

Environment and Sustainability Annual Report 2024-25

Progress against our Environment Strategy 2022-25

It's our world, let's make a difference



Contents

03	Introduction	
04	About us	
05	Executive summary	
07	Progress against our environment strategy	
09	Key achievements	
28	Conclusion	

Introduction from Chief Executive

Climate change is one of the most significant and complex challenges facing society today. It has been recognised by the World Health Organization as the greatest threat to global health in the 21st century. Its impacts are already being felt across communities, affecting everything from clean air and water to food systems, infrastructure, and livelihoods.

This report outlines the progress we've made over the past few years in supporting our Climate Emergency declaration. We're proud to report that we've delivered a **65%** reduction in greenhouse gas emissions, halved our waste and reduced water use by **72%**.

As a public sector organisation delivering essential services on behalf of the taxpayer, we recognise the importance of embedding sustainability into everything we do. From transforming our services to reduce waste and emissions, to increasing the uptake of digital solutions that eliminate paper at source, we're actively supporting the efficiency and sustainability of the wider health and care system.

People are at the heart of our environmental sustainability approach. Colleagues from across our organisation champion and drive initiatives that integrate sustainability into our thinking and reduce our impact, turning ambition into action. By working collaboratively, we ensure our efforts are understood, embraced, and embedded in everything we do.

While we acknowledge there is still much more to do, this report celebrates the achievements throughout our strategy period and the dedication of our colleagues, who have been critical to supporting our strategic direction and commitment to driving real change.

Michael Brodie

Chief Executive
NHS Business Services Authority



About us

The NHS Business Services Authority (NHSBSA) is an Arm's Length Body (ALB) of the Department of Health and Social Care that provides national, at-scale business services that support the health and social care system, the NHS workforce, and citizens across the UK.

Our purpose is to deliver business service excellence to the NHS to help people live longer, healthier lives. We manage and facilitate the flow of over **£100 billion** in NHS funds annually, support more than three million NHS colleagues, and deliver digital and data-driven services that improve outcomes, efficiency, and value for money.

As we look to the future, our 2024–2029 strategy sets out our vision to be the provider of national, at scale business services for the health and social care system, transforming and delivering these services to maximise efficiency and meet customer expectations. Central to this vision is our commitment to environmental sustainability, recognising that the health of our population is intrinsically linked to the health of our planet.

In September 2020 we declared a climate emergency to acknowledge the risks posed by climate change and the need, and commitment for, urgent action to address our own impacts. Building upon this declaration and

commitment, environmental sustainability is embedded as one of our five strategic goals: Environment, Social and Governance (ESG). Our environment strategy 2022-25 - informed by industry best practice, Central Government policy and developed in consultation with key internal and external stakeholders - is endorsed by our Board; reaffirming our commitment to environmental sustainability by setting out what we aim to achieve across core priority areas over three years.

We are actively reducing our carbon footprint, minimising waste, and designing services that are efficient and sustainable by default. From increasing the uptake of digital services to eliminating paper at source, to embedding sustainability into procurement and estate management, we are working to achieve net zero by 2030 and supporting the sustainability of the wider system through the reach of our services.

We are proud to be a trusted partner in building a more sustainable and resilient health and care system — one that delivers value for the taxpayer while protecting the environment for future generations.



Executive summary

During 2024–25, we continued to deliver against our environment strategy for 2022–25, making significant progress across all priority areas and reinforcing our commitment to environmental sustainability and climate action. This report outlines our achievements, challenges, and strategic direction as we work toward our ambition to be net zero by 2030.

Key achievements



Greenhouse gas emissions

Achieved **65%** reduction against the 2017/18 baseline, nearing our **69%** target and exceeding the Greening Government Commitment (GGC) target of **44%**.



Digital transformation

Expanded digital services, reducing paper use and eliminating waste at source.



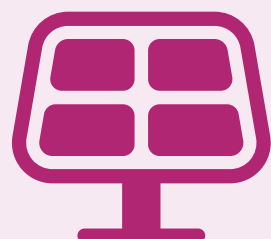
Climate adaptation

Completed a climate risk assessment and engaged risk leads to embed climate-related risks into local registers.



Water consumption

Reduced by **72%**, far surpassing GGC target of **8%**.



Energy efficiency

Delivered LED upgrades, solar PV installations, and estate consolidation, contributing to reduced energy use and emissions.



Biodiversity and volunteering

Enhanced nature recovery efforts at Stella House and supported over **2,100** hours of environmental volunteering, including the largest NHSBSA event at Footprints on the Moon.



Waste management

Halved total waste generated, achieved **0%** waste to landfill, and increased recycling rates to **88%**.



Sustainable procurement

Embedded environmental criteria into contracts, launched a Supplier Net Zero Roadmap, and strengthened social value integration.



Governance and culture

Supported by strong governance through the Environment Committee, ISO 14001 certification and internal audits. Colleague engagement, carbon literacy training, and support for eco-anxiety have helped embed sustainability into our culture.

A close-up photograph of a person's hand, with pink nail polish, plugging a blue charging cable into the charging port of a blue electric vehicle. The charging port is open, revealing a black interior. The background is a blurred blue surface, likely the car's body. A purple text box is overlaid on the left side of the image.

As we transition to our next iteration of our Environment Strategy, we remain focused on delivering measurable environmental improvements, supporting the wider health and care system, and achieving net zero by 2030. Our progress to date reflects the dedication of our colleagues and the strength of our strategic approach.

Progress against our environment strategy

We have made significant progress in delivering against the priorities set out in our Environment Strategy 2022–25. Our focus has been on delivering practical, measurable actions that support our long-term sustainability goals while embedding environmental considerations into the way we work every day.

We continue to align our work with and deliver against GGC. These commitments outline government-wide actions to improve the environmental performance of estates and operations with targets covering greenhouse gas emissions, waste, water consumption, procurement, nature recovery, climate adaptation, and digital services. We have integrated these commitments within our Environment Strategy and targets, in alignment with our business strategy, and in many cases have set targets that stretch us beyond compliance with these mandated GGC targets.

