**Environment Action Plan 2022/23**

***Infographic 1 – Environment Logo***

**1. Introduction**

Our Environment Action Plan gives details of the activity planned in 2022/23 to support the delivery of the NHSBSA Business Strategy and Environment Strategy 2022-25. It is created through extensive consultation, as well as consideration of our legal and mandated requirements, for example targets set by government. The following are our key sources of consultation and information informing this strategy:

* Environment Committee (national committee attended by representatives from across the business, chaired by Chief Executive, occurring four times per year)
* National Joint Safety, Health and Environment (SHE) Committee (national consultative committee attended by representatives from across the business, chaired by Executive Director of People and Corporate Services, occurring at least three times per year)
* Local Safety, Health and Environment (SHE) Groups (site / business area specific groups, focusing on local SHE issues) and our Environment Network.
* ISO 14001 Environmental Management System – annual aspects and impacts review, legal / other requirements review, quarterly team performance reviews and annual management review (attended by senior management including Executive Director of People and Corporate Services)
* Environment Strategy and stakeholder review

The NHSBSA Environment Strategy 2022-25 explains the vision of the NHSBSA, including our strategic goals. The Environment Action Plan embodies all of our values and contributes to the delivery of many of our strategic goals.

**2. Summary of Environment targets 2022-23**

The NHSBSA continues to review and refresh its [business strategy](https://www.nhsbsa.nhs.uk/what-we-do/strategy-business-plan-and-annual-report) which, alongside targets set out in our Environment Strategy 2022-25, informs our annual environmental targets.

We are accelerating our efforts to reduce the carbon impact of our organisation and continue to embed environmental sustainability in key processes and decision making. We are also continuing with our agenda of process improvement and digitisation, and this continues to improve our environmental performance e.g.  reducing waste, reducing the number of paper letters and plastic cards produced etc. At the same time our business is aiming to grow and some of the services we have taken on or developed will produce waste, require the production of paper-based communications, or require more energy use in our buildings in the short term. As we embed these new services, opportunities for process improvement, digitisation etc. will be assessed and taken forward. We continue to assess our targets up to the end of the ‘Greening Government’ period.

The following is a summary of our corporate targets:

**Operational performance indicators:**

* 55% reduction in greenhouse gas emissions we can control\* (Greening Government target: 44% by 2025, scope includes additional sources of GHG emissions in-line with NHSBSA Net Zero target)
* 40% reduction in water consumption\* (Greening Government target: Reduce water consumption by 8% by 2025)
* 36% reduction in waste generated\* (Greening Government target: Reduce the overall amount of waste generated by 15% by 2025).
* Less than 5% of waste to landfill\* (Greening Government target: Less than 5% of waste to landfill)
* 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)
* 45% reduction in office paper use\* (Greening Government target: 50% reduction in office paper use by 2025)

***\*By the end of 2022/23, on 2017/18 baseline***

**Management performance indicators:**

* Maintain ISO 14001 certification
* Maintain CIPS Corporate Ethics Procurement Kitemark
* Deliver Annual SHE Audit Plan

**3. Core areas that underpin our Environment Strategy**

This Environment Action Plan sets out our and objectives to ensure we continue to improve our performance and meet our legal and mandated duties.

Actions are arranged under eleven core areas that underpin our Environmental Strategy 2022-25 and it’s environmental goals. Actions in each area contribute to delivery of one or more NHSBSA strategic goals, and these are included in each section.

***Infographic 2 – Suitable infographic of the following table***

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| **Our people and culture:**  Educate, engage and raise awareness to embed environment best practice and sustainability into our thinking and processes across our organisation. |
| **Energy:**  Reduce energy consumption and deploy onsite low-carbon renewable energy sources. |
| **Travel:**  Transition to active and low-carbon modes of transport to reduce our carbon impact and improve air quality. |
| **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. |
| **Water:**  Reduce water use across our estate. |
| **Sustainable procurement:**  Have an environmentally responsible, ethical, inclusive, transparent supply chain in place for the business 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 |
| **Sustainable ICT and Digital Services:**  Ensure our responsible and resilient ICT and digital services deliver measurable and tangible sustainable outcomes. |
| **Biodiversity:**  Make space for thriving plants and wildlife to achieve biodiversity net gains across our estate. |
| **Climate change adaption:**  Understand climate-related risk that impact our estate and operations and develop plans to respond to these risks. |
| **Good governance:**  Maintain an effective governance framework which ensures continual improvement and a commitment to fulfil our compliance and other obligations. |
| **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. |

