



**HFMA briefing**  
Updated November 2023



# **NHS environmental sustainability guidance map**

A tool that maps key NHS environmental sustainability  
guidance

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# Introduction

The HFMA has produced an NHS environmental sustainability guidance map. The map brings together the key guidance, tools and examples to support the NHS in meeting its commitments to environment sustainability. The map will be regularly updated.

The NHS is the largest employer in the UK and the health and care system in England is responsible for around 4% of the country's carbon footprint.

HFMA's Environmental Sustainability Special Interest Group (ESSIG) works to highlight good practice in embedding environmental and social sustainability in the NHS and the wide range of benefits this offers including operating within safe financial and environmental limits, to developing robust, resilient and future proof models of prevention and care.

With a wealth of material available, the ESSIG has created a map of key environmental sustainability guidance in order to support finance members in developing an effective approach to environmental sustainability.


Aimed at all those working in the NHS, in particular NHS boards, finance teams and clinical colleagues, the purpose of the map is to highlight the published resources that support the development of environmental sustainability in the NHS.

Whatever your level of expertise in this area, the map is a helpful tool with links to key documents all in one place.

The map is split into three sections:

- strategic framework
- enabling environmental sustainability
- specific examples of environmental sustainability.

It signposts the key documents and guidance available, and when they were last updated. The map is not intended to be exhaustive but provides links to key references.

The guidance will be of interest across the United Kingdom. The map will be updated periodically as new guidance is produced, marked as . If you would like to flag additional material to be included in the next update of this map, please contact [lisa.robertson@hfma.org.uk](mailto:lisa.robertson@hfma.org.uk).

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## Strategic framework

The UK government has committed to reach net zero by 2050. In October 2020, NHS England and NHS Improvement set out its aim to be the world's first net zero national health service as part of its Greener NHS programme. It set two targets:

- to reduce to net zero the NHS carbon footprint (emissions over which there is direct control) by 2040; and
- to reduce to net zero the NHS carbon footprint plus (emissions over which there is influence) by 2045.

Within the national framework, each NHS trust and integrated care system should have a Green Plan setting out how they will deliver carbon reduction. The first section of the map focuses on the national aims and strategic framework for improving environmental sustainability. It includes references to help organisations and officers understand the overall direction, scale and pace of change needed in the NHS. This section also signposts readers to documents that provide context on climate change issues, as well as regular environmental sustainability bulletins.

## National strategy

Links to guidance		Latest updated
	<b>NHS England: <i>Greener NHS website</i></b> Homepage for the Greener NHS programme	Ongoing
	<b>NHS England: <i>Greener NHS knowledge hub</i></b> Workspace on FutureNHS collaboration platform including tools and resources	Ongoing
	<b>Centre for Sustainable Healthcare: <i>Green Plan and Sustainability Strategy Support</i></b> Sustainability strategy support including delivering a green plan in England Wales and Scotland.	Ongoing
	<b>The Scottish Government: <i>NHS Scotland sustainability</i></b> Various links to sustainability resources	Ongoing
	<b>Royal College of Psychiatrists and NHS England: <i>Delivering greener more sustainable and net zero mental health-care-guidance and recommendations</i></b> Focusing on mental health with a call to action and case studies	November 2023
	<b>National Audit Office: <i>Approaches to achieving net zero across the UK</i></b> Sets out the UK and devolved governments' legislation, policy, strategy, governance and monitoring arrangements, relevant to achieving net zero greenhouse gas emissions.	September 2023
	<b>NHS England: <i>NHS clinical waste strategy</i></b> The strategy aims to reduce future waste volumes,	March 2023
	<b>NHS England: <i>NHS net zero building standard</i></b> Provides technical guidance to support the development of sustainable, resilient, and energy efficient buildings that meet the needs of patients now and in the future.	February 2023