Overarching performance against our environmental targets

We report on progress every quarter, with the results collated and published in the GGCs Annual Report each financial year. Detailed performance reports against the GGC targets can also be found in the NHSBSA Annual Report and Accounts. We also report on and track performance against our corporate KPIs internally each quarter via our Business Performance Report. The government aims to have met, or exceeded, the GGCs by the end of the financial year 2024-25.

Table 1: Performance against environment and sustainability targets

(Note: Targets - by the end of 2024/25, on a 2017/18 baseline)

2024/25 Targets	2024/25 performance
69% reduction in greenhouse gas emissions (Greening Government target: 44% by 2025)	65%
40% reduction in water consumption (Greening Government target: Reduce water consumption by 8% by 2025)	72%
35% reduction in waste generated (Greening Government target: Reduce overall amount of waste generated by 15% by 2025)	53%
Less than 0% of waste to landfill (Greening Government target: Less than 5% of waste to landfill)	0%
Increase the proportion of waste recycled to at least 80% of overall waste (Greening Government target: Increase the proportion of waste recycled to at least 70% of overall waste by 2025)	88%
40% reduction in office paper use (Greening Government target: 50% reduction in office paper use by 2025)	28%

Further performance data, narrative insights, and details of specific sustainability interventions are provided throughout this report, aligned to each of our environmental priority areas.

Our Environmental priorities



Our people and culture



Energy



Travel



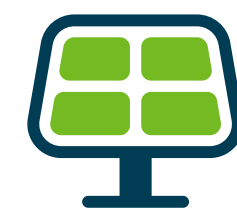
Waste and resource efficiency



Water



Sustainable procurement



Sustainable ICT and Digital Services



Biodiversity



Climate change adaptation



Good governance



Supporting a greener NHS



Key achievements



Our people and culture

People are at the heart of our environmental sustainability approach. This priority focuses on educating, engaging, and raising awareness to empower colleagues to understand, embrace, and integrate environmental best practice is into everyday decision-making and projects. Across the organisation, colleagues champion drive initiatives that embed sustainability into our thinking, behaviours, and ways of working.

By working collaboratively and building a shared sense of purpose, we are delivering on our ambitions - empowering our people to reduce our impact and contribute to a more sustainable future.

Our Environment Network

Throughout 2024/25 the Environment Network has continued to engage with colleagues across the business through developing and running awareness campaigns on different environmental topics. We have continued

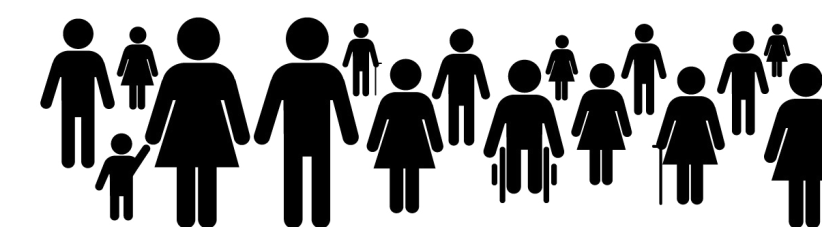
to engage largely online to improve accessibility; ensuring colleagues are connected nationally and can also advocate at a local level. The network held an in person event at Stella House and Hesketh House for COP 29 to raise awareness of the climate crisis and how colleagues can support our Environment Strategy. This year the Environment Network also supported environmental volunteering by ensuring there are litter picking kits across all NHSBSA sites helping to ensure access for all colleagues to easily engage in environmental volunteering.

Throughout the year we have continued to engage the business on our environmental commitments and compliance obligations. We continue to utilise communications platforms such as our intranet and an Environment Network community on our internal social media to engage and interact with our colleagues. Many of the channels we use to engage colleagues allow for two-way communication, where colleagues can respond, share best practice and ask questions.

Improving Carbon Literacy

To deliver our Environment Strategy and upskill colleagues to ensure adequate understanding and awareness of environmental sustainability, we have worked alongside DHSC to develop Carbon Literacy Training for central government health organisations. The training provides an awareness of the carbon dioxide costs and impacts of everyday activities, and the ability and motivation to reduce emissions, on an individual, community and organisational basis. To have the largest impact, we have taken a targeted approach to rolling out this training, focusing on areas of the business who have a key role in supporting the delivery of our Environment Strategy including Commercial, Estates and Digital, Data and Technology teams. We launched the training during 2024-25 and have trained 56 colleagues. Pledges made as part of the training being fed into each business areas strategies.

Carbon Literacy Project



Improving our Board’s awareness of sustainability

To equip our Board with adequate awareness of our Environment requirements and strategy, we delivered a sustainability focused ‘lunch and learn’ to our Board to enhance understanding of climate-related risks, in addition to providing periodic updates on key performance metrics including on our road to Net Zero and associated transition risks. These activities allow our Board to effectively oversee, evaluate and manage climate-related risks.

Supporting colleagues who are experiencing eco-anxiety

During 2023/24, in collaboration with DHSC we produced and promoted a support pack for colleagues who are experiencing eco-anxiety, which provides the relevant information and suggests practical actions that can be taken to feel more positive, energised and empowered when it comes to the future of our planet.

Internally it is shared on our intranet on My Hub for all colleagues to access, and the pack has been endorsed by our Colleague Experience team and shared with all Mental Health First Aiders. Externally, the pack was disseminated to all health ALBs, at various public health fora and cross government groups.



