

Carbon net zero action plan for sustainable pharmacy regulation



Contents

Glossary..... 1

Foreword..... 2

What climate change means for us at the GPhC..... 4

Methodology 4

A net zero General Pharmaceutical Council 7

Internal transformation: ‘Putting our own house in order’11

The greening of our regulatory levers.....14

Collaborative efforts for sustainable pharmacy care17

Glossary

Environmental Product Declaration (EPD)

Environmental Product Declarations (EPDs) are like nutrition labels on a food product, but geared toward environmental and sustainable attributes. EPDs include the product's life cycle assessment, from the raw material extraction to its disposal, so we can measure a product's environmental impact.

Greenhouse Gas Protocol (GHGP)

Greenhouse Gas Protocol Technical Guidance for Calculating Scope 3 Emissions Supplement to the Corporate Value Chain (Scope 3) Accounting & Reporting Standard (version 1.0)

Materiality of Scope 3 emissions

Identifying the Scope 3 categories that matter most to an organisation and stakeholders and determining how important they are in terms of carbon emissions for GPhC.

Net Zero Carbon

Net Zero Carbon requirements

- net-zero requires an organisation to reduce its GHG emissions in line with the latest climate science and 1.5°C trajectory, with the remaining residual emissions balanced through carbon removal credits
- a net-zero commitment requires that credits are removal credits. Removal credits support the funding of projects that remove CO₂ from the atmosphere – for instance, through CO₂ removal technologies or afforestation
- net-zero must cover Scopes 1, 2 and 3

Science-based targets

To put it simply, a carbon emissions target is defined as science-based if it is in line with the scale of reductions required to keep global temperature increase below 2°C above pre-industrial temperatures.

Scope 1: Direct GHG emissions

Direct GHG emissions occur from sources that are owned or controlled by the company, for example, emissions from combustion in owned or controlled boilers, furnaces, vehicles, etc.; emissions from chemical production in owned or controlled process equipment.

Scope 2: Indirect GHG emissions associated with the use of electricity

Scope 2 accounts for GHG emissions from the generation of purchased electricity consumed by the company. Purchased electricity is defined as electricity that is purchased or otherwise brought into the organizational boundary of the company. Scope 2 emissions physically occur at the facility where electricity is generated.

Scope 3: Indirect GHG emissions associated with other activities

Scope 3 is an optional reporting category that allows for the treatment of all other indirect emissions. Scope 3 emissions are a consequence of the activities of the company but occur from sources not owned or controlled by the company. Some examples of scope 3 activities are extraction and production of purchased materials; transportation of purchased fuels; and use of sold products and services.”¹

¹ A Corporate Accounting and Reporting Standard Revised Edition

Foreword

At the General Pharmaceutical Council (GPhC), our mission is to protect, promote, and maintain the health, safety, and well-being of patients and the public by upholding standards and ensuring the quality of pharmacy education and practice. As the regulatory body for pharmacy professionals in the UK, we recognise the pivotal role that pharmacy registrants and the wider pharmacy team play in delivering safe and effective healthcare services.

In aligning with our commitment to ensure that individuals receive safe and effective pharmacy care, we acknowledge the pressing challenges posed by the climate crisis and environmental issues. The health and well-being of individuals are inextricably linked to planetary health, making it imperative for us to address and mitigate our environmental impact.

Climate change is not a distant threat; its impact is already evident in the health of our communities. A key example of this is the rise in air pollution, attributed to the changing climate patterns that contribute to the proliferation of respiratory disease. The impact of climate change on health and wellbeing contributes to an additional burden on healthcare systems, affecting vulnerable populations and amplifying health inequalities.

The first stride towards achieving impactful change is by taking responsibility for our own carbon footprint. Our commitment extends beyond internal measures, in our regulatory capacity, we can shape the practices of pharmacy professionals and premises as well as exert a positive influence on the broader healthcare sector. In line with our own values, we need first to 'do the right thing' by setting our own house in order and ensuring 'we hold ourselves to the same standards we expect of others'.

We are pleased to announce our Net Zero Action Plan, setting a clear pathway to reach carbon Net Zero by **2040**. This commitment reflects our dedication to reducing our environmental impact and contributing to the broader global efforts to combat climate change.

We aim to inspire and support sustainable practices across the pharmacy sector, recognising that collective efforts are vital for achieving meaningful and lasting change. We understand the importance of this issue to pharmacy professionals and are committed to working collaboratively to embed environmental sustainability and the principles of sustainable healthcare into pharmacy practice.

This document marks the beginning of the GPhC's journey towards a sustainable and environmentally conscious future for pharmacy.

