wards, as well as secure settings over a geographic area of 2,181 square kilometres.

NHS Lanarkshire has a relatively large existing estate comprising a geographically and functionally diverse property portfolio providing circa 299,939 m<sup>2</sup> of accommodation.

The size of the estate managed by the NHSL; services are currently present on 65 locations. There are three large acute hospitals within Lanarkshire - University Hospital Hairmyres, University Hospital Monklands and University Hospital Wishaw. Each of these hospitals has an accident and emergency (A&E) department and provides a range of specialist medical and surgical services. Maternity services are based at University Hospital Wishaw.

Primary health care is provided in the community and includes health centres / clinics, community health centres / day hospitals; as well as general practitioners (GPs), dentists, pharmacists, ophthalmists, health visitors and a wide range of allied health professionals.

There are a range of independent contractor facilities that provide a supporting role to NHS Lanarkshire in the delivery of health and care services across the locality.

This amounts to 105 medical practices, 16 branch medical practices, 139 dental practices, 141 pharmacies, and 99 ophthalmic opticians.

Figures are correct at the time of writing and are subject to change.



# WHERE ARE WE NOW?

NHSL has made significant progress in reducing its emissions since 1990. In doing so, we have reduced our impact on the environment and are well positioned when considering 2040 net-zero targets. NHSL has been reporting on its annual greenhouse gas emissions since 1990 following the internationally recognised Greenhouse Gas Protocol (GHG Protocol 12) as part of our reporting process.

Whilst Scope 3 emissions (e.g. staff travel) have been included in recent reports, our understanding of these wider emissions is still growing. As such, it is likely our emissions will increase as the availability of information increases and reporting becomes more robust. We recognise the need for us to widen the scope of reporting to ensure reports are transparent, accurate, and ensure our trajectories are correct as we advance towards net-zero.

Over 70% of NHS Scotland emissions are from indirect sources, the products and services used, rather than being produced directly. The addition of a wider range of emissions sources in our reporting increases the challenge but is essential if we are to embed sustainability across the whole organisation and harness the enthusiasm and determination of the widest range of our staff.

Buildings and travel account for less than half of total NHS emissions, with the bulk of those coming from anaesthetic gases, other medical equipment, pharmaceuticals, and the wider supply chain.

We recognise the wider contribution services have on the environment and for the first time, the 2018/19 report included emissions from anaesthetic gases. Whilst this will be improved on, Figure 4 demonstrates how much wider our scope needs to be.

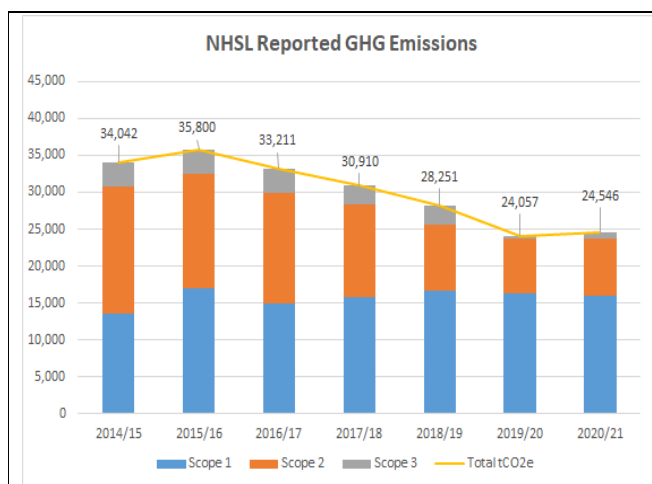


Figure 1 - NHS Lanarkshire Emissions (tonnes CO<sub>2</sub> equivalent (CO<sub>2</sub>e))