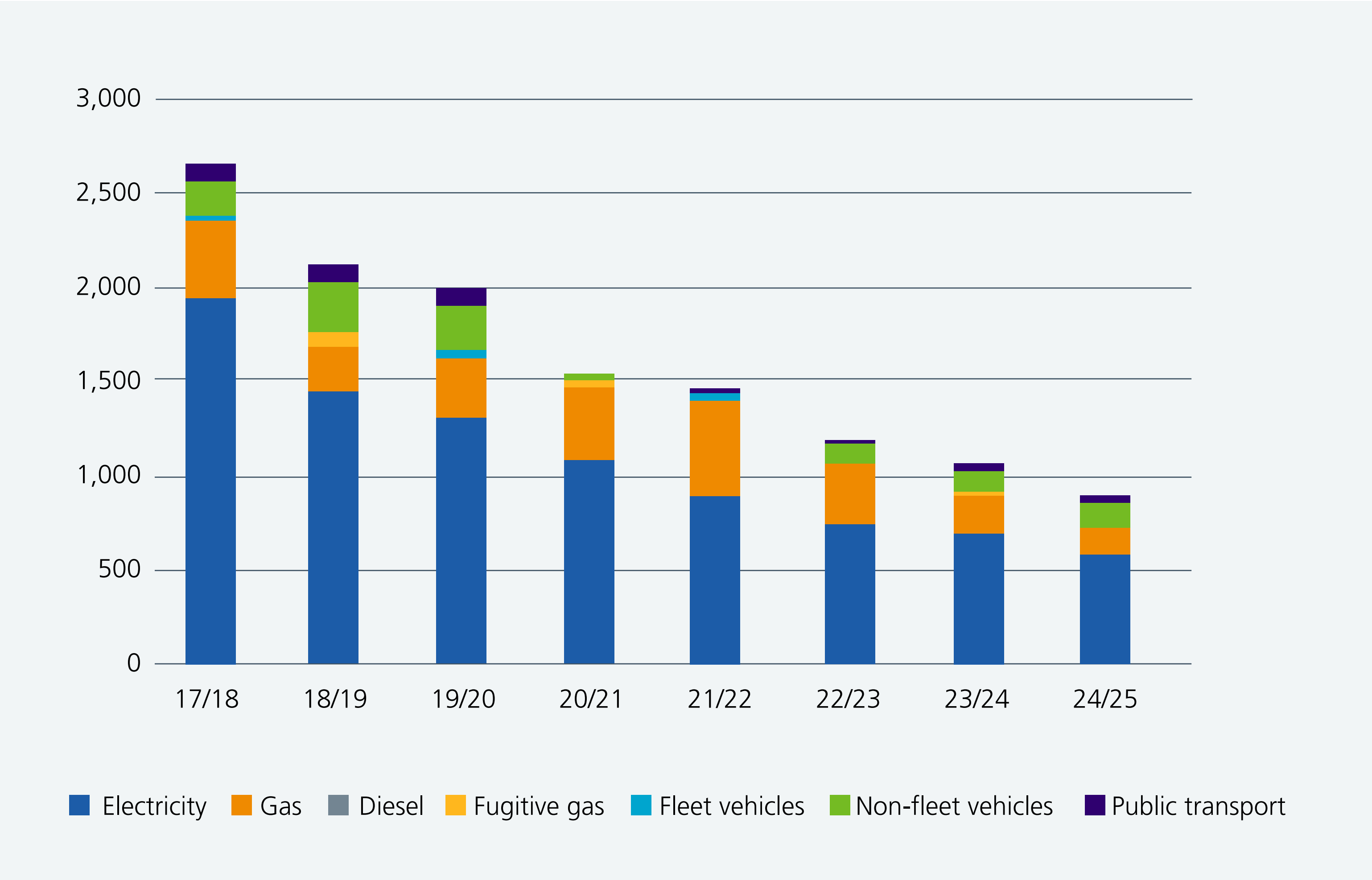
Our greenhouse gas emissions

When we declared a climate emergency, we recognised both the serious risks of climate change and our responsibility to take decisive action. As part of this, we committed to reducing our greenhouse gas emissions to Net Zero by 2030. Our strategy outlines several key priorities that support this goal, particularly through our energy and travel pillars. We’re proud of the tangible steps we’ve taken so far and the progress we’ve achieved. As we look ahead to the next phase of our strategy, we remain focused on building momentum and delivering meaningful change.

The graph shows how our greenhouse gas emissions have changed since our baseline year.

Over the past three years, we have made consistent and measurable progress in reducing our greenhouse gas (GHG) emissions, reflecting our commitment to environmental sustainability and our Net Zero target. The most significant contributors to this target are electricity, gas and business travel.

Greenhouse Gas Emissions (tCO₂e)



Gas consumption across our estate has substantially decreased since 2017/18. This reduction has been driven by the consolidation and downsizing of our estate, alongside the ending of COVID-19-related ventilation policies that had temporarily increased heating demand. As a result, our buildings now operate more efficiently, with significantly lower heating requirements.

Electricity consumption has also continued to decline steadily. This trend is attributed to ongoing improvements in energy efficiency and renewable energy improvements, national grid decarbonisation, reduced occupancy levels due to hybrid working arrangements, and the rationalisation of our estate. These changes have enabled us to lower our energy demand while maintaining operational effectiveness.

We have seen a marked reduction in both business and fleet travel, in comparison to our baseline. The widespread adoption of hybrid working has led to a sustained shift from face-to-face meetings to virtual collaboration. In 2022–23 alone, fleet travel decreased by nearly 50% compared to the previous year. Business travel in non-fleet vehicles has reduced by 35% against our baseline year, however business travel by private

vehicle has steadily increased over the last four years now accounting for 12% of our total emissions, double compared to our baseline year. We continue to monitor these impacts and develop interventions to reduce the carbon intensity of our travel behaviours and ensure that travel is only undertaken when necessary.

Collectively, these efforts have resulted in a clear and sustained downward trend in our greenhouse gas emissions over the three-year period. This progress demonstrates the effectiveness of our strategic approach and reinforces our commitment to environmental stewardship.





We have continued to deliver a comprehensive programme of works aimed at improving the performance of our property portfolio. This has supported progress towards targets set out in the GGC as well as our Net Zero by 2030 target. We continue to embed and deliver opportunities to improve the efficiency of our estate within our Workplace Review Programme and Estates Plan. This includes relocating to smaller, more energy-efficient spaces and investing in property upgrades.

We have also continued to develop and enhance our carbon management plan. This has allowed improved modelling of targeted interventions alongside grid decarbonisation projections to inform our carbon trajectory and internal greenhouse gas emission reduction targets.

These activities demonstrate our commitment to making informed, strategic decisions that maximise environmental impact and ensure long-term value for our estate.

Planning for Net Zero

We rely on detailed audits and feasibility studies to guide our estates work, ensuring our investments deliver maximum environmental benefit and helping us progress ideas into fully deliverable schemes. We have worked closely with the Government Property Agency (GPA) and our Total Facilities Management Provider to carry out a series of energy and Net Zero audits across our facilities. These audits have been instrumental in helping us identify priority areas for investment and shape our rolling programme of works.