	<b>NHS England: <i>Carbon reduction plan requirements for procurement</i></b> Further details on the implementation of the requirement for all suppliers of new above £5 million per year (excluding VAT) to publish a carbon reduction plan	February 2023
	<b>National Health Executive: <i>How the NHS can achieve its net zero strategy</i></b> views from Matthew Bell, economist and former CEO of the Committee for Climate Change	December 2022
	<b>National Health Executive: <i>Greening the NHS through the ICS</i></b> views from Alexis Percival, net zero lead, Humber and North Yorkshire ICS	August 2022
	<b>Scottish Government: <i>NHS Scotland climate emergency and sustainability strategy: 2022 – 2026</i></b> Sets out plans for NHS Scotland to reduce its greenhouse gas emissions and impact on the environment, adapt to climate change and to better contribute to the United Nations’ sustainable development goals.	August 2022
	<b>The national archives: <i>Health and Care Act 2022</i></b> part 1 section 9 sets out duties in relation to climate change	July 2022
	<b>Department of Health and Social Care: <i>The Government’s 2022-23 mandate to the NHS</i></b> Includes requirement to continue to deliver against targets included in <i>Delivering a net zero NHS</i> .	March 2022
	<b>NHS England: <i>2022/23 priorities and operational planning guidance</i></b> Page 8 includes reference to embedding the response to climate change in core business including requirement for green plan and a board level net zero lead. Note the <i>2023/24 priorities and operational planning guidance</i> add no new actions in respect of climate change and net zero.	December 2022
	<b>NHS Wales: <i>planning framework 2022/25</i></b> The Wellbeing of Future Generations (Wales) Act underpins the programme for government and continues to shape how NHS Wales works and how they deliver the values and commitments of the Welsh Government.	November 2021
	<b>Department for Environment, Food and Rural Affairs and Cabinet Office: <i>Greening government commitments</i></b> Actions UK government departments and their agencies will take to reduce their impacts on the environment	October 2021
	<b>Department for Business, Energy and Industrial Strategy: <i>Net zero strategy: Build Back Greener</i></b> This strategy report sets out policies and proposals for decarbonising all sectors of the UK economy	June 2021
	<b>NHS England: <i>Delivering a net zero NHS – one year progress</i></b> Progress report one year on from Delivering a Net Zero NHS	September 2021
	<b>Legislation.gov.uk: <i>Climate change Act 2008</i></b> Framework for the UK to reduce greenhouse gas emissions and take steps towards adapting to the impact of climate change	July 2021
	<b>NHS England: <i>How to produce a green plan – a three year strategy towards net zero</i></b> Guidance for trusts and ICSs to have a green plan by January 2022 and March 2022 respectively	June 2021
	<b>NHS Wales: <i>Decarbonisation Strategic Delivery Plan 2021-2030</i></b> The plan responds to the climate emergency declared in 2019 by the Welsh government and approaches how to achieve net zero ambitions by 2030	March 2021

<b>UN Climate Change Conference UK 2021: <i>Priorities for public climate finance in the year ahead</i></b> Highlights issues related to climate finance as part of the COP26 'mobilise finance' goal	January 2021
<b>Climate Change Committee: <i>The path to net zero reducing emissions in Wales</i></b> Provides ministers with advice on Wales' climate targets and assess progress	December 2020
<b>Climate Change Committee: <i>Sixth carbon budget</i></b> Provides ministers with advice of the volume of greenhouse gases the UK can emit during the period 2033-2037	December 2020
<b>National Audit Office: <i>Achieving government's long-term environmental goals</i></b> Examines how government has set itself up to deliver its long-term environmental goals	November 2020
<b>NHS England: <i>Delivering a Net Zero NHS</i></b> Provides a detailed account of the NHS' modelling and analytics underpinning the latest NHS carbon footprint, trajectories to net zero and the interventions required to achieve that ambition	October 2020
<b>HFMA: <i>Delivering a net zero carbon NHS</i></b> Blog by Kim Croasdale on plans for the NHS to respond to climate change	October 2020
<b>HFMA: <i>NHS environmental sustainability – tackling the health climate emergency</i></b> Webinar on 'For a greener NHS' campaign and includes experiences from Yorkshire Ambulance	July 2020
<b>Public Health England: <i>Sustainability and public health: a guide to good practice</i></b> Guidance on sustainable development and environmental management for the benefit of public health	December 2016
<b>United Nations: <i>Transforming our world – the 2030 agenda for sustainable development</i></b> Includes the 17 sustainable development goals	September 2015
<b>Welsh Government: <i>Well being of future generations act</i></b> To improve the social, economic, environmental and cultural well-being of Wales. Public bodies must think more about the long term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach.	June 2015