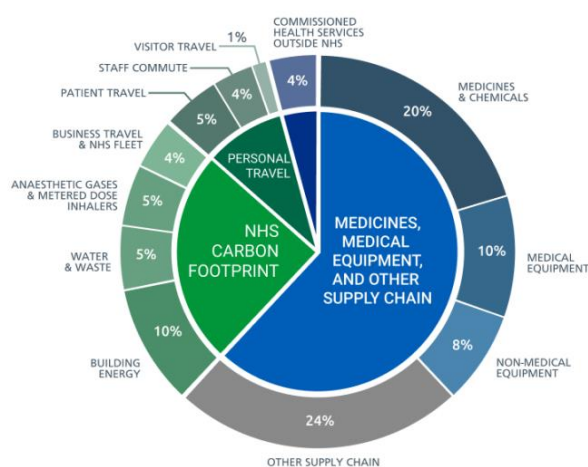


Figure 2 - NHS Source of Emissions. Source: NHS England

# TIMELINE OF OUTCOMES

In 2019, NHS Scotland became the first National Health Service in the UK to commit to becoming a net-zero organisation. Like all sectors of society, they need to accelerate their efforts to cut our greenhouse gas emissions and become environmentally sustainable. The timeline below (Figure 5) details some of milestones NHS Lanarkshire aims to achieve by when in our journey to net-zero by 2040 at the latest.

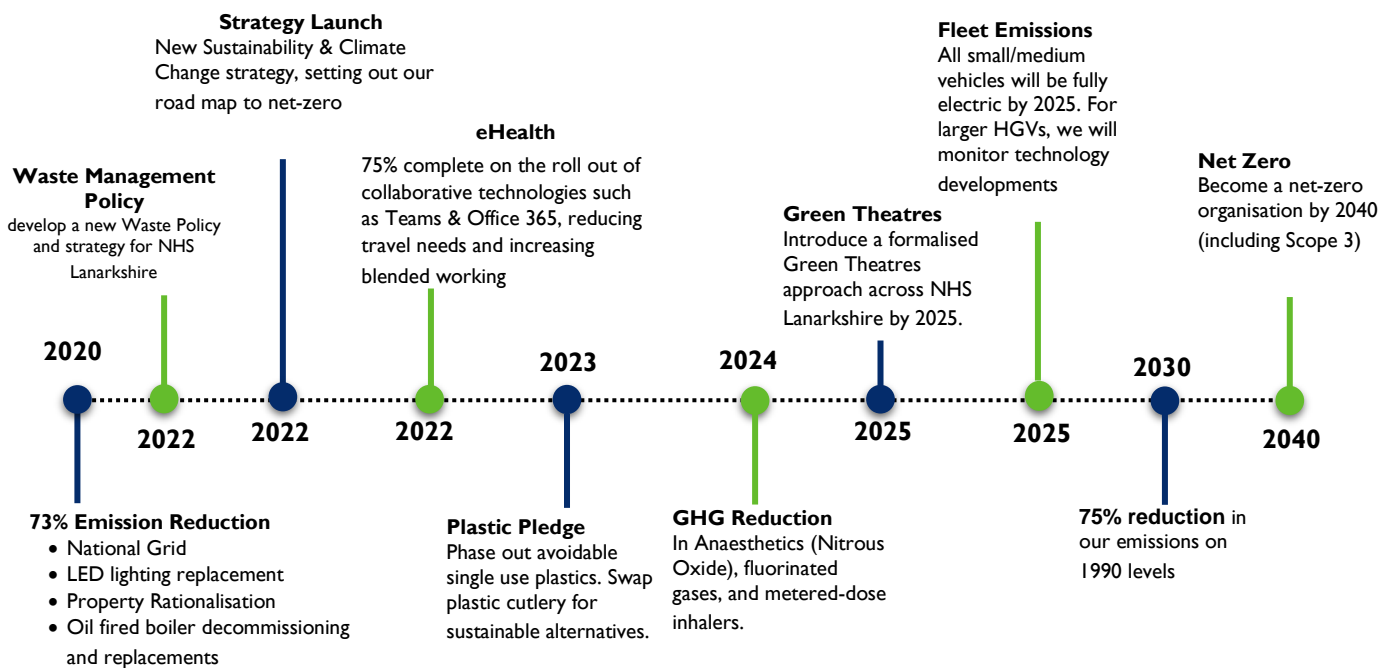


Figure 3 - Timeline of Predicted Outcomes

# GOVERNANCE & REPORTING

## Governance

Our Sustainability and Climate Change Strategy has been developed by senior leads from a broad range of disciplines and functions including Clinicians, Pharmacists and representatives from Property and Facilities. Whilst not an exhaustive list, these representatives form NHS Lanarkshire’s Sustainability and Environment Group. This group has been established for accountability and governance purposes, ensuring that the Sustainability & Climate Change Strategy objectives are delivered and progress towards net-zero is made.