Yours faithfully,

Duncan Rudkin

Chief Executive

Figure 1: Our current impact (2021-2022)



What climate change means for us at the GPhC

As a regulator of pharmacy across England, Scotland and Wales, we are committed to playing our role in tackling climate change. Our primary objective is to lead by example in reducing our carbon footprint, green our regulatory levers to encourage sustainability within the pharmacy sector, and supporting others in their efforts to achieve carbon neutrality.

In July 2024 we will release our updated interim statement reaffirming our dedication to action. Our Vision 2030 is to have safe and effective pharmacy care at the heart of healthier communities. We know that climate change is a global emergency that creates health risks and exacerbates health inequalities.

We have mobilised a dedicated Climate Change Working Group (CCWG) at the GPhC, collaborating with external sustainability experts from Archus and Square Gain. Together, we've evaluated our environmental impact as an employer and as a regulatory body, acknowledging both our direct emissions and our potential influence on pharmacy practices to adopt sustainable measures. This dual focus is crucial given our distinctive role as both system regulators and professional overseers.

Our action plan outline a comprehensive approach, including an assessment of our carbon footprint, identification of emission sources and hotspots, and ambitious targets to reduce Scope 1 and 2 emissions by 2030 and Scope 3 emissions by 2040, aligning with our business plan cycles. Furthermore, we've outlined a proactive engagement roadmap to ensure that our regulatory activities promote environmental responsibility and safeguard public health.

Drivers

The push for change stems from various sources: scientific evidence of climate change, the UK Government's legally binding Net Zero by 2050 target from the Climate Change Act 2008, and our staff, 98% of whom expressed concern about climate change 'somewhat concerned' or 'very concerned' about climate change².

The Net Zero Targets: UK Government and NHS bodies demonstrates the net zero targets set by the UK Government, NHS England, NHS Scotland and NHS Wales for their for Scope 1,2 and 3 emissions. These targets apply to all NHS settings, including primary, secondary, tertiary, and community care. As suppliers to the NHS the Pharmacists we regulate fall into the Scope 3 category for the NHS and as such will be required to be Net Zero by 2045 to work with NHS Scotland and NHS England.

Methodology

Climate change was identified by staff as a core issue for the GPhC to address, leading to the creation of the Climate Change Group. This group includes representatives from across the organisation. The initial aim of the group was to define GPhC's role in minimising climate change. After several meetings, it was agreed that the core focus should be on reducing our own impacts and positively influencing the pharmacy sector to take climate action.

After a tender process, the Archus-Square Gain partnership was appointed to conduct a *carbon footprint assessment* and develop an action plan to guide us towards achieving Net Zero Carbon.

² Climate Change and Carbon Staff Engagement Survey which ran from 7th December 2022 – 18th January 2023 and was issued to 250 staff with a 53.6% response rate (134 respondents)

The methodology involved five key work areas:

1. *Engaging key internal stakeholders to mobilise the organisation.*
2. *Baseline our current carbon emissions, both direct (Scope 1 & 2) and indirect (Scope 3).*
3. *Establishing targets and identifying and prioritising opportunities and supporting actions.*
4. *Finalising our action plan and programme, including indicative cost implications.*
5. *Developing a handover and training plan to enable GPhC to implement and own action plan, led by our internal Climate Change Group.*

Figure 2: An overview of the methodology can be seen in Error! Reference source not found.**Error! Reference source not found. below**



The data collection for the baselining of our carbon emissions was undertaken through a combination of calculation methods from the GHGP methodology.

The data for Scope 1 and 2 emissions were calculated using the GHGP *Average Data Method* using utility information provided by our Landlord's agent and industry wide carbon factors for our baseline year.

The Scope 3 emissions were calculated as follows:

Category	Method of calculation
Category 1: Purchased goods and services	Utilising the <i>GHGP Spend Based Method</i> , there are limits to this method and we will move to more accurate primary data sources in the next three years.
Category 3: Fuel and energy	Utilising the <i>GHGP Average Data Method</i> using the utility information along with industry wide carbon factors.
Category 5: Waste generated	Utilising the <i>GHGP Average Data Method</i> using the utility information along with industry wide carbon factors.

Category	Method of calculation
Category 6: Business travel	Utilising the <i>GHGP Distance Travelled Measure</i> through collation of mileage and the carbon factor associated with an average car.
Category 7: Employee commuting	Using the <i>GHGP Average-Data Method</i> utilising data collected through the staff survey.

A net zero General Pharmaceutical Council

Defining our carbon scopes

- **Scope 1: Direct GHG emissions.