## Regular bulletins

Links to guidance	Last updated
<b>NHS England: <i>Greener NHS bulletin</i></b> Monthly bulletin bringing together the latest news on the greener NHS programme	Ongoing
<b>HFMA: <i>Environmental sustainability round-up</i></b> Highlights recent news, events and material relevant to those with a passion to combat climate change (latest edition)	May 2023

## Environmental sustainability overviews

Links to guidance		Last updated
	<b>The Health Foundation: <i>Net zero care: what will it take?</i></b> Overview of the features of low-carbon care delivery and highlight examples of where it is already happening.	September 2023
	<b>UK Health Alliance on Climate Change: <i>Biodiversity, climate change and health</i></b> Includes biodiversity recommendations	September 2023
	<b>The Lancet: <i>Countdown on health and climate change</i></b> Takes stock of health and climate change	October 2022
	<b>United Nations: <i>Emissions gap report 2022</i></b> Reports that the international community is falling far short of the Paris goals, with no credible pathway to 1.5°C in place	October 2022
	<b>Intergovernmental panel on climate change: <i>Sixth assessment report – impacts, adaptation and vulnerability</i></b> Provides an understanding of the current stage of the climate and possible futures from working group 2	March 2022
	<b>NHS Providers: <i>Climate change is a public health emergency</i></b> Looks at the past year's policy developments and provides a commentary on the sectors contribution	February 2022
	<b>Intergovernmental panel on climate change: <i>Climate Change 2021 – the physical science basis</i></b> Provides an understanding of the current stage of the climate and possible futures from working group 1	August 2021
	<b>Met Office: <i>The state of the UK climate 2020</i></b> Annual assessment of the UK climate trends	July 2021
	<b>HFMA: <i>Financial green light</i></b> Blog on the finance role in driving environmental sustainability	April 2021
	<b>Good Governance Institute: <i>Climate change – the NHS responses required</i></b> Blog setting out key NHS climate change developments	April 2021
	<b>UN Climate Change Conference UK 2021: <i>Climate and development ministerial chair's summary</i></b> Includes discussion on access to finance	April 2021
	<b>The Climate Coalition: <i>This report comes with a health warning</i></b> Explores health issues	February 2021
	<b>NHS Confederation: <i>Putting sustainability at the heart of an NHS reset</i></b> Views on how healthcare can improve its approach to climate issues	December 2020
	<b>The Climate Coalition: <i>The 10 point plan for a green, healthy and fair recovery</i></b> Sets out a programme of action to get the UK on track to net zero emissions	November 2020
	<b>European Environment Agency: <i>Covid-19 and europe's environment – impacts of a global pandemic</i></b> Considers what can be learnt from the effects of Covid-19 on our environment	November 2020
	<b>NHS Confederation: <i>A green NHS reset</i></b> Blog on the importance of climate action	October 2020



	<b>HFMA: NHS sustainability in a changing world</b> Blog on where the finance professionals fit in	July 2020
	<b>Department for Business, Energy and Industrial Strategy: Climate change explained</b> Sets out reasons for climate change, its impacts and UK government action to tackle the issue	July 2019
	<b>National Audit Office: A short guide to environmental protection and sustainable development</b> Aims to provide a quick and accessible overview	September 2017

## Enabling environmental sustainability






This section focuses on guidance aimed at supporting those responsible for ensuring that effective environmental sustainability arrangements are in place. This includes guidance on enablers such as: financial framework; technology; environmental reporting; culture change; engagement; and training.