The Sustainability & Climate Change Strategy is championed by our appointed Board-level sustainability lead, who is one of the NHSL’s senior management team. The Strategy is also supported and championed by the Director of Property, Planning & Performance who has sustainability within their portfolio.

The model below illustrates NHSL’s Leadership Board and governance structure

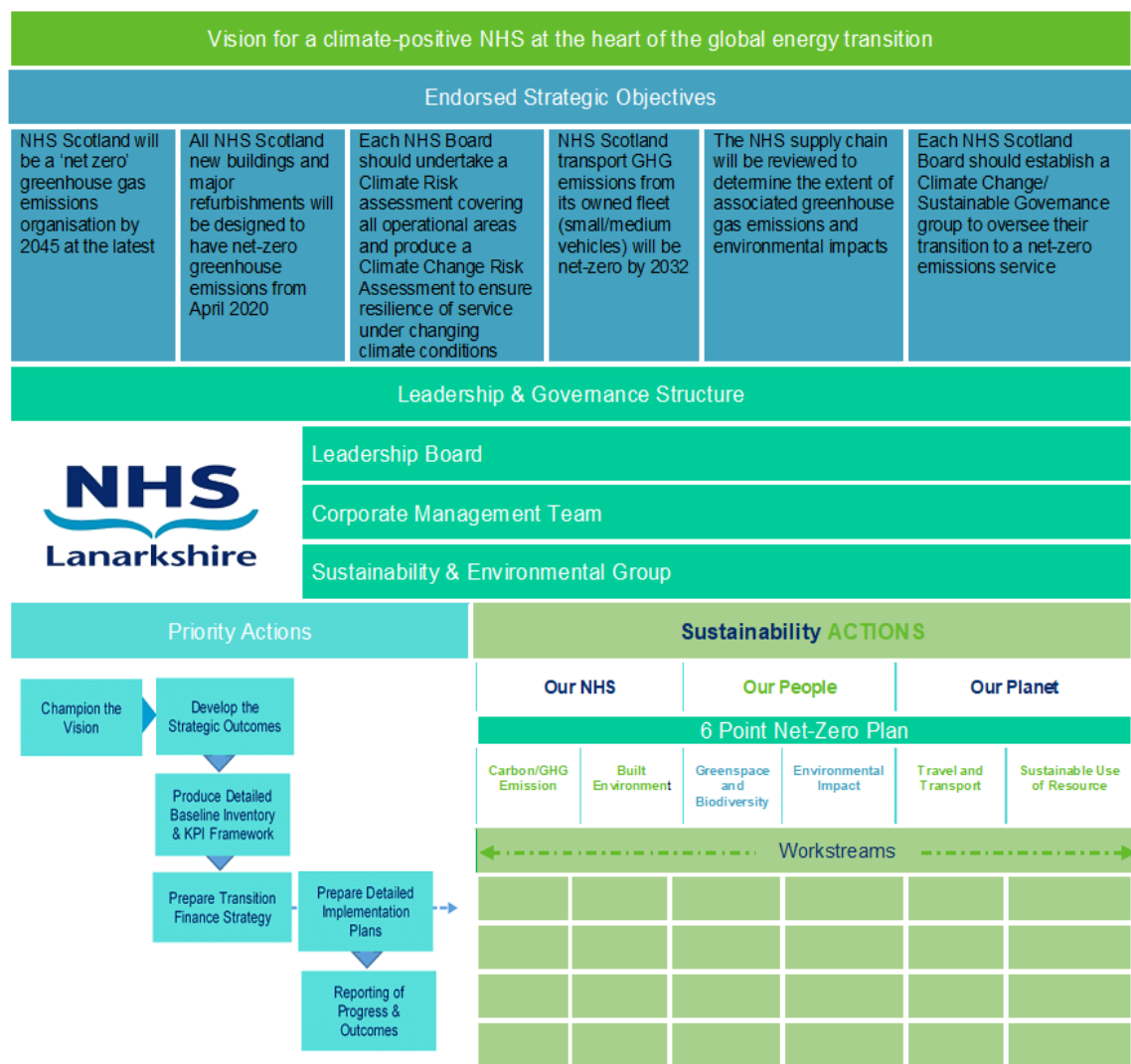


Figure 4 - NHSL Governance Structure

## Monitoring & Reporting

Monitoring progress towards a sustainable NHS through the roll out of this strategy is essential. Appropriate measurements, indicators and outcomes need to be embedded at all organisational levels and throughout the many corporate and service delivery processes and projects which exist.

At NHSL Board level, key indicators are required for governance and transparency to demonstrate that we are meeting both our legal requirements and our public accountability for resources and strategic planning. As such, every corporate director will have sustainability-linked objectives. Additionally, at service level, staff need feedback on the quality improvements they are seeking to make in implementing and maintaining specific changes.

Many of the changes that are made in NHSL are complex, designed to balance different, sometimes conflicting, priorities and take account of unintended consequences. Approaches and methodologies which can support the evaluation and mapping of multiple outcomes in our transformation of services will be key.

The suite of reporting already in place will be enhanced, and we will continue to report to both the Scottish Government and NHS Scotland/NHS Assure on a range of sustainability and energy-related matters. The following outlines what is reported nationally:

- **National Sustainability Assessment Toolkit (NSAT)** - Covering sixteen areas of focus across the spectrum of sustainability and climate change;
- **Public Sector Climate Change Duties Report** – A statutory report, we will continue to enhance the scope and scale of our submission and ensure all relevant information is captured;
- **Climate Change Risk and Adaptation (CCRA)** – Details the risk of climate change to the NHSL estate and how we adapt to changing needs through adaptation plans;