The insights gained from these assessments have directly informed the development of designs and procurement plans for key upgrades, including air handling unit replacements and further LED lighting improvements at Stella House.

Additionally, we partnered with the GPA and external specialists to complete a feasibility study for a decarbonised heating solution at Stella House. This study explored a range of low-carbon technologies, evaluating their cost-effectiveness and potential to reduce greenhouse gas emissions. The findings will guide our next steps in replacing the building's aging, end-of-life heating system with a more sustainable alternative.

Making our estate more efficient

We continue to take a strategic approach to managing and modernising our estate, ensuring that our buildings are not only fit for purpose but also aligned with our sustainability goals. By upgrading infrastructure, reducing our physical footprint, and integrating smarter systems, we are creating a more efficient, responsive, and environmentally responsible estate.

In 2022–23, we delivered key upgrades to improve energy performance and comfort. This included air conditioning improvements in comms rooms and a roof insulation scheme at Hesketh House to reduce heat loss and improve thermal efficiency.

Building on this, we upgraded the air conditioning system in the IT server room at Hesketh House, integrating it into our Building Management System (BMS) to enable better control and monitoring. We actively look for opportunities to ensure that all major estates projects contribute to our Net Zero goals and align with the GGC, particularly in the areas of energy efficiency, waste reduction, and water conservation.

We have also taken steps to align our estate with new ways of working. Workspace was reduced by 50% at Stella House and 42% at Hesketh House, ensuring our buildings remain efficient and fit for hybrid working models. In 2024–25, we successfully relocated from Ridgway House to a smaller, more energy-efficient building, reducing our footprint by 83%.

To support smarter energy use across our estate, we secured external funding to upgrade our BMS in buildings under our direct control. Work is now underway to optimise these systems, with the aim of reducing energy waste and improving operational efficiency.

Increasing generation of renewable energy

As part of our commitment to reducing reliance on grid electricity and supporting our Net Zero by 2030 ambition, we have continued to invest in onsite renewable energy generation. Solar photovoltaics (PV) play a key role in our strategy, helping to lower emissions, reduce energy costs, and increase the resilience of our estate.

At Greenfinch Way, we installed an 88 kW solar PV array, which delivers over £29,000 in annual energy savings. Since installation, the system has generated 302,059 kWh, contributing to approximately 26% of the building’s total electricity consumption in 2024–25. This installation has significantly reduced the building’s carbon footprint while improving long-term energy security.

To further expand our renewable capacity, we also installed a solar PV system with an 18.2 kW capacity on the boiler house at Stella House. This system supports our goal of increasing onsite generation and reducing emissions across our wider estate.

We have continued to invest in the rollout of LED lighting schemes with smart controls. At Greenfinch Way, we completed a LED lighting upgrade in 2023–24, replacing all remaining non-LED fittings. This resulted in an 18% reduction in lighting load and a 5% decrease in building electricity consumption.

At Stella House, we completed a phased LED lighting upgrade across 2023–24 and 2024–25. This included the installation of daylight harvesting and occupancy sensors to maximise energy savings. The upgrade is expected to deliver a 57.5% reduction in lighting electricity use, an annual reduction of 12tCO²e in greenhouse gas emissions, and £32,000 in annual energy cost savings. In addition to energy and carbon savings, these upgrades provide operational benefits by phasing out fluorescent tubes, aligning with the Restriction of Hazardous Substances (RoHS) directive and supporting a safer, more sustainable working environment.



Travel

In 2024–25, 19% of our total greenhouse gas emissions arose from business travel. While travel-related emissions have increased since the height of the COVID-19 pandemic, they remain below pre-pandemic levels, reflecting sustained changes in how we work. The widespread adoption of hybrid working and virtual meetings has significantly reduced the need for travel.

We've also taken steps to reduce emissions from our fleet. The centralisation of scanning activities has decreased the need to transport paper records between sites, reducing fleet mileage. This change enabled us to transition one of our diesel vans to an electric vehicle (EV), supporting our shift to lower-emission transport.

Supporting the EV transition

As a healthcare organisation, we recognise our responsibility to address poor air quality—the UK's largest environmental risk to public health. To support a transition to low-emission transport, we have streamlined our car lease scheme to exclusively offer EVs. This marks a significant shift away from petrol, diesel, and hybrid options.

In addition to this change, we've also installed 32 EV charging points at Stella House, making it easier for colleagues to adopt electric vehicles. While we continue to look ahead and identify further opportunities for improvement, we are proud of the meaningful steps we've already taken.



An aerial photograph of a large, modern NHS Business Services Authority building. The building has a grey corrugated metal roof and a glass-fronted entrance. A large array of solar panels is installed on the roof. In the foreground, there is a parking lot with several cars and a small guardhouse. The background shows some construction equipment and a pile of gravel.

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Waste and resource efficiency

Reducing waste and ensuring the sustainable use of natural resources is critical to safeguarding the planet’s resources. Waste and resource efficiency is a priority set out within the GGC, and our Environment Strategy. Our aim is to maximise resource efficiency by removing waste from our services and operations at source, increasing the proportion that is reused and recycled.

Since our baseline period we have made significant progress by halving the amount of waste we generate, despite growing our organisation and service portfolio. Through service improvement programmes, we have eliminated waste at source and have also embedded circular economy principles to support the management of some of our key waste streams, to ensure they’re assessed and prioritised for reuse.

The graph shows our waste volumes since our baseline year.

* As of 22/23 technology waste is excluded from the above dataset, retaining the boundaries set out within commitment B of the GGC.

Waste arisings



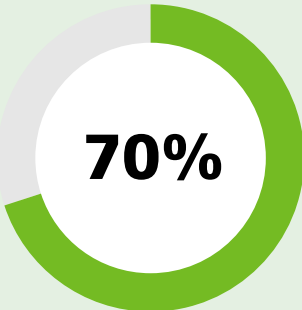
By the end of our strategy period, we achieved a **51%** reduction in total waste generated compared to the 2017/18 baseline. We sent zero waste to landfill and increased our recycling rate to **88%**, exceeding all internal and external targets in this area.