**4. Environment Action Plan for 2022/23**

Each objective in the plan is marked with the relevant symbol(s) below, under the column headed ‘Benefits / rationale’:

* L – Legal requirement
* Gov – Government Mandate
* HSMS – Health and Safety Management System
* E – Employee consultation (including local SHE Groups)
* M – Management consultation (including National Joint SHE Committee)

4.1 Our people and culture

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| --- | --- |
| Action | Provide updates to staff on environmental performance |
| Benefits / rationale | Awareness maintained in workforce of progress against targets (L, EMS) |
| Lead(s) / Resources | Environment Manager, Environment Co-ordinators |
| Timescale | 31/03/2023 |
| Measure of success | Environmental performance and updates published and promoted |
| Corporate target | Management System |

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| --- | --- |
| Action | National Joint SHE Committee to monitor performance against this strategy, and provide assurance at an operational level |
| Benefits / rationale | Awareness maintained in workforce of progress against targets (L, EMS) |
| Lead(s) / Resources | SHE Manager, Environment Manager, Environment Co-ordinators |
| Timescale | 31/03/2023 |
| Measure of success | National Joint SHE Committee meetings take place. Environmental performance and updates published and promoted |
| Corporate target | Management System |

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| --- | --- |
| Action | Environment Network continues to represent business areas and deliver campaigns |
| Benefits / rationale | Awareness of contribution to this strategy is maintained in workforce (L, EMS)  Added Value: Broader social benefits gained through awareness for home life |
| Lead(s) / Resources | Environment Co-ordinators |
| Timescale | 31/03/2023 |
| Measure of success | Continued Environment Network activity and updates published and promoted |
| Corporate target | Management System |

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| --- | --- |
| Action | Deliver Environment Communication Plan 2022-23 |
| Benefits / rationale | Awareness maintained in workforce (Gov, EMS, E, M)  Added Value: Broader social benefits gained through awareness for home life |
| Lead(s) / Resources | Environment Manager, Environment Co-ordinators |
| Timescale | 31/08/2022 |
| Measure of success | Environment Communication Plan 2022-23 delivered |
| Corporate target | Management System, Environment Actions |

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| Action | Further develop and publish energy efficiency material within Climate Action Toolkit. Parallel the material with proposed Autumn Energy Cafe's which form part of our colleagues Cost of Living project |
| Benefits / rationale | Awareness maintained in workforce (Gov, EMS, E, M)  Added Value: Broader social benefits gained through awareness for home life |
| Lead(s) / Resources | Environment Manager, Environment Co-ordinators |
| Timescale | 31/12/2022 |
| Measure of success | Environment survey completed |
| Corporate target | Management System, Environment Actions |

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| --- | --- |
| Action | Colleague Environment Survey |
| Benefits / rationale | Insight gained into staff awareness, attitudes and knowledge of environmental impacts (Gov, EMS, E, M) |
| Lead(s) / Resources | Environment Manager, Environment Co-ordinators, Customer Insight and Research Officer |
| Timescale | 31/03/2023 |
| Measure of success | Environment survey completed |
| Corporate target | Management System, Environment Actions |

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| --- | --- |
| Action | Enhance and facilitate Environmental Volunteering opportunities |
| Benefits / rationale | Awareness of contribution to this strategy is maintained in workforce (L, EMS)  Added Value: Broader social benefits gained through awareness for home life |
| Lead(s) / Resources | Environment Co-ordinators |
| Timescale | 31/03/2023 |
| Measure of success | Increased uptake in environmental volunteering opportunities |
| Corporate target | Management System |

4.2 Energy

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| --- | --- |
| Action | Maintain carbon management plan to track and deliver carbon reduction projects 2022-23 |
| Benefits / rationale | Reducing carbon footprint of estate (Gov, EMS, M)  Added Value: Broader social benefits gained through action on climate change |
| Lead(s) / Resources | Environment Manager, Environment Co-ordinators |
| Timescale | 31/03/2023 |
| Measure of success | Carbon management plan updated against 2022-23 Carbon reduction projects |
| Corporate target | Carbon footprint reduction, Net Zero Target |