- **Biodiversity Duties Report** – How NHSL promotes and enhances biodiversity throughout its estate, in addition to good quality greenspace.

## Tracking and Reporting Progress

NHSL's Sustainability and Environmental Group meets bimonthly to review progress on the targets and is accountable to NHSL's Corporate Management Team. An annual progress report is submitted to the Board to ensure it remain sighted on the Strategy and agreed actions can be expanded or accelerated where the need has been identified.

Additionally, any submissions nationally or on behalf of NHSL are progressed through the governance outlined above. The review process allows for peer review and new initiatives generated by staff or other partner organisations to be included. It is imperative that the Sustainability & Climate Change Strategy objectives are flexible and can adapt to changing requirements, system asks and our patient population.

## Actions

- Improve the robustness and scope of our reporting;
- Deliver succinct internal reports across a range of metrics and areas of focus;
- Develop key performance indicators and identify any gaps;
- Develop an action plan for delivery of this strategy;
- Continue to deliver on statutory reporting, making improvements wherever possible;
- Develop and implement tools to support sustainability in quality improvement projects.

# OUR AREAS OF FOCUS

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Our Sustainability and Climate Change Strategy is based on six areas of focus. Each area will have a nominated lead who is responsible for setting, reviewing, and updating the agreed objectives as required. A summary of our approach is detailed below.

## CARBON & EMISSIONS



Our Energy

### Ambition

Reduce overall energy consumption by way of an energy efficient estate. Ensuring all new-build facilities are fit for the future.

### Areas of Action

- Reduce consumption;
- Eliminate fossil fuels;
- Introduce on-site generation.



Our Water

### Ambition

Reduce unnecessary water usage and use water efficiently by promoting good water stewardship.

### Areas of Action

- Reduce water use
- Reduce wasted water
- Introduce water efficiency measures where possible and appropriate

## TRAVEL & TRANSPORT



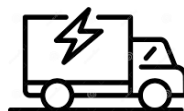
Our Travel

### Ambition

Reduce emissions from business travel and improve access to all modes of active travel.

