

Environment Strategy 2022-25



Contents

Foreword from Chief Executive	3
Introduction	4
Our journey so far	6
What do we want to achieve?	9
Developing, delivering and monitoring progress against our strategy	18

Foreword from Chief Executive

The coronavirus pandemic has been one of the most challenging periods in our lifetime and has required us to make some significant changes to the way we live and work to protect the health of our nation. Over this time, NHS Business Services Authority (NHSBSA) has seen a considerable uptake in our digital services which has removed waste from the health and care system; we've onboarded new critical COVID-19 services using our digital platforms quickly and efficiently – adopting a digital by default approach; and we've embraced different ways of working to ensure we can continue to deliver our brilliant business to support the frontline NHS.

We're also aware of the climate emergency we're facing, which needs to be treated with the same attention and urgency. We're already dealing with the impacts of a changing climate and are yet to experience the full consequences of the further changes which are now locked into our future. The climate emergency not only presents many risks to our personal lives and the communities in which we live, but also to the health of our population and the ability to deliver healthcare. Impacts of climate change, including extreme weather and intense heat, cause extensive damage and disruption, whilst poor air quality and changes in vector-borne diseases presents many health risks; all of which contribute to poor outcomes for our physical and mental health. These are clearly documented within the Health and Care Adaptation Report. Urgent action to mitigate and adapt to climate change is required.

NHSBSA exists to provide support to the healthcare system, and so tackling our own impacts and adapting to a changing climate is critical to achieving our vision to be a Catalyst for Better Health. I'm incredibly proud of the work we've done to date to reduce our greenhouse gas emissions and generate renewable energy at our sites. I'm equally as proud of the progress we've made to significantly reduce our waste at

source and use of plastic across our services and embed a culture that supports and welcomes continual environment improvement across our organisation.

In September 2020, we publicly declared a climate emergency and communicated our net zero by 2030 ambition. Since then, we've been working to communicate and increase awareness and understanding across all levels of our business so that everyone understands the part they can play in achieving our environment goals. We have established a carbon management plan to support our journey to net zero, continued to deliver sustainable services and have advanced work within our supply chain to address the impacts we can influence.

Our Environment Strategy 2022-25 increases the ambition and accelerates our response to the climate emergency. For the first time, it sets out our longer-term environment goals, interim targets and commitments across key areas where we have control and influence. It's within the gift of all colleagues across NHSBSA to make a difference and deliver on these strategic environment priorities.

Together we can increase our efforts to embed sustainability within our culture, operations and services to deliver our brilliant business within the means of the planet.



Michael Brodie
Chief Executive Officer

Introduction

The climate emergency is the most pressing challenge we face and is the greatest threat to health in the 21st century¹. Climate change is no longer something we face in the future, greenhouse gas emissions from human activities are responsible for approximately 1.1°C of warming and climate change now affects every part of the planet. We're already experiencing weather extremes such as heatwaves, intense storms and flooding which have caused widespread adverse impacts and extensive loss to nature and people, including impacts to our health². The last five years have been the hottest years on record since 1850³, with over 2,500 excess deaths during heatwaves in 2020 in the UK alone⁴. Climate change has caused an increase in heart related illness, a decline in mental health, an increase in asthma and malnutrition to name only a few impacts on our health⁵. Furthermore, by 2050 climate change is expected to cause approximately 250,000 additional deaths per year from impacts such as malnutrition and heat stress⁵.

Human and ecosystem vulnerability to climate change are interdependent and the Intergovernmental Panel on Climate Change and UK Climate Projections are clear that further change to our climate is expected, beyond that of natural climate variability⁶. This will bring further challenges such as more frequent and intense heatwaves, storms and flooding as well as the spread of vector-borne diseases, affecting vulnerable people disproportionately. Depending on the level of action taken today, if average global temperatures exceed 1.5°C in the coming decades, many natural and human systems will face additional severe risks including some irreversibly climate impacts and the release of additional greenhouse gases². The science shows that urgent action is required to significantly reduce greenhouse gas emissions to limit future climate change.