### Governance and engagement

Links to guidance	Last updated
<b>IESBA: Sustainability reporting and assurance</b> The International Ethics Standards Board for Accountants (IESBA)'s strategic commitment to trustworthy sustainability reporting and assurance	Ongoing
<b>HFMA: Towards net zero series: embedding sustainability at The Royal Wolverhampton NHS Trust</b> Janet Smith, head of sustainability at The Royal Wolverhampton NHS Trust shares tools and lessons from the trust.	September 2022
<b>Imperial College London: 9 things you can do for your health and planet</b> Example engagement of actions	February 2022
<b>HFMA: Sustainability and savings through the green plan: lessons from Cornwall</b> Webinar	October 2021
<b>Suffolk and North East Essex ICS: Thinking differently together about climate change</b> Example newsletter	September 2021
<b>NAO: Climate change risk: A good practice guide for audit and risk assurance committees</b> Covers climate changes risks and key questions to be asked about the approach to managing them	August 2021
<b>HFMA: A sustainable and green approach to healthcare delivery through cultural change</b> Summer conference sessions sharing experiences on implementing a green approach	June 2021
<b>Financial Reporting Council: Governance – how are boards taking account of climate-related challenges?</b> Climate-related considerations, based on company feedback	November 2020
<b>The Health Foundation: Building healthier communities: the role of the NHS as an anchor institution</b> Chapter 6 covers the NHS as a leader for environmental sustainability	August 2019



## Environmental reporting


Links to guidance		Last updated
	<b>System of Environmental Economic Accounting (SEEA) Website</b> Statistical framework, adopted by the UN, which considers the environment alongside the economy	Ongoing
	<b>Greener NHS: Dashboard</b> Data on a range of sustainability measures at national, regional, ICS and in some cases organisational level. Note: log-in needed, using NHS email account.	Ongoing
	<b>Greener NHS: Emissions factors for use in the NHS</b> Excel dataset to provide an up-to-date list of greenhouse gas emissions factors used in calculating emissions in the NHS. Note: log-in needed using NHS e-mail account.	November 2023
	<b>UK Health Security Agency: Main Climate Change and Public Health Indicators: scoping review</b> Review of the current sets of environmental and public health indicators that can be used to monitor progress in climate change adaptation and mitigation in the UK	September 2023
	<b>HFMA: Implementing the Task Force on Climate-related Financial Disclosure</b> Webinar on TCFD	September 2023
	<b>HM Treasury: TCFD-aligned disclosure application guidance</b> Recommendations for applying TCFD disclosures in central government and, where appropriate, the wider public sector including NHS voluntary adoption	July 2023
	<b>HM Treasury: Sustainability reporting guidance 2023-24</b> Guidance on sustainability reporting for central government bodies preparing annual report and accounts, which may be used by other public sector bodies	July 2023
	<b>HFMA: Sustainability reporting in the NHS</b> sets out the NHS environmental sustainability commitments and reporting requirements across the United Kingdom, what NHS organisations must report in 2022/23, along with good practice in sustainability reporting for NHS organisations in 2022/23 and beyond.	April 2023
	<b>CIPFA: sustainability reporting in the public sector</b> recommends an approach that aligns sustainability reporting with the wider practice of financial reporting. The four key areas in this approach are governance, the management approach, performance and targets, and strategy	April 2023
	<b>HM Treasury: Public sector annual reports: sustainability reporting guidance 2022 to 2023</b> Although NHS bodies fall outside of this requirement, it provides useful reference material for reporting	December 2022
	<b>CIPFA: Evolving Climate Accountability: A global review of public sector environmental reporting</b> Insights into sustainability reporting practices in the public sector across the globe	July 2021

<b>Taskforce on climate-related disclosures: <i>Proposed guidance on climate-related metrics, targets, and transition plans</i></b> Consultation on proposed guidance	June 2021
<b>Department of Health and Social Care: <i>Group accounting manual 2021-22</i></b> Paragraph 3.37 sets out requirement to report annually on environmental sustainability matters	May 2021
<b>Greener NHS: <i>Data collection – guidance and definitions</i></b> Provides information on who should complete the return, how to report and timescales	April 2021
<b>Capitals Coalition: <i>Natural capital protocol</i></b> Decision-making framework as part of integrated reporting	January 2021
<b>Financial Reporting Council: <i>Reporting – how are companies developing their reporting on climate-related challenges?</i></b> Findings based on review of company accounts and feedback	November 2020
<b>Value Reporting Foundation: <i>Sustainability accounting standards board – standards overview</i></b> 77 industry standards	November 2018