### Areas of Action

- Understand true emissions from travel (Inc. staff commuting);
- Improve access to active travel;
- Work with partners to improve access to public transport.



Our Fleet

### Ambition

Ensure all small/medium fleet vehicles are EV by 2025

### Areas of Action

- Continue roll-out of EVs and charging infrastructure;
- Assess technology for HGVs;
- Investigate opportunities for staff/public EV charging.

## BUILT ENVIRONMENT



Our Waste

### Ambition

Lean and efficient services where waste is managed to minimise environmental harm, prioritising prevention

### Areas of Action

- Reduce waste;
- Promote re-use and circular economy principles;
- Repurpose;
- Increase recycling and education around waste.



Our Estate

### Ambition

A multi-purpose, biodiverse estate with greenspaces utilised by staff, patients and visitors.

### Areas of Action

- Increased availability and use of good quality greenspace;
- Conserve, protect and enhance biodiversity;
- Linking to emissions, develop an Estates Strategy for decarbonisation;
- Ensure effective utilisation of our Estate;
- Allocation of Capital for projects

## ENVIRONMENTAL IMPACT



### Our Food and Nutrition

#### Ambition

Where possible, look to source healthier, locally produced food to improve wellbeing and reduce emissions from food production and sourcing.

#### Areas of Action

- Consider plant based offering for staff, patients, service users and visitors;
- Local sourcing of products;
- Work with NHS National Services Scotland



### Our Care

#### Ambition

Better promote the link between good environmental stewardship and quality care provision. Ensure care is patient-focussed and low carbon wherever possible.

#### Areas of Action

- Employ the use of technology to enable smarter working;
- A formalised Green Theatres programme with scope to include other clinical areas such as wards.
- Digitising our health and care records;
- Adopt Green Prescribing principles for medicines;
- Engagement of clinical and medical staff.

## GREENSPACE & BIODIVERSITY



### Our People

#### Ambition

To support and empower staff and volunteers to change ways of working to improve sustainability and become champions for sustainability in the wider community.

#### Areas of Action

- Conduct a consultation programme across NHS Lanarkshire to ensure staff views are incorporated into action on climate change;
- Develop and support sustainability networking across NHS Lanarkshire.



### Our Climate

#### Ambition

Ensure a resilient and robust health service which responds to a changing climate.

#### Areas of Action

- Implement Climate Change Risk Adaptation Plan;
- Develop an on-going risk management approach to climate change;
- Adopt mitigation and adaptation measures to ensure a resilient estate.

## SUSTAINABLE USE OF RESOURCES



### Our Service

#### Ambition

Ensure future service design is interlinked with sustainability and net-zero targets.

#### Areas of Action

- Early engagement in the planning and service design process;
- Embed sustainability into the decision-making process;
- Identify areas of opportunity and collaboration.



### Our Procurement

#### Ambition

Reduce emissions from supply chain and employ Circular Economy principles throughout all procurement activities.

#### Areas of Action

- Engage with NHS National Procurement & Zero Waste Scotland to promote a circular economy in NHSL;
- Understand and influence what we buy;
- Investigate opportunities for economies of scale and efficiencies in how we buy locally and nationally.

# IN DEPTH: OUR AREAS OF FOCUS

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## CARBON & EMISSIONS

Addressing carbon emissions and greenhouse gases is fundamental to addressing climate change and delivering services in a sustainable manner.

We continue to improve the collection and utilisation of data to better understand opportunities, impacts and trends. We also recognise the need for understanding and engaging on the wider impact of our operations, through our partners and supply chain.

**Objective:** Achieve net-zero by 2040 in-line with NHS Scotland and Scottish Government targets for public bodies.

### Our NHS

- Improve the scope and scale of reporting across all emissions sources;
- Further develop understanding of emissions sources across all of NHS Lanarkshire and report on in a transparent manner;
- Develop a trajectory to net-zero emissions by 2040.