Effects of climate change on health



Air pollution

Asthma, Cardiovascular disease



Water quality impacts

Cholera, Leptospirosis, Campylobacter, Cryptosporidiosis, Harmful algal blooms



Environmental degradation

Forced migration, Civil conflict, Mental health impacts



Extreme heat

Health related illness and death, Cardiovascular failure



Severe weather

Mental health impacts, Injuries, Fatalities



Water and food supply impacts

Malnutrition, Diarrheal disease

A changing climate will continue to present many challenges for the health of our population and the delivery of healthcare⁷ which will only continue to get worse with every degree of warming.

Impacts of climate change and poor health outcomes are intrinsically linked, which is why environmental sustainability is a fundamental component of our business; it's part of our purpose to be a 'catalyst for better health' and is now a strategic goal set out by NHSBSA in our corporate strategy. We have a moral obligation to address our environment impacts and influence those we work with to do the same.

NHSBSA has already declared a climate emergency in September 2020 and made a public commitment to respond. We're supporting this declaration with this ambitious environment strategy, clearly defining long-term goals and actions we will achieve by 2025. It sets out how we will advance and accelerate our approach to improve the environment performance of our organisation; accelerate our work with suppliers and colleagues to reduce our broader impacts; and use our capabilities and interaction with the wider healthcare system to drive change on a national level to support a Greener NHS. We'll continue to demonstrate leadership by challenging our thinking, being informed by science and collaborating with others to transition to a more sustainable future.

Our goals, targets and actions set out have been created through extensive consultation, as well as consideration of internal and external issues, our legal and mandated requirements. Our environment strategy is part of NHSBSA's broader approach to corporate responsibility, outlined in NHSBSA Business Strategy 2022-2025. The environment strategy and environment action plan embodies all our values and contributes to the delivery of many of our strategic goals.

Our approach to environmental sustainability isn't seen as an 'add on' or a 'nice to have', it's a fundamental part of our business and something we have been embedding across our organisation for many years. It's supported by our colleagues, with 96% of those surveyed believing it's important we address our environmental impact and want to help us meet our environmental goals.

Our business-wide Environmental Management System certified to ISO14001 provides the foundation to embed and deliver environmental improvements across our business, whilst being bold, thinking big and challenging our people to deliver services that don't cost the Earth.

¹ *Health and Climate Change article (World Health Organisation)*

² *IPCC Sixth Assessment Report- summary for Policymakers Headline Statements (IPCC)*

³ *Climate Change 2022- Migration of Climate Change report (IPCC)*

⁴ *Heatwave mortality monitoring report: 2020 (GOV.uk)*

⁵ *UK Climate Projections: Headline Findings (Met Office)*

⁶ *Climate change and health article (World Health Organisation)*

⁷ *Third Health and Care Adaptation report (UK Health Security Agency)*

Our journey so far

We started our environmental sustainability journey back in 2009 when we launched our first Sustainable Development Action Plan and certified our Environmental Management System to ISO14001. Since then, we have continued to progress and accelerate our work to:

- make our buildings more efficient and have introduced sources of renewable energy
- improve our services to remove waste, reduce paper use and distribution of plastic cards
- work alongside our commercial experts and suppliers to embed environmental criteria into contracts
- engage our people in all roles, right across the business on how they can play their part.

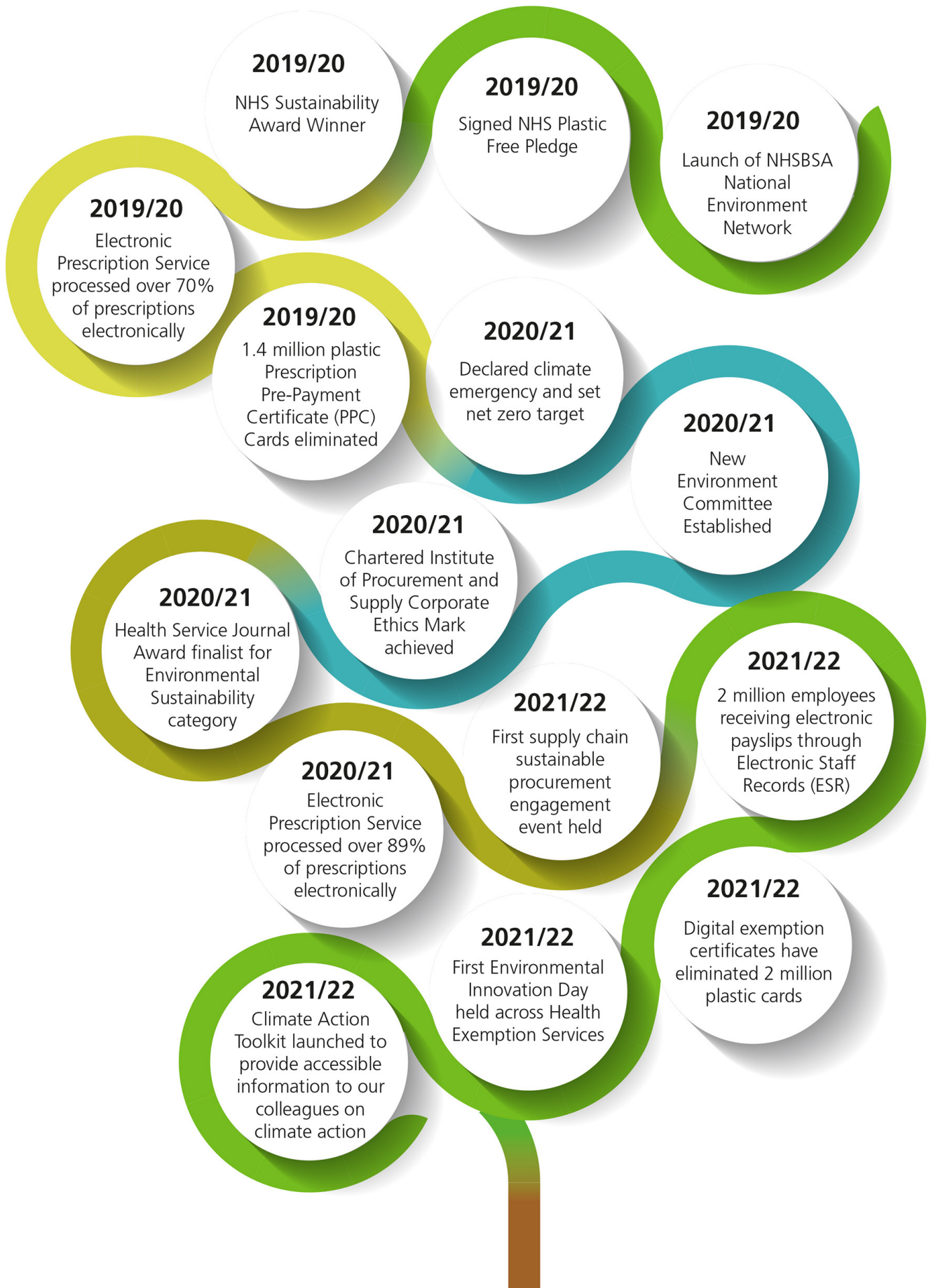
We're extremely proud of our achievements so far and have excellent foundations in place to further our work and meet our environmental goals.



We have introduced renewable energy to our buildings

Our sustainability journey so far





What do we want to achieve?

Our environment vision:

To embed sustainability in our culture, operations, and services to deliver our brilliant business within the means of the planet.

Our environment goals:

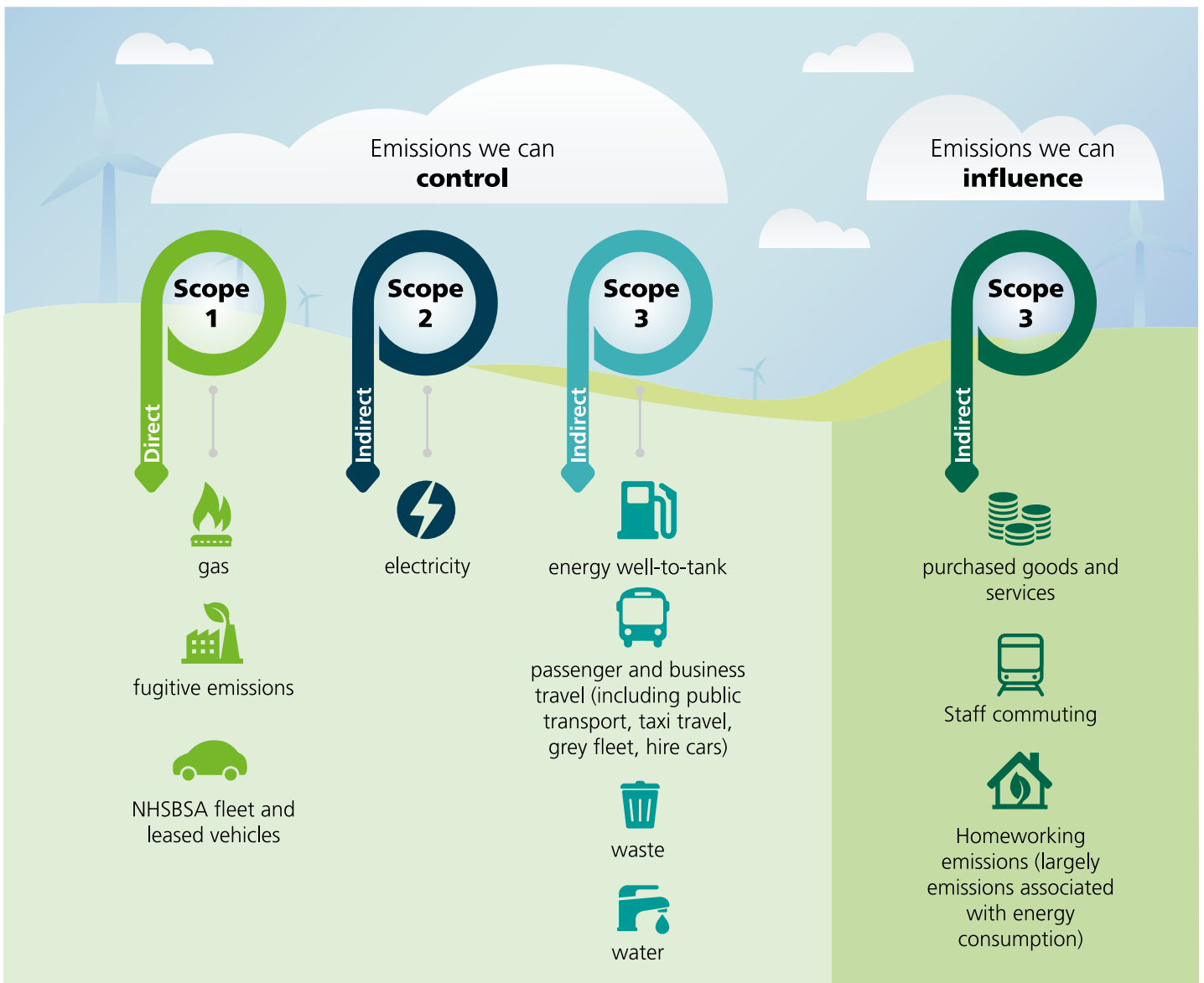
We have set out long-term environment goals across three core areas:

1. Mitigate and adapt to climate change:

- a. By 2025, greenhouse gas (GHG) emissions we can control will be reduced by 60%*
- b. By 2030, GHG emissions we can control will be net zero
- c. By 2035, GHG emissions for our critical and high impact suppliers will be net zero
- d. By 2040, GHG emissions we can influence will be net zero

*Against a 2017-18 baseline.

Emissions we can control and influence



2. Minimise waste, promote resource efficiency and move towards a circular economy:

- a. By 2025 we will reduce our operational waste by 35% *
- b. By 2030 we will design waste out at source and embrace a circular economy, reducing our consumption of resources and reusing, refurbishing, and recycling all that we can

*Against a 2017-18 baseline.

3. Support a Greener NHS:

Use our services, data and insight to drive more sustainable methods of care, to encourage the engagement of NHS staff in promoting and delivering improved sustainability, to reduce health inequalities and be a catalyst for better health

Our core priorities

To achieve our environment goals, we will be prioritising number of core areas.



Our people and culture



Energy



Travel



Waste and resource efficiency



Water



Sustainable procurement



Biodiversity



Sustainable ICT & Digital Services



Climate change adaptation



Good governance



Supporting a Greener NHS

The next section of the strategy will provide details of what we aim to achieve in each of these areas, and how we will measure our progress.



Our people and culture:

Educate, engage and raise awareness to embed environment best practice and sustainability into our thinking and processes across our organisation.

By 2025 we will:



- Develop and roll-out enhanced environment awareness training for all leaders and managers
- Launch an Environment Ambassadors programme
- Grow our thriving Environment Network
- Enhance and promote use of our Climate Action Toolkit

We will measure this by:



- Percentage of leaders and managers completing training
- Number of staff completed Environment Ambassadors programme
- Environment Staff Survey



Energy:

Reduce energy consumption and deploy onsite low-carbon and renewable energy sources.

By 2025 we will:



- Optimise the way we use and manage our buildings
- Improve the intelligence of buildings with real time energy monitoring and controls
- Upgrade our estate to make it more energy efficient
- Install further onsite low carbon and renewable technology
- Establish minimum standards for new buildings and refurbishments
- Investigate and test carbon offsetting for our residual emissions



We will measure this by:

- Percentage of greenhouse gas emissions reduction

Travel:



Transition to active and low carbon modes of transport to reduce our carbon impact and improve air quality.

By 2025 we will:

- Utilise technology and embrace hybrid working to reduce business travel
- Support a shift towards low-carbon modes of business travel including transitioning 100% of our fleet to zero emission vehicles following the scope of the Government Fleet Commitment
- Eliminate domestic business flights (excluding those to Ireland and Northern Ireland), shifting to lower carbon alternatives
- Expand our charging facilities across our estate to support uptake of electric vehicles
- Support low carbon and active travel for staff commuting



We will measure this by:

- Percentage of greenhouse gas emissions reduction
- Percentage of vehicles with zero tailpipe emission
- Number of domestic flights



Waste and resource efficiency:

Maximise resource efficiency by removing waste from our services and operations at source, increasing the proportion that is reused and recycled.

By 2025 we will:

- Reduce our operational waste by 35%; eliminating waste at source and driving resource efficiency across our organisation
- Increase the proportion of operational waste we recycle to >80%
- Send 0% of waste to landfill where there is a viable alternative
- Reduce how much paper we use across our organisation by 40%
- Continue to reduce single use plastics from our estate and services



We will measure this by:

- Percentage of waste to landfill
- Percentage of waste recycled
- Percentage of waste reduction
- Percentage of paper reduction



Water:

Reduce water use across our estate.



By 2025 we will:

- Reduce water consumption by 40%
- Continue to monitor water usage to regularly identify increases in water consumption and opportunities for improvement
- Upgrade our Estate to make it more water efficient
- Establish minimum standards for new buildings and refurbishments



We will measure this by:

- Percentage of water reduction

Sustainable procurement:



Have an environmentally responsible, ethical, inclusive, transparent supply chain in place for NHSBSA that supports delivery of the organisation's social value and policy ambitions. To reduce the impact of our supply chain, we aim to:

- **Ensure more efficient use of resources**
- **Ensure the products we purchase are sustainable and efficient**
- **Work with and influence suppliers to de-carbonise their own operations**



By 2025 we will:

- Quantify our supply chain carbon footprint and improve data accuracy by obtaining carbon data from our critical and high impact suppliers
- Explore a roadmap to Net zero for our supply chain and establish interim targets
- Finalise and embed our Sustainable Procurement Framework, ensuring our suppliers align with this framework and can demonstrate progress against it
- Continue to embed environment into commercial practice, contract management/ monitoring and supplier engagement



We will measure this by:

- CIPS Ethics Kitemark
- Percentage of footprint containing supplier-specific data
- Supply chain carbon footprint percentage reduction



Biodiversity:

Make space for thriving plants and wildlife to achieve biodiversity net gain across our estate.



By 2025 we will:

- Develop and implement a Biodiversity Plan for our estate, prioritising sites with greatest potential
- Create and improve spaces that encourage and enhance biodiversity
- Adapt estates management practices to place a greater focus on nature recovery, including within property refurbishment/construction project
- Create and run a variety of environment-based campaigns and volunteering days



We will measure this by:

- Biodiversity Net Gain



Good governance:

Maintain an effective governance framework which ensures continual improvement and a commitment to fulfil our compliance obligations.



By 2025 we will:

- Review and refresh our Environment Strategy and Environment Action Plan annually
- Maintain Environment Committee and National Joint Safety, Health & Environment Committee
- Maintain ISO 14001:2015 Environmental Management System certification
- Report on performance in NHSBSA Annual Report and Accounts and more detailed Safety Health and Environment Annual Report



We will measure this by:

- ISO14001 certification



Sustainable information and communication technologies (ICT) and digital services:

Ensure our responsible and resilient ICT and digital services deliver measurable and tangible sustainable outcomes.



By 2025 we will:

- Set requirements for all suppliers of digital and ICT services to reduce our greenhouse gas emissions towards Net zero using science-based targets
- Explore opportunities to increase the procurement of remanufactured ICT devices in £/volume
- Increase the amount of ICT equipment that is reused, and materials recycled
- Reduce the amount of ICT waste going to landfill to 0%
- Improve waste management by reducing the overall amount of ICT waste generated and increasing the proportion which is reused and recycled
- Report on Sustainable ICT within our Annual Reports and Accounting (ARA) process
- Optimise the use of third party or public cloud infrastructure and monitor their environmental performance
- Establish methodology and quantify benefits of our digital services improvements



We will measure this by:

- Percentage of supply chain carbon footprint containing data obtained from suppliers
- Supply chain carbon footprint percentage reduction
- Percentage of waste to landfill
- Percentage of waste reduction



Climate change adaptation:

Understand climate-related risks that impact our estate and operations and develop plans to respond to these risks.



By 2025 we will:

- Conduct a Climate Change Risk Assessment across our estates and operations to better understand risk and to target areas that need greater resilience
- Develop a Climate Change Adaptation Action Plan, including existing or planned actions in response to the risks identified
- Integrate climate change risk and adaptation into our existing risk management and business continuity systems
- Embed Climate Change Adaptation into our investment and business case proposals where appropriate



We will measure this by:

- Delivery of Climate Change Risk Assessment and Adaptation Plan



Supporting a Greener NHS:

Use our services, data and insight to drive more sustainable methods of care, to encourage the engagement of NHS staff in promoting and delivering improved sustainability, to reduce health inequalities and be a catalyst for better health.



By 2025 we will:

- Explore and identify opportunities to use our data and insight to improve understanding, drive more sustainable methods of care and reduce waste across the health and care system
- Support the Greener NHS ambition to digitise frontline clinical and operational records
- Continue to develop and improve our services, adopting a digital by default approach.
- Utilise our systems and platforms increase engagement with key sustainability messages



We will measure this by:

- Number of data and insight opportunities identified
- Number of engagement campaigns supported
- Percentage waste reduction
- Percentage paper reduction

Developing, delivering and monitoring progress against our strategy

We recognise that our activities, products and services, and the way we choose to deliver them, can have both a negative and positive impact on the environment, and therefore an impact on our employees and local communities. Our strategy sets out goals and priorities relevant to addressing our significant environmental aspects, a commitment to fulfil our compliance obligations and opportunities for continual improvement.

Our strategy will be underpinned by an annual Environment Action Plan, including actions we will take (including action owner, outcome, and target deadline) for each priority area. The associated target, if applicable, and alignment with NHSBSA's strategic goals.

Responsibilities and governance

Our Chief Executive is ultimately responsible for the delivery of this strategy. This is delegated to the Executive Director of People and Corporate Services as Leadership Team representative. Mark Ellerby is our Non-Executive Director champion, ensuring appropriate oversight of the Executive Director's performance.

Our Environment Committee drives the agenda from a strategic level. This is chaired by our Chief Executive and is made up of senior managers from across the business (terms of reference available on request). The committee meets at least three times per year and provides strategic oversight and assurance to the Board on delivery of the strategy.

Our National Joint SHE Committee drives the agenda from an operational level. This is chaired by our Executive Director of People and Corporate

Services and is made up of senior managers from across the business (terms of reference are available on request). The committee meets at least three times per year and provides strategic oversight and assurance to the Board on delivery of the strategy.

Reporting and monitoring our progress

Progress against our objectives, targets and actions is monitored by the Environment Manager, collating data from relevant functions as required.

Reporting is undertaken as follows:

- Board: Board papers and Annual Report
- Environment Committee and National Joint Safety Health & Environment Committee: Performance report at quarterly meetings
- Leadership Team: Performance report at each monthly meeting, six monthly overview report and Annual Report
- Staff: Quarterly update report, Environment Network Yammer community and My Hub (Intranet) articles and Annual Report.

We publish specific details on our performance in **NHSBSA Annual Report and Accounts** and also a specific **Safety, Health & Environment Annual Report**. This contains detailed data related to our performance and progress, with commentary.