We have actively considered and priorities ways to reduce waste arisings from our Workplace Review Programme by prioritising the reuse of redundant items internally and through our office furniture and ICT asset disposal contracts.

Making our services sustainable

Our service improvement programmes have contributed to our waste reduction achievements as we continue to expand and improve our digital services to eliminate waste at source. As of 2024/25, the Electronic Prescription Service processes **91%** of prescriptions electronically, delivering substantial paper waste savings.

Furthermore, digital applications for the Low-Income Scheme have risen to **70%**, significantly cutting waste from the previously returned 30-page paper forms. There has also been a **12%** increase in digital maternity exemption applications compared to the previous financial year, contributing further to our performance.



Digital applications for the Low-Income Scheme have risen to 70%.

Paper usage

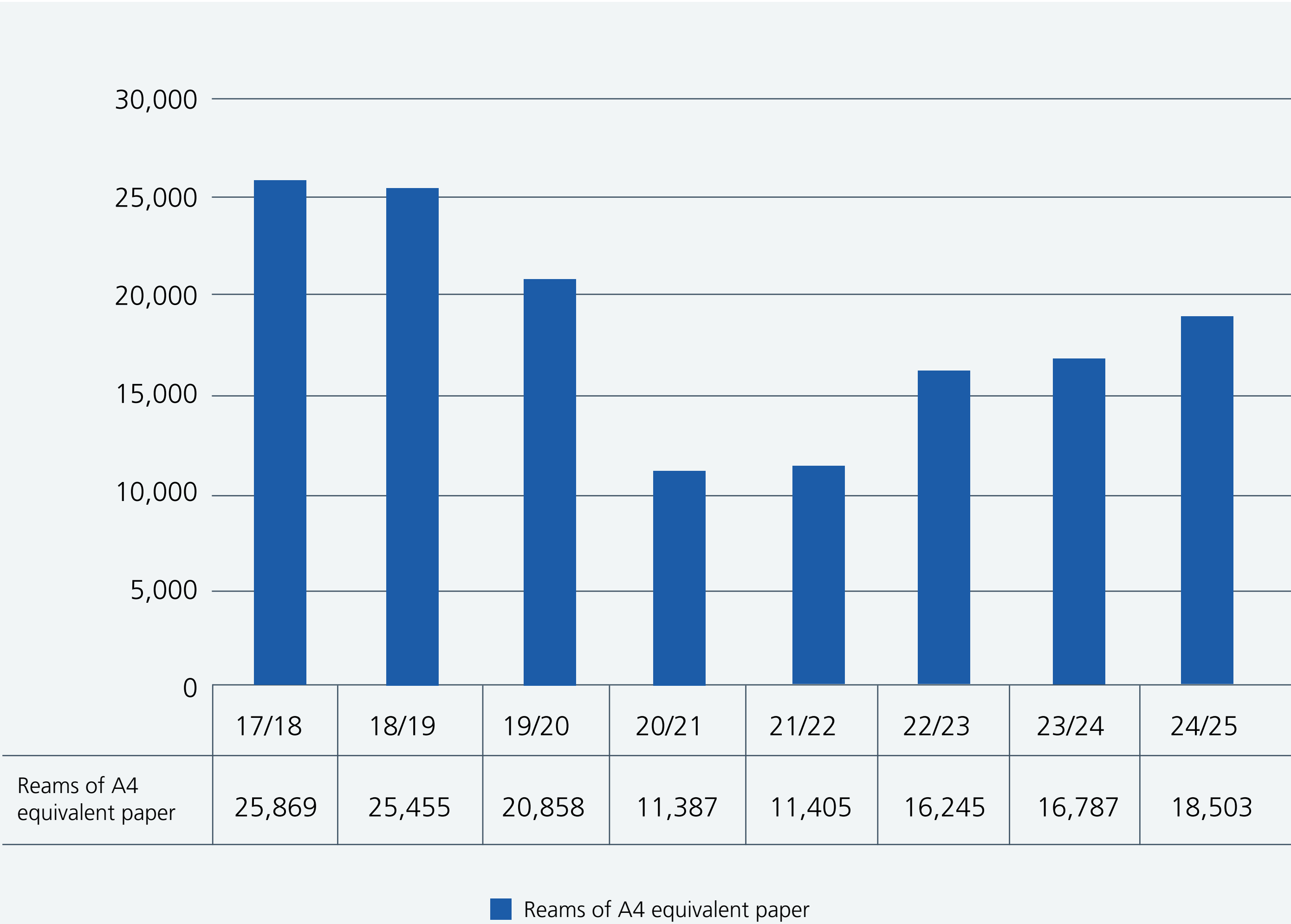
We continue to reduce paper consumption across our organisation through service improvement programmes that replace paper-based administrative processes with digital solutions. Developing modern, secure and scalable digital services and technology platforms is central to delivering our vision.

Our digital-first approach has significantly reduced paper usage across many services. For example, within Health Exemption Services **79%** of Maternity exemption certificates, **86%** of Prescription Prepayment Certificates and **97%** of Hormone Replacement Therapy Prescription Prepayment Certificates were issued as digital certificates.

Furthermore, in 2024/25, the Electronic staff record system has stopped all national print services, eliminating approximately **160,000** payslips per month. Whilst these payslips aren’t printed by the NHSBSA, the service change marks significant progress to improve resource efficiency.

Despite this progress, meeting the GGC paper reduction target remains a challenge for the NHSBSA, largely due to mandatory paper-based requirements in several services, which offset some of the savings achieved.

Paper usage



During the GGC reporting period, our service portfolio expanded to include new offerings with compulsory paper components, including the Vaccine Damage Payment Scheme. Changes to existing services have also increased internal printing. For example, the Public Service Pensions Remedy (McCloud Remedy) requires an informational flyer to be printed and enclosed with every pension statement issued to eligible members.

Our Exemption Checking services have also grown, with the introduction of an additional mandated letter leading to increased print volumes. The Dental Exemption Checking service was brought in-house from a third-party provider, resulting in additional internal printing not accounted for in our original baseline.