### Our People

- Increase staff engagement and understanding;
- Develop useful, engaging reports which share information of emissions sources and use to educate and engage staff in achieving our net-zero targets;
- Utilise the expertise and knowledge throughout our staff to develop and implement actions that reduce emissions;
- Develop learning modules for sustainability.

### Our Planet

- Develop a greater understanding of Scope 3 emissions and report on appropriately;
- Promote good environmental stewardship across the organisation and in the wider community;
- Work with key stakeholders, such as the North Lanarkshire and South Lanarkshire Councils, to maximise the impact of our actions and resources;
- Work with supply chain partners to embed a shared sustainability vision and goals

### Monitoring Progress & Actions

- Frequent internal reports, available to all staff;
- NSAT, PSCCDR, statutory reports;
- Establishment of interim targets aligned with our trajectory to net-zero by 2040.





## TRAVEL & TRANSPORT



Travel and transport of goods, services, staff, patients and visitors has a significant impact on local air quality, congestion and health. As such, we must reduce emissions from our fleet operations and ensure staff, service-users, and visitors have access to sustainable travel options where the need arises.

**Objective:** Ensure all small/medium fleet vehicles are fully electric by 2025 and sustainable active travel is adopted across NHS Lanarkshire.

### Our NHS

- All small/medium vehicles are fully electric by 2025;
- Explore technological solutions for HGVs;
- Increase the EV charging network for fleet and support vehicles;
- Work with local partners to develop an integrated transport system;
- Further invest in remote working and remote consultation technology and put in place service management systems to support this;
- Make minimising travel a criterion in procurement decision making.

### Our People

- In conjunction with Health Improvement, further improve active travel infrastructure across all sites, whether walking or wheeling, and ensure this is accessible to everybody;
- Provide incentives for sustainable travel to work, discouraging unnecessary travel;
- Provide personalised travel plans for staff;
- Separate from the fleet, develop EV charging infrastructure for staff and public use;
- Make staff aware of the benefits of traveling sustainably.

### Our Planet

- Help to improve local air quality (a major contributor to poor health) by reducing 'grey fleet' mileage and reviewing business travel and incentives;
- Through national forums, review the provision and affordability of EVs through the car leasing programme;
- Reduce the impact of staff commuting and patient attendance by making services available locally and enabling remote working and consultations;
- Plan services in a way that minimises travel between sites;

### How we will monitor

- Reduction in grey fleet mileage;
- Decreased emissions from staff travel (when commuting);
- Number of EV chargers for staff/public use.



## BUILT ENVIRONMENT

Our built environment is critical to delivering our health care services. The buildings we use are varied, intensive and require the highest level of servicing to maintain safe and resilient environments for our staff and patients. It's essential we design and operate our assets efficiently to maximise resources and minimise environmental impact.

Improving our estate and embedding best practise in new builds and refurbishment is critical to reaching net-zero, whilst also helping to improve our internal environments for all users.

**Objective:** Reduce energy demand and emissions from existing buildings and embed sustainable design in major refurbishments and new-builds.

### Our NHS

- The NHS Scotland Sustainable Design and Construction Guide (SDaC) will be applied to all new-builds and major refurbishments;
- A net-zero route map will be developed for the existing estate to understand what building fabric and other improvements are required;
- The Monklands Replacement Project will be a net-zero hospital and a pilot site of SDaC;
- Review and embed strategic governance and commitments of sustainability within capital planning processes, such as Scottish Capital Investment Manual (SCIM);
- Utilise digital estate technology to support effective building management tools and decision-making to maximise carbon reduction opportunities.
- Reduce the amount of energy used in our buildings.

### Our People

- Optimise our existing buildings to reduce consumption and improve the internal environment for patients and staff
- Improve staff engagement and education on
- Develop and set our own standards for Indoor Environment Quality (IEQ), in-line with national objectives;

### Our Planet

- Manage and minimise waste in the construction and operation of new-builds and major refurbishments;
- Ensure Procurement activities for construction have sustainability at the heart of decision-making;
- Ensure our existing and future estate is net-zero and manages utilities resourcefully, exploring on-site renewable energy.