## Funding and financial mechanisms

Links to guidance	Last updated
<b>Future NHS</b> has a page on funding, under the greener NHS knowledge hub (log-in required via NHS email account)	Ongoing
<b>Department for Business, Energy and Industrial Strategy: <i>Green heat network fund</i></b> An overview of the capital grant support available for the development of new and existing low and zero carbon heat networks	March 2022
<b>Business for nature: <i>Financing our survival: building a nature positive economy through subsidy reform</i></b> Brief for government and business decision-makers	February 2022
<b>ACCA: <i>Professional accountants at the heart of sustainable organisations</i></b> Explores the role of the accountancy profession	September 2021
<b>HM Treasury: <i>The green book</i></b> Guidance on how to appraise and evaluation policies, projects and programmes including environmental considerations	July 2021
<b>HFMA: <i>Climate change and the role of NHS finance</i></b> Summer conference workshop available to members	June 2021
<b>National Audit Office: <i>Environmental tax measures</i></b> Examines how HM Treasury and HMRC manage tax measures with environmental objectives	February 2021
<b>Salix: <i>Public sector decarbonisation scheme</i></b> Details on phase one funding (applications closed)	January 2021
<b>DEFRA: <i>Accounting for the effects of climate change – supplementary green book guidance</i></b> Building on the green book methodology to specifically account for the effects of climate change	November 2020

## Networks and general training

Links to guidance		Last updated
	<b>HFMA Environmental sustainability special interest group</b> Works to highlight good practice in embedding environmental and social sustainability in the NHS	Ongoing
	<b>Future NHS</b> has launched pages on collaboration and networking and a training hub (log-in required via NHS email account)	Ongoing
	<b>NHS England: NHS net zero building standard training</b> E-learning to support NHS estates and facilities teams and their supply chain to prepare for the UK government building requirements set out in the Standard	Ongoing
	<b>Accounting for Sustainability: Net zero guidance</b> Guides, case studies and top tips for finance	Ongoing
	<b>Carbon Literacy Project</b> Toolkits, blogs and events to provide access to climate change learning	Ongoing
	<b>Accounting for sustainability: A4S academy</b> Global network supported by the Prince of Wales's charitable fund including CFO- sponsored programme to embed sustainability into finance	Ongoing
	<b>Green Health Wales:</b> A network of healthcare professionals across Wales who recognise that the climate and ecological emergency is a health emergency	Ongoing
	<b>Health Education England and Centre for Sustainable Healthcare: Environmentally sustainable healthcare programme</b> Three half hour e-learning sessions available free to NHS staff via the electronic staff record	Ongoing
	<b>Centre for Sustainable Healthcare: Short courses in sustainability, health and healthcare</b> Provides a range of courses on environmentally sustainable healthcare	Ongoing
	<b>ICAEW: Environment and sustainability</b> Resources on sustainability and climate change	Ongoing
	<b>Sustainable Scotland Network:</b> Public sector network on sustainability and climate change	Ongoing
	<b>ACCA: Rethinking sustainable business</b> Sustainability hub	Ongoing
	<b>West Yorkshire Health and Care Partnership: Climate change events including lunch and learn</b>	Ongoing
	<b>Royal college of physicians and surgeons of Glasgow: green-theatre-initiative</b> compendium of peer-reviewed evidence, guidelines and policies that inform the interventions included in the Intercollegiate Green Theatre Checklist. This compendium will support members of the surgical team to introduce changes in their own operating departments.	Ongoing
	<b>HFMAtalk: Episode 42 - Integrated care systems and improving environmental sustainability</b> Podcast covering how ICSs can drive sustainability, the healthcare impacts and the finance function role	March 2022

## Certificates and courses available

Links to guidance	Last updated
<b>ICAEW: <i>sustainability certificate</i></b> aims to equip accountants and other finance professionals with the practical knowledge and skills to integrate sustainability reporting into their organisations.	Ongoing
<b>ACCA: <i>Certificate in sustainability for finance</i></b> , recognising that finance professionals have an important part to play in helping organisations adapt to the sustainable practices required to prevent resource depletion, facilitating long term success, and building a more sustainable future.	Ongoing
<b>CIMA: <i>Fundamentals of ESG certificate</i></b> , to help accounting and finance professionals embrace ESG. CIMA runs a half day programme, <b><i>ESG - an awareness</i></b> , to provide an introductory understanding of key ESG issues.	Ongoing