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| Action | Agree and develop carbon reduction projects for 2023-24 |
| Benefits / rationale | Reducing carbon footprint of estate (Gov, EMS, M)  Added Value: Broader social benefits gained through action on climate change |
| Lead(s) / Resources | Head of Estates, Environment Manager, Environment Co-ordinators |
| Timescale | 31/03/2023 |
| Measure of success | Carbon management plan updated against 2022-23 Carbon reduction projects |
| Corporate target | Carbon footprint reduction, Net Zero Target |

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| Action | Deliver works for Solar Panels at Greenfinch Way and Stella House |
| Benefits / rationale | Reducing carbon footprint of estate (Gov, EMS, M)  Added Value: Broader social benefits gained through action on climate change |
| Lead(s) / Resources | Head of Estates, Environment Manager, Environment Co-ordinators |
| Timescale | 30/09/2022 |
| Measure of success | Carbon management plan updated against 2022-23 Carbon reduction projects and suitable communications published |
| Corporate target | Carbon footprint reduction, Net Zero Target |

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| --- | --- |
| Action | Deliver works for LED Lighting at Greenfinch Way and Stella House |
| Benefits / rationale | Reducing carbon footprint of estate (Gov, EMS, M)  Added Value: Broader social benefits gained through action on climate change |
| Lead(s) / Resources | Head of Estates, Environment Manager, Environment Co-ordinators |
| Timescale | 30/09/2022 |
| Measure of success | Carbon management plan updated against 2022-23 Carbon reduction projects and suitable communications published |
| Corporate target | Carbon footprint reduction, Net Zero Target |

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| Action | Deliver works for air conditioning improvements across the business’s communications rooms |
| Benefits / rationale | Reducing carbon footprint of estate (Gov, EMS, M)  Added Value: Broader social benefits gained through action on climate change |
| Lead(s) / Resources | Head of Estates, Environment Manager, Environment Co-ordinators |
| Timescale | 31/08/2022 |
| Measure of success | Carbon management plan updated against 2022-23 Carbon reduction projects and suitable communications published |
| Corporate target | Carbon footprint reduction, Net Zero Target |

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| Action | Deliver works for additional electric vehicle charging points at Stella House |
| Benefits / rationale | Support increased uptake of electric vehicles, zero carbon commute, improved local air quality (Gov, EMS)  Added Value: Broader social benefits gained through action on climate change |
| Lead(s) / Resources | Head of Estates, Environment Manager, Environment Co-ordinators |
| Timescale | 30/09/2022 |
| Measure of success | Works completed and suitable communications published |
| Corporate target | Improved local environment, Net Zero Target |

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| Action | Deliver works reroofing scheme to improve thermal efficiency of Hesketh House |
| Benefits / rationale | Reducing carbon footprint of estate (Gov, EMS, M)  Added Value: Broader social benefits gained through action on climate change |
| Lead(s) / Resources | Head of Estates, Environment Manager, Environment Co-ordinators |
| Timescale | 30/09/2022 |
| Measure of success | Carbon management plan updated against 2022-23 Carbon reduction projects and suitable communications published |
| Corporate target | Carbon footprint reduction, Net Zero Target |

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| --- | --- |
| Action | Establish and test carbon offsetting strategy for Greenfinch Way. |
| Benefits / rationale | Reducing carbon footprint of estate (Gov, EMS, M)  Added Value: Broader social benefits gained through action on climate change |
| Lead(s) / Resources | Head of Estates, Environment Manager, Environment Co-ordinators. Head of Commercial Services. |
| Timescale | 30/09/2022 |
| Measure of success | Carbon management plan updated against 2022-23 Carbon reduction projects and suitable communications published |
| Corporate target | Carbon footprint reduction, Net Zero Target |

4.3 Travel

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| Action | Embed opportunity to reduce building energy and business travel within the Our Way Ahead programme. |
| Benefits / rationale | Potential to reduce building energy and business travel  (Gov, EMS, E, M)  Added value: Broader social benefits gained through action on climate change |
| Lead(s) / Resources | Environment Manager, Environment Co-ordinators |
| Timescale | 31/03/2023 |
| Measure of success | Our Way Ahead programme includes sustainable travel measures |
| Corporate target | Management System, Net Zero Target, Improved local environment |