### How we will monitor

- Reduction in emissions and energy consumption;
- Development of benchmarks for buildings and performance review, including post-occupancy evaluations of capital projects.



## ENVIRONMENTAL IMPACT



Carbon emissions and greenhouse gases are a fundamental aspect of environmental sustainability, but there are other aspects of the health care environmental footprint that need to be managed and reduced. Key features include; water supply, waste water, flooding, air quality, noise and specialist waste. These have a major and direct impact on health.

All public sector organisations including the NHS need to comply with environmental legislation but there are opportunities to go beyond compliance and assurance. We need to review and monitor a fuller environmental impact of our operations in line with a broader vision of One Planet Prosperity (SEPA).

**Objective:** We will develop our quality management systems to improve our environmental impact assessment and environmental performance.

### Our NHS

- Implement an organisation-wide Environmental Management System (EMS) based on ISO 14001:2015;
- Appoint a Board Environmental Management Representative (EMR) for environmental management matters;
- Apply the “Plan, do, check, act” principles to environmental management.

### Our People

- Engage service leads across the organisation to understand current practices, gather information, and ensure compliance;
- Seek out environmental management training and upskilling and learning opportunities for staff;
- Communicate the importance of best practice across the organisation;

### Our Planet

- Ensure the highest levels of compliance with environmental legislation;
- We will use the tool to broaden the scope of our approach to environmental management and through regular audits and reports will raise awareness of the opportunities and challenges for reducing environmental harm;
- Engage third party bodies such as Healthcare Without Harm to share best practice;

### How we will monitor

- Development and roll-out of an Environmental Management System (EMS);
- Understand current levels of legislative compliance;
- Auditing of EMS compliance and progress against relevant targets;
- Seeking opportunities to go beyond compliance and become an exemplar of best practice.



## GREENSPACE & BIODIVERSITY



As well as the wider climate crisis, there also exists a biodiversity crisis with many species becoming extinct and endangered as habitats are lost.

The growing threat to public health from the current climate and ecological crisis increases the need for action. NHS Lanarkshire's estate provides diverse greenspace resources for both people and wildlife and these natural environments form the foundation of a healthy environment.

Collectively, the outdoor estate is a valuable and under-used asset. If planned and managed well, it can make a significant contribution to the physical and mental health and wellbeing of our staff, patients, visitors and local communities. It forms a key part of the NHS response to the climate emergency and to meeting Scotland's biodiversity commitments.

**Objective:** Protect, preserve, and enhance NHS Lanarkshire greenspace and ensure it is biodiverse and accessible to staff, service users, and the wider community.

### Our NHS

- Promote and further the work of Our Natural Health Service and the natural links to sustainability and climate change;
- Ensure NHS Lanarkshire's continued leadership role through the Lanarkshire Green Health Partnership and share best practice and opportunities for collaboration;
- Conduct a biodiversity audit of the NHSL estate to highlight opportunities for investment.

### Our People

- Encourage and support greater use of the NHS estate by patients, staff and visitors
- Develop connections between the NHS estate, community greenspaces and wider green networks;
- Employ co-production and utilise the work of Health Promoting Health Service (HPHS) in the context of climate change and sustainability;
- Engage with NHS Lanarkshire staff to raise awareness of the benefits and opportunities of increasing greenspace and biodiversity;
- Provide opportunities for development and voluntary work to improve green space and biodiversity.

### Our Planet

- Prepare a greenspace management plan for each NHS site to improve biodiversity, climate resilience and encourage greater use;
- Ensure good quality greenspace design and practice is incorporated into new buildings, refurbishment programmes, and programmes of work for Estates teams;
- Facilitate wildlife on our estate wherever appropriate and safe to do so.

### How we will monitor

- Yearly biodiversity audit;
- Reporting of progress through NSAT and PSCCDR;
- Staff surveys;



## SUSTAINABLE USE OF RESOURCE



Goods and consumables form the largest proportion of our carbon footprint and reducing unnecessary use of resources across NHS Lanarkshire will have a major impact on our overall emissions and environmental impact. Service design, procurement and waste management are therefore priority areas for action in terms of how we plan service delivery, procure and use goods and materials, and manage their disposal and reuse.