While our performance currently falls short of the GGC’s **50%** paper use reduction target, it is important to note that this is a group target. The department’s overall performance exceeds the target, achieving a reduction of **76%**.





Good governance

Our good governance priority focuses on maintaining an effective governance framework that drives continual improvement and ensures compliance with our environmental obligations. Key activities under this priority include the development and delivery of our Environment Strategy, annual environment plans, and performance reporting. We also continue to maintain and strengthen our ISO 14001 Environmental Management System and ensure effective oversight through our Environment Committee, which plays a central role in guiding and monitoring our sustainability efforts.

Strategic oversight and alignment with NHSBSA Strategy

Throughout the duration of our Strategy, our Executive Director of People and Corporate Services acted as the Senior Responsible Officer (SRO) for Environment and Sustainability, ensuring the organisation had the right structures and resources in place to meet our environmental commitments. Our Chief Executive provided executive-level sponsorship, reinforcing the strategic importance of sustainability across the organisation. In addition, a nominated non-executive director served as our environment and sustainability champion, offering independent oversight and advocacy at Board level.

Environmental sustainability remains a key strategic goal within our broader ESG objectives. Our Environment Strategy, built around key material risks and impacts, underpins this strategic goal and is supported by our annual environment plan that promotes shared ownership of sustainability and the management of climate-related risks, with clear senior management accountability and support. We provide an annual update to our Board and Leadership Team on our environment strategy, action plan and annual performance report, allowing effective

oversight, management of climate-related risks and evaluation of progress against our environment objectives.

Our Environment Committee is chaired by our Chief Executive and provides a strategic focal point for environmental management and sustainability issues. The Committee meets at least three times per year and is attended by senior management representatives from across the organisation. It acts as the decision-making body for all environment and sustainability issues as well as monitoring performance and driving the development and implementation of key initiatives.

Across the organisation, we provide update reports to our colleagues at regular intervals through various channels including the internal newsletter, Chief Executive's blog, intranet and business communication tools, and live Q&A sessions.

Our Environment and Sustainability Team works closely with stakeholders across the organisation to implement these commitments. Internally, we monitor progress through our Business Performance Report and corporate KPIs, with quarterly reporting and annual updates published in our annual report, and our annual report and accounts.

Maintaining our organisation-wide ISO14001 Environmental Management System

As we raise our ambitions on environmental sustainability, it's imperative that we have a strong foundation to build on. We've held our ISO14001 certified Environmental Management System (EMS) for over 15 years which we have continued to maintain and enhance; ensuring its integration with our sustainability projects and aspirations. We're proud to hold this standard which continues to have many benefits, such as helping to ensuring we have a system to comply our mandatory and statutory duties and continuing to improve our environmental performance. The standard is also valued by our external customers and clients and demonstrates our commitment to environmental issues.

External assurance

In addition to our regular external audits under the ISO 14001 Environmental Management System (EMS), we undertook two targeted internal audits to strengthen our approach to sustainability, supporting the delivery of our Environment Strategy. The first audit focused on evaluating the systems and controls in place for managing our sustainability reporting, ensuring that our data is accurate, transparent, and aligned with both internal and external reporting requirements. The second audit assessed the robustness of our framework

for delivering progress towards our Net Zero by 2030 target. This included a review of governance structures, action planning, risk management, and the integration of Net Zero objectives across our operations and planned projects. Both audits provided valuable insights and recommendations, helping us to identify areas for improvement and further embed sustainability into our decision-making and delivery processes.

Further information on our Environmental governance and risk management approach can be found in our [Annual Report and Accounts 2024-25](#).





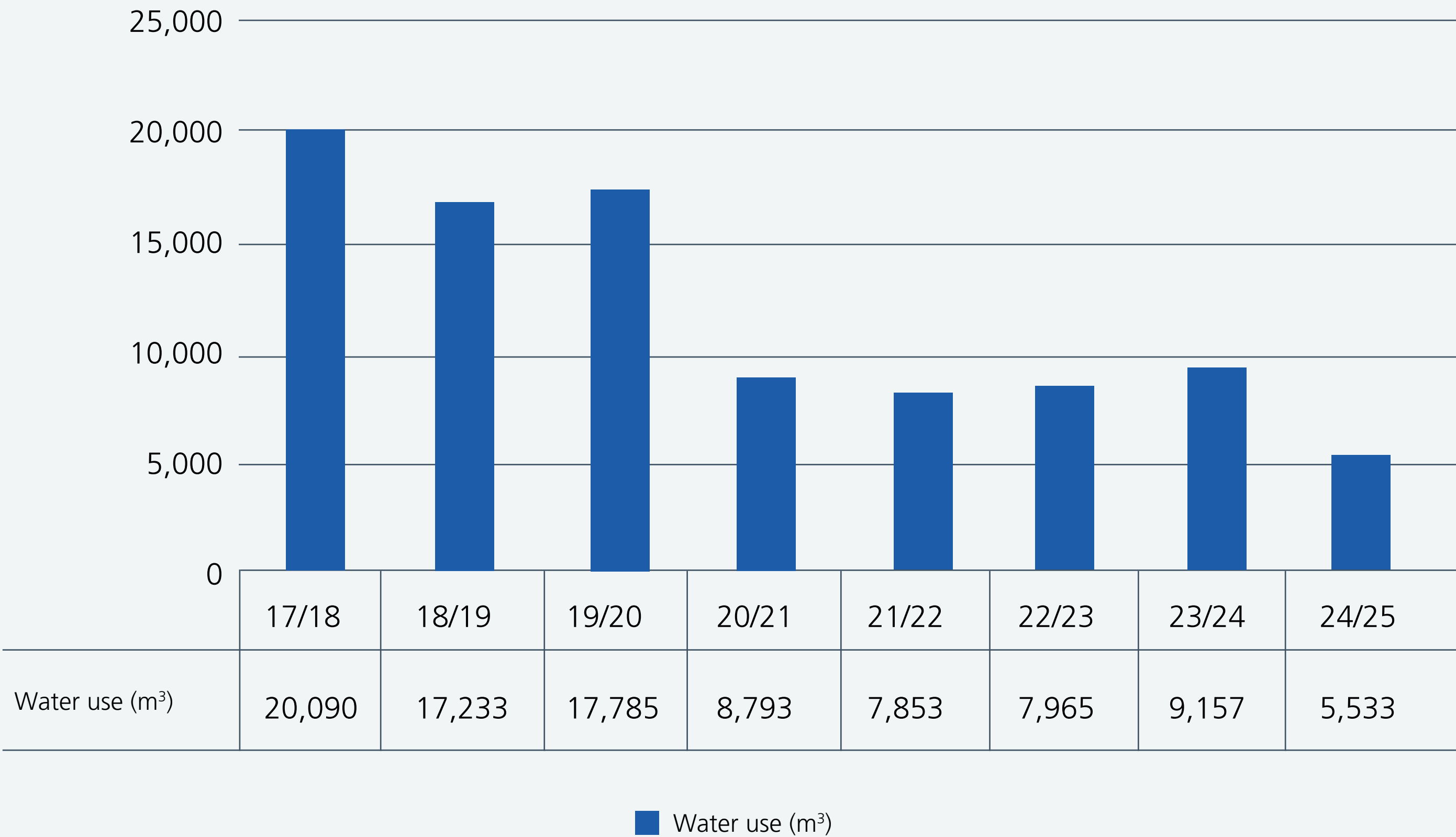
Conserving water is vital to reducing the environmental impact of the government estate, supporting climate resilience, and ensuring the efficient use of natural resources.