4.4 Waste and resource efficiency

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| Action | Develop plan in conjunction with the business’s Total Facilities Management (TFM) provider to further improve waste management across the estate. |
| Benefits / rationale | Reduction in waste (Gov, EMS, M)  Added Value: Broader social benefits gained through action on climate change |
| Lead(s) / Resources | Head of Estates, Environment Manager, Environment Co-ordinators |
| Timescale | 31/03/2023 |
| Measure of success | A published plan to further reduce waste across the estate |
| Corporate target | Management System, Environmental Targets |

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| Action | Continued service improvements to:   * Increase update of digital referred back action with Community Pharmacy * Increase use of Electronic Prescription Service * Increase uptake of electronic payslips through Electronic Prescription Service * Digitise pension applications |
| Benefits / rationale | Opportunities for business improvement are identified (Gov, EMS, M) Added value: Broader environmental benefits gained through business change |
| Lead(s) / Resources | Associate Director of Operations |
| Timescale | 31/03/2023 |
| Measure of success | Service benefits realised for the Environment |
| Corporate target | Reduced Carbon footprint, Paper Reduction, Waste Reduction, Management System |

4.5 Water

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| Action | Develop plan in conjunction with the business’s Total Facilities Management (TFM) provider to further improve water efficiency across the estate. |
| Benefits / rationale | Reduction in waste (Gov, EMS, M)  Added Value: Broader social benefits gained through action on climate change |
| Lead(s) / Resources | Head of Estates, Environment Manager, Environment Co-ordinators |
| Timescale | 31/03/2023 |
| Measure of success | A published plan to further reduce waste across the estate |
| Corporate target | Management System, Environmental Targets |

4.6 Sustainable procurement and Business Change

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| Action | From an Environmental perspective, proceduralise Sustainable procurement and business change requirements, taking account of:   * Sustain procurement process and the supplier framework * Business change process * Due Diligence process * Carbon Accounting * Social Value PPN requirements * Carbon Reduction Plans in the procurement of major government contracts * Sustainable ICT and Digital Services process including suppliers and data * Government buying standards process * SHE Analysis process * Supplier Engagement process   and integrate into existing ISO management procedure for data collection and reporting |
| Benefits / rationale | Supply chain impacts and opportunities for business improvement are identified (Gov, EMS, M)  Added value: supply chain impacts are reduced |
| Lead(s) / Resources | Commercial Sustainable Procurement Lead, Environment Manager, Environment Co-ordinators |
| Timescale | 31/12/2022 |
| Measure of success | Updated ISO management procedure for Sustainable procurement and Business Change |
| Corporate target | Reduced Supply Chain Carbon footprint, Management System |

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| Action | Maintain a supplier engagement process with those suppliers in areas of high priority |
| Benefits / rationale | Key risks / opportunities addressed through supplier engagement (Gov, EMS, M)  Added value: Broader environmental benefits gained through contract management |
| Lead(s) / Resources | Commercial Sustainable Procurement Lead, Environment Manager, Environment Co-ordinators |
| Timescale | 31/03/2023 |
| Measure of success | Supplier engagement process embedded |
| Corporate target | Reduced Supply Chain Carbon footprint, Management System |

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| Action | Progress NHSBSA purchased goods and services carbon footprint:   * Validate goods and services carbon footprint for 2019-20 and 2020-21 * Quantify goods and services carbon footprint for 2021-22. * Transition to hybrid reporting for goods and services carbon footprint. |
| Benefits / rationale | Key risks / opportunities addressed through supplier engagement (Gov, EMS, M)  Added value: Broader environmental benefits gained through contract management |
| Lead(s) / Resources | Commercial Sustainable Procurement Lead, Environment Manager, Environment Co-ordinators |
| Timescale | 31/03/2023 |
| Measure of success | Goods and services carbon footprints validated, and supplier-specific carbon reporting reconciled. |
| Corporate target | Reduced Supply Chain Carbon footprint, Management System |

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| --- | --- |
| Action | Finalise and launch sustainable procurement environment framework taking account of mandatory requirements and best practice. |
| Benefits / rationale | Key risks / opportunities addressed through supplier engagement (Gov, EMS, M)  Added value: Broader environmental benefits gained through contract management |
| Lead(s) / Resources | Head of Commercial Services, Commercial Sustainable Procurement Lead, Environment Manager, Environment Co-ordinators |
| Timescale | 31/03/2023 |
| Measure of success | Framework finalised and launched |
| Corporate target | Reduced Supply Chain Carbon footprint, Management System |