## Quality improvement

Links to guidance	Last updated
<b>Asthma and lung.org.uk: <i>inhaler-choices</i></b> , Asthma + Lung UK and NHS England are working in partnership to support you to make changes so you can live better with your lung condition and help the environment at the same time.	Ongoing
<b>Greener Practice: <i>High quality and low carbon asthma care</i></b> A toolkit supporting quality improvement in primary care	March 2022
<b>Centre for Sustainable Healthcare: <i>Sustainability in quality improvement</i></b> Approach to measuring outcomes of a service against its environmental, social and economic costs and impacts to determine its sustainable value	Ongoing

## Technology and innovation

Links to guidance	Last updated
<b>NHS365: <i>Net zero innovations panel discussion</i></b> Recording of panel discussion	May 2022
<b>Central digital and data office: <i>The technology code of practice</i></b> Criteria to help government design, build and buy technology including how to make your technology sustainable	November 2021
<b>NHSX: <i>What good looks like framework</i></b> Includes as a success measure that all ICSs and providers ensure progress towards net zero carbon by meeting the sustainable ICT and digital services strategy	October 2021
<b>The AHSN Network: <i>The role of health innovation in combatting climate change</i></b> Blog	June 2021
<b>Sustainability Partnerships: <i>Sustainable technology in the NHS</i></b> Webinar	May 2021

## Specific examples of environmental sustainability

The NHS will have to rapidly decarbonise to reach its net zero targets within the timeframe. Based on the categories where direct interventions are needed to decarbonise the NHS, this section of the map includes specific guidance and examples. These areas of focus also form a key component of the Green Plan that NHS trusts and integrated care systems are required to produce.


### Estates and facilities

Links to guidance	Last updated
<b>NHS England: <i>Net zero building standard</i></b> Guidance to support the development of sustainable, resilient, and energy efficient buildings, applicable from October 2023 (see specific e-learning in training section)	February 2022
<b>NHS England: <i>Estates 'net zero' carbon delivery plan</i></b> - available from NHS estates collaboration hub	November 2022
<b>NHS England: <i>Green leases guidance</i></b> Helps organisations to improve green credentials of their leased estate.	June 2022
<b>NHS365: <i>NHS estates panel discussion</i></b> Recording of panel discussion	May 2022
<b>IHEEM: <i>A healthcare engineering roadmap for delivering net zero carbon</i></b> A best practice guide for healthcare estates	March 2021
<b>UK Green Building Council: <i>Net zero carbon buildings: a framework definition</i></b> A framework of principles and metrics	April 2019


### Food and nutrition

Links to guidance	Last updated
<b>Incredible Edible Network:</b> Community example connecting people through food	Ongoing
<b>UK Health Alliance on Climate Change: <i>All-consuming – building a healthier food system for people and planet</i></b> Includes food related recommendations to tackle climate change	2020

## Medicines



Links to guidance		Last updated
	<b>Specialist pharmacy service: <i>Net zero and social value requirements in NHSE medicines tenders</i></b> Guidance on how the evergreen assessment will be used in NHS England medicines tenders	November 2023
	<b>NICE: <i>Asthma inhalers and climate change patient decision aid</i></b> intended to help discussions between patients and their healthcare professionals on inhaler choice and their effect on climate change.	April 2023
	<b>NHS365: <i>Decarbonising medicines panel discussion</i></b> Recording of panel discussion	May 2022
	<b>Department of Health and Social Care: <i>Good for you, good for us, good for everybody: a plan to reduce overprescribing to make patient care better and safer, support the NHS, and reduce carbon emissions</i></b> National overprescribing review report	September 2021
	<b>Datalab: <i>Greener NHS prescribing dashboards</i></b> To support practices, the dashboard currently has measures on inhalers and the environment and seven day prescribing for long term conditions	December 2019