We have reduced our water usage by **72%** against our 2017/18 baseline, ahead of our required **8%** reduction. Within our strategy period, we have installed a new water metering portal that enables real-time data capture and flags potential issues directly to our Total Facilities Management (TFM) provider. This system allows for swift investigation and repair of anomalies. Once issues are resolved, data is reviewed to confirm the effectiveness of the intervention, reinforcing our proactive water management strategy.

Several faults have been identified through the system and subsequently repaired. For example, our analysis of metering data identified unexpected water usage during night hours. Investigations revealed a faulty valve on a rainwater tank and several malfunctioning toilet valves. These issues were promptly addressed, preventing further water loss.

Hybrid working has continued to have a positive impact on water consumption alongside ongoing consolidation of the estate. We continue to monitor water usage site-by-site and identify improvement opportunities.

Water Consumption





Sustainable procurement

Assessing the impact of procurement and business change

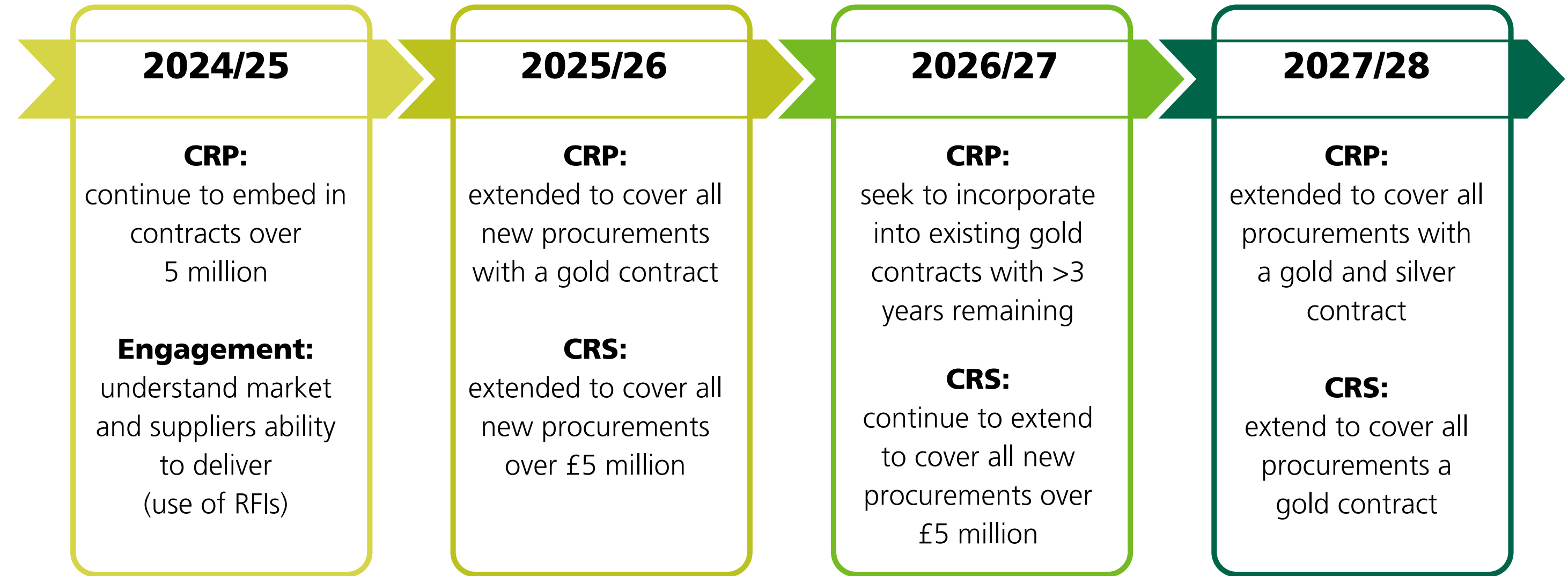
Our Environment and Sustainability and Commercial Teams continue to champion sustainable procurement within the NHSBSA. We assess all procurements of over £10k to identify and embed any environmental improvement opportunities or compliance requirements, including the government buying standards and social value.

We have refined our Environment and Sustainability Mandatory Assessment, working closely with our Commercial and Portfolio Management teams to gain feedback, ensuring it aligns with wider business process and is embedded across relevant teams. The updated assessment reflects new government mandates, sector-specific sustainability requirements, and recognised best practices. These enhancements strengthen our ability to identify and address environmental and sustainability risks early in the project lifecycle and embed sustainability more consistently into strategic and operational decisions.

Driving climate action within our supply chain

We have an ambitious 2040 Net Zero target for emissions we can influence which includes our supply chain emissions.