**Objective:** Through efficient and sustainable service design, reduce resource use and improve waste management through engaging staff and suppliers by embedding circular economy principles.

### Our NHS

- Apply a higher weighting to sustainability and climate change aspects in tenders and procurement processes;
- Work with supply chain partners to embed a shared sustainability vision and goals;
- Ensure future planning and service design aligns with net-zero targets and provides efficient and sustainable care;
- Ensure that NHS Lanarkshire Catering Strategy is sustainable and embodies or exceeds national nutritional guidelines.
- Ensure that NHS Lanarkshire has the information it needs on waste to provide transparent information to services on waste generated and recycling

### Our People

- Educate and inform staff on the sustainable use of resources;
- Review procurement processes to ensure staff can be actively engaged to provide information on the use of products;
- Implement multidisciplinary waste management groups on all major sites and across community settings;
- Promote a culture of reuse and refurbishment of items to embed a more circular economy;
- Make it easier for patients, staff and visitors to make healthy and sustainable food choices e.g. concessions and vending solutions.

### Our Planet

- Collaborate with National Services Scotland (NSS) National Procurement and Zero Waste Scotland to support changes which accelerate the move to a circular economy in health care;
- Update our Waste Policy and reduce waste across NHS Lanarkshire.
- Develop greater understanding of our Scope 3 emissions, report on appropriately, and reduce wherever possible

### How we will monitor

- Reduction in Scope 3 emissions;
- Reduced waste and increased recycling;
- Increased NSAT score in respective areas;
- Number of suppliers engaged with sustainability;

# FUNDING

Sufficient funding is essential to achieving net-zero targets and delivering sustainable healthcare. Whilst there will be capital-intensive projects, there will be plentiful opportunities for reduced cost and greater efficiencies.

Whilst there can be higher costs initially, the cost of doing nothing in the face of climate change is far greater and is actually no longer a viable choice. We need to put our planet first. As such, we must reassess our financial processes and the paradigm through which projects are assessed – as the outputs of environmental projects may not have purely financial benefits, though the two are not mutually exclusive. This is particularly relevant when considering climate change mitigation or adaptation measures.

Continued good financial management is crucial and robust processes for the use of public funds will remain in place and followed appropriately. We will aim to deliver projects through a 'business as usual' approach and within current budgets, with opportunities for funding being identified through efficiency savings and reinvestment, or through savings identified because of changing practices and behaviour change. As further opportunities are identified in the longer term, targeted funding to support the move to more sustainable practices, such a NHSL specific net-zero fund to develop and implement green prevention strategies, may need to be considered.

## Actions

- Develop a clear register of external funding streams for a range of decarbonisation and sustainability projects;
- We will apply to all available sources of external funding available to public bodies such as GPSEDS or NDEE framework;
- Ensure sustainability and climate change are formally considered in all business cases;
- Internally, consider specific funding for sustainability and climate change related work;
- We will explore the cost of corporate membership of professional bodies to provide organisation-wide resources and education

# HOW YOU CAN GET INVOLVED

## How you can help/get involved

NHS Lanarkshire has an active, engaged, and informed Sustainability Champions Network across the entire organisation, who are interested in delivering sustainable change in their work area.

We know that there is more to do, and we are keen to hear from you if you wish to be involved in the network or just wish to share an idea, comment, or thought on the Sustainability & Climate Change Strategy.

You can contact the Sustainability and Environmental Management department directly via [sustainabilityteam@lanarkshire.scot.nhs.uk](mailto:sustainabilityteam@lanarkshire.scot.nhs.uk) or find out more by following us on Twitter [@NHSLanarkshire](https://twitter.com/NHSLanarkshire).

It is essential that colleagues work together at NHS Lanarkshire, HSCPs, regional and national level to ensure effective action is taken in a timely manner. We all have a role to play in delivering resilient and robust service provision whilst working towards efficient, low carbon, patient focussed care for all, now and for future generations.



[@NHSLanarkshire](https://twitter.com/NHSLanarkshire)



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