4.7 Sustainable ICT and Digital Services

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| Action | Implementation of Greening Government Commitments ICT requirements |
| Benefits / rationale | Central government mandate to monitor and improve environmental performance (L, EMS, M, Gov)  Added Value: Broader social benefits gained through awareness for home life |
| Lead(s) / Resources | Environment Manager, Environment Coordinators |
| Timescale | 31/03/2023 |
| Measure of success | Data collated and reported to DHSC |
| Corporate target | Management System, Environment Targets |

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| --- | --- |
| Action | Proceduralise ICT reporting requirements and integrate into existing ISO management procedure for data collection and reporting |
| Benefits / rationale | Central government mandate to monitor and improve environmental performance (L, EMS, M, Gov)  Added Value: Broader social benefits gained through awareness for home life |
| Lead(s) / Resources | Environment Coordinators |
| Timescale | 31/03/2023 |
| Measure of success | Updated ISO management procedure for data collection and reporting |
| Corporate target | Management System, Environment Targets |

4.8 Biodiversity

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| Action | Remove and replace invasive species at Stella House |
| Benefits / rationale | Enhancing of biodiversity (Gov, EMS, M)  Added Value: Broader social benefits gained through action on climate change and biodiversity |
| Lead(s) / Resources | Head of Estates, Environment Manager, Environment Co-ordinators |
| Timescale | 30/09/2022 |
| Measure of success | Invasive species removed at Stella House |
| Corporate target | Improved local environment |

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| --- | --- |
| Action | Deliver biodiversity plan to enhance external spaces at Hesketh House Fleetwood and Stella House |
| Benefits / rationale | Enhancing of biodiversity (Gov, EMS, M)  Added Value: Broader social benefits gained through action on climate change and biodiversity |
| Lead(s) / Resources | Head of Estates, Environment Manager, Environment Co-ordinators |
| Timescale | 30/09/2022 |
| Measure of success | Enhanced biodiversity at Hesketh House Fleetwood |
| Corporate target | Improved local environment |

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| --- | --- |
| Action | Develop plan in conjunction with the business’s Total Facilities Management (TFM) provider to enhance external spaces to support biodiversity across the remainder of the estate. |
| Benefits / rationale | Enhancing of biodiversity (Gov, EMS, M)  Added Value: Broader social benefits gained through action on climate change and biodiversity |
| Lead(s) / Resources | Head of Estates, Environment Manager, Environment Co-ordinators |
| Timescale | 31/03/2023 |
| Measure of success | A plan to further enhance biodiversity across the estate |
| Corporate target | Improved local environment |

4.9 Climate change adaption

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| Action | Maintain business continuity and incident management plans to ensure that appropriate arrangements are in place to protect and deliver prioritised services in the event of a service disruption for e.g. adverse weather. |
| Benefits / rationale | Continue to deliver service when buildings are inaccessible  (L, Gov, M)  Added Value: Broader social benefits gained through ensuring our services are available |
| Lead(s) / Resources | Information Security Risk and Business  Continuity Manager, Environment Manager, Environment Coordinators |
| Timescale | 31/03/2023 |
| Measure of success | Business continuity and incident management plans in place |
| Corporate target | Management System |

4.10 Good governance

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| --- | --- |
| Action | Include environment commentary in NHSBSA Annual Report and Accounts 2021/22 and more detailed SHE Annual Report |
| Benefits / rationale | Information included in Annual Report(s), ensuring transparency and sharing approach with stakeholders  (L, Gov, EMS)  Added value: Sharing of approach with other organisations, encouraging responsible business practice |
| Lead(s) / Resources | Head of Governance |
| Timescale | 31/12/2022 |
| Measure of success | Mandated and stakeholder interest information included in Annual Report(s), made publicly available |
| Corporate target | Management System |

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| --- | --- |
| Action | Update Environment Strategy and associated Action Plan for 2022/23 |
| Benefits / rationale | Agreed plan and monitoring arrangements in place  (L, EMS)  Added value: Sharing of approach with other organisations, encouraging responsible business practice |
| Lead(s) / Resources | SHE Manager, Environment Manager |
| Timescale | 31/08/2022 |
| Measure of success | Agreed Strategy and Action Plan in place |
| Corporate target | Management System |