## Models of care




Links to guidance		Last updated
	<b>Centre for Sustainable Healthcare: <i>Green ward competition</i></b> leadership and engagement programme to transform healthcare by; cutting carbon, improving patient care & staff experience, saving money	Ongoing
	<b>NHS England: <i>Reducing emissions from inhalers</i></b> Signpost to resources that PCNs may find useful to reduce emissions associated with inhalers prescribing	Ongoing
	<b>UK Health Alliance on Climate Change: <i>Green surgery – reducing the environmental impact of surgical care</i></b> Includes initiatives and recommendations to reduce the adverse environmental impact of surgical care	November 2023
	<b>HFMA: <i>Moving towards green theatres</i></b> Roundtable discussion	April 2023
	<b>Nursing Times: <i>Sustainability 1: can nurses reduce the environmental impact of healthcare?</i></b> Sustainable practices to reduce the NHS contribution, including a self-assessment	August 2020



## Supply chain

Links to guidance		Last updated
	<b>NHS Supply Chain: <i>Waste and the circular economy</i></b> Guidance on the management of waste including furniture, medical devices and food	Ongoing
	<b>NHS Shared Business Services: <i>Sustainable healthcare recycling &amp; waste management framework agreement</i></b> Agreement to support complaint procurement route to market for sustainable waste management	October 2023
	<b>NHS England: <i>Carbon reduction plan and net zero commitment requirements for the procurement of NHS goods, services and works</i></b> Provides further details on the implementation of the carbon reduction plan milestones in the roadmap	October 2023
	<b>NHS365: <i>Waste and recycling panel discussion</i></b> Recording of panel session	May 2022
	<b>NHS England: <i>Applying net zero and social value in the procurement of goods and services</i></b> Sets out how the procurement can play its part in achieving the policy objective to meet net zero carbon targets	March 2022
	<b>NHS Supply Chain: <i>Clinical waste disposal: reducing single use plastic within the NHS</i></b> Case study	December 2019
	<b>ACCA: <i>Guide to producing sustainable goods and services</i></b> Considerations from design of a product or service, through production and delivery to end of life and disposal	November 2019

## Travel and transport

Links to guidance		Last updated
	<b>NHS Shared Business Services: <i>Sustainable transport and infrastructure</i></b> Agreement to support lowering the carbon output	November 2023
	<b>NHS England: <i>Net Zero travel and transport strategy</i></b> Describes the interventions and modelling underpinning the NHS fleet decarbonisation commitments	October 2023
	<b>Office for Zero emission vehicles: <i>Workplace Charging Scheme: guidance for applicants</i></b> Scheme details including eligibility criteria for applicant organisations and how to apply	October 2023
	<b>NHS365: <i>Travel and transport panel discussion</i></b> Recording of panel discussion	May 2022
	<b>NHS England and NHS Improvement: <i>Improving non-emergency patient transport services</i></b> Framework to support non-emergency transport services to be more responsive, fair and sustainable	August 2021



	<b>Greener NHS: <i>Fleet data collection</i></b> Provides information on who should complete the return, how to report and timescales	July 2021
	<b>Greener NHS: <i>Health outcomes of travel tool</i></b> Guide and assumptions	March 2021
	<b>National Audit Office: <i>Reducing carbon emissions from cars</i></b> Examines governments approach to support the uptake of ultra low emission cars and draws lessons for the future	February 2021

## Workforce

Links to guidance		Last updated
	<b>World Health Organisation: <i>WHO guidance for climate resilient and environmentally sustainable health care facilities</i></b> Provides a set of suggested interventions including areas such as the health workforce	October 2020

## About the HFMA

The Healthcare Financial Management Association (HFMA) is the professional body for finance staff in healthcare. For over 70 years, it has provided independent and objective advice to its members and the wider healthcare community. It is a charitable organisation that promotes best practice and innovation in financial management and governance across the UK health economy through its local and national networks.

The association also analyses and responds to national policy and aims to exert influence in shaping the wider healthcare agenda. It has particular interest in promoting the highest professional standards in financial management and governance and is keen to work with other organisations to promote approaches that really are 'fit for purpose' and effective.

The HFMA offers a range of qualifications in healthcare business and finance at undergraduate and postgraduate level and can provide a route to an MBA in healthcare finance. The qualifications are delivered through HFMA's Academy which was launched in 2017 and has already established strong learner and alumni networks.

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While every care had been taken in the preparation of this briefing, the HFMA cannot in any circumstances accept responsibility for errors or omissions, and is not responsible for any loss occasioned to any person or organisation acting or refraining from action as a result of any material in it.

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