NHSBSA Net Zero Supplier Roadmap



To understand our impact better we have quantified Scope 3 emissions for purchased goods and services and have started to transition from a spend-based methodology to a hybrid method through replacing estimated supplier emissions data with contract specific information obtained from suppliers.

To further drive this transition we developed a Supplier Net Zero Roadmap engaging with stakeholders such as NHS England and Crown Commercial Services to ensure alignment across the public sector.

The roadmap integrates best practice, embedding emissions reduction targets into contracts and utilises existing Carbon Reduction Plan (CRP) and Carbon Reduction Schedule (CRS) to cascade commitments within our supply chain to drive emission reduction. Through this we are implementing supplier-specific emissions reporting, enhancing data accuracy and accountability. It has been endorsed by the organisation and socialised with suppliers in a strategic supplier event where it was well received. We have already begun to embed the commitments outlined within the roadmap into ongoing procurements this year.

Maximising social value within our procurement activity

To refine and enhance how we embed the Social Value PPN into our procurement process we have a dedicated Social Value Working Group made up of procurement and contract management professionals, as well as subject matter experts from environment and social impact.

The purpose of the group is to strengthen the ‘golden thread’ of social value throughout the lifecycle of a procurement. We have developed an approach specific to the environmental outcomes we would like suppliers to deliver through their social value commitments within contracts, supporting our ability to drive tangible environmental improvements throughout our supply chain.



Sustainable ICT and digital services

Reducing our digital footprint

As we develop and increase uptake of our digital services, it’s important that we measure and manage our digital impacts.

We have continued to update and refine our cloud sustainability dashboard which provides detailed insights into cloud-related impacts at a directorate and service level. This helps us to identify our biggest impacts and opportunities for improvement. We have also identified opportunities to optimise several of our cloud environments through, for example, right-sizing and have started to work with stakeholders across the organisation to implement opportunities to reduce waste, emissions and save money.

At our Digital, Data and Technology (DDaT) summit, we delivered a digital sustainability session aimed at raising awareness of our cloud-related impacts. This session provided an opportunity for colleagues to discuss ways in which sustainability considerations could be integrated into digital and technology operations, it also provided an opportunity for senior management to input into digital sustainability plans.

Additionally, we launched a digital clean-up day campaign to encourage teams to clean up digital files to optimise the use of cloud storage and reduce associated cloud carbon and financial costs of maintaining cloud infrastructure.

Managing our technology waste

To effectively manage and reduce our IT related waste, we have embedded circular economy principles within our IT asset disposal contract which ensures any redundant IT equipment is now assessed for reuse and refurbishment before recycling, helping us keep equipment in use for longer and move up the waste hierarchy.





Biodiversity

Making space for thriving plants and wildlife

Whilst we do not hold significant natural capital or land holdings, we have continued to prioritise sites with the greatest biodiversity potential within our nature recovery plan, namely Stella House which sits on the North Tyne Wildlife Corridor. During 2024/25 at Stella House, we enhanced our grounds maintenance practices to promote nature recovery and increase biodiversity. Improvements include raising sward heights to leave grass slightly longer, doubling the available habitat of invertebrate species and stopping practices such as 'cutting in' at the base of hedges to create safe habitats and foraging corridors for birds and small mammals. We have also planted meadow grass areas surrounding stands of trees, created large beds of pollinator focused planting and began the pond redevelopment project to restore our pond to provide and enhance vital habitats.

Connecting through our environmental volunteering

We have continued to encourage and support environmental volunteering across the organisation such as litter picking, conservation, tree planting, and up cycling. We have created and increased the uptake of environmental volunteering opportunities. Progress is demonstrated by a third of all volunteering across the organisation having an environmental focus adding up to over 2100 hours.

Case study: Volunteering for nature at Footprints on the Moon

In May 2024, over 80 NHSBSA colleagues took part in the organisation's largest volunteering event to date at Plessy Woods, Northumberland, supporting Footprints on the Moon - a forest school and nursery that uses the woodland as an outdoor classroom for children to learn and explore.

As part of volunteer's week, colleagues contributed to a wide range of environmental improvement activities, including litter picking, clearing river debris, building bug hotels, and constructing walkways. These efforts not only enhanced the learning environment for the children but also supported local biodiversity and environmental sustainability.

The school expressed deep appreciation, noting that the work completed in just one day would have taken staff weeks to accomplish. The event also strengthened workplace relationships, demonstrated the positive impact of volunteering on both community and environment. But also supported colleagues to foster a stronger commitment to sustainable practices by strengthening our connection to nature helping.

This initiative reflects NHSBSA's commitment to sustainability and community engagement, showing how collective action-whether large or small-can make a meaningful difference.





Climate change adaptation

We completed a qualitative climate change risk assessment and adaptation plan, in collaboration with key departments across the organisation. The project considered risks associated with a range of potential climate hazards for two climate scenarios across different time horizons, deepening our understanding of key climate-related risks.

Several physical climate-related flooding risks have been identified for our organisation relating to risks to assets, colleague wellbeing and productivity and demand of NHSBSA services, in addition to our transitional risk of not achieving our ambition to be Net Zero by 2030.

We have actively engaged with risk leads across the organisation to raise awareness and deepen understanding of climate-related risks. This engagement has enabled teams to better assess and determine which climate risks should be integrated into local risk registers and business continuity planning. The initiative has been well received, with colleagues welcoming the insights and increased awareness it has brought to this important area.




Conclusion

As we conclude the final year of our 2022-25 Environment Strategy, we are proud of the meaningful progress we have made in reducing our environmental impact and embedding sustainability across our organisation. From cutting greenhouse gas emissions and water use to eliminating waste to landfill and expanding digital services, our achievements reflect the collective effort and commitment of colleagues across NHSBSA.

This report highlights not only the outcomes we've delivered but the strong governance, culture, and innovation that underpins our approach. We have laid a solid foundation for future progress, strengthened our understanding of climate-related risks, and deepened our engagement with colleagues, suppliers, and partners.

Looking ahead, we remain focused on delivering our Net Zero by 2030 ambition and supporting the wider health and care system to become more sustainable and resilient. With a new strategy on the horizon, we are well-positioned to build on our successes, address emerging challenges, and continue driving positive environmental and social impact.

Environment and Sustainability Annual Report

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