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| --- | --- |
| Action | Non-exec and exec Champions to continue in their roles |
| Benefits / rationale | Environment and resource efficiency issues are championed at Board and Leadership Team levels  (L, EMS, E, M) |
| Lead(s) / Resources | Non-exec champion, Exec-champion |
| Timescale | 31/03/2023 |
| Measure of success | Exec and Non-Exec Champions in place, who champion environment and resource efficiency issues at Board and LT level |
| Corporate target | Management System |

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| --- | --- |
| Action | Environment Committee to oversee carbon reduction and environmental sustainability across the business |
| Benefits / rationale | Senior representatives who are members of the Committee are accountable for actions within this Strategy  (L, EMS, E, M) |
| Lead(s) / Resources | Environment Committee, Environment Manager, Environment Coordinators |
| Timescale | 31/03/2023 |
| Measure of success | Environment Committee established and business areas represented |
| Corporate target | Management System, Environment Strategy and Action Plan |

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| Action | Maintain ISO 14001:2015 Environmental Management System certification |
| Benefits / rationale | Assurance gained from being externally certified. Providing external assurance to clients/ customers (EMS, M) |
| Lead(s) / Resources | Environment Manager, Environment Co-ordinators |
| Timescale | 31/03/2023 |
| Measure of success | External ISO 14001 certification maintained |
| Corporate target | Management System |

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| --- | --- |
| Action | Implementation of Greening Government Commitments 2021-2025, |
| Benefits / rationale | Central government mandate to monitor and improve environmental performance (L, EMS, M, Gov)  Added Value: Broader social benefits gained through awareness for home life |
| Lead(s) / Resources | Environment Co-ordinators |
| Timescale | 31/03/2023 |
| Measure of success | Data collated and reported to DHSC |
| Corporate target | Management System, Environment Targets |

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| --- | --- |
| Action | Continue rolling SHE Audit Schedule, coaching staff and tracking implementation of actions |
| Benefits / rationale | Environment arrangements and practices checked, and improvements made (L, EMS, M) |
| Lead(s) / Resources | Environment Co-ordinators |
| Timescale | 31/03/2023 |
| Measure of success | Audit plan completed |
| Corporate target | Management System, Audit Plan |

4.11 Supporting a Greener NHS

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| Action | Maintain membership of/ communication with stakeholder groups, including DHSC Greening Government ALB forum, IEMA forums, Regional Sustainability Networks, Sustainable Dental Advisory Group and others as identified |
| Benefits / rationale | Ensures alignment with mandated requirements, and sharing of best practice (EMS, M)  Added value: Sharing of approach with other organisations, encouraging responsible business practice |
| Lead(s) / Resources | SHE Manager, Environment Manager |
| Timescale | 31/03/2023 |
| Measure of success | Collaborative meetings, forums, webinars etc. attended |
| Corporate target | Corporate business strategy |

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| Action | Produce Sustainable Medicines dashboard for inhalers |
| Benefits / rationale | Utilises our data to Support ambitions of a Greener NHS, sharing of best practice (EMS, M)  Added value: Sharing of approach with other organisations, encouraging responsible business practice |
| Lead(s) / Resources | Data and Insight Senior Manager – Prescriptions, SHE Manager |
| Timescale | 31/03/2023 |
| Measure of success | Dashboard produced and published |
| Corporate target | Corporate business strategy |

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| Action | Continued membership of the Net Zero Healthcare Committee to drive improvements to reduce the system’s carbon footprint and deliver net zero commitments. |
| Benefits / rationale | Utilises our data to Support ambitions of a Greener NHS, sharing of best practice (EMS, M)  Added value: Sharing of approach with other organisations, encouraging responsible business practice |
| Lead(s) / Resources | Chief Executive, SHE Manager |
| Timescale | 31/03/2023 |
| Measure of success | Dashboard produced and published |
| Corporate target | Corporate business strategy |

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| --- | --- |
| Action | Development of Sustainable Dentistry Guidance in partnership with other Sustainable Dentistry Fellows |
| Benefits / rationale | Utilises our expertise and influence to Support ambitions of a Greener NHS, sharing of best practice (EMS, M)  Added value: Sharing of approach with other organisations, encouraging responsible business practice |
| Lead(s) / Resources | Clinical Fellow |
| Timescale | 31/03/2023 |
| Measure of success | Guidance produced, published and promoted |
| Corporate target | Corporate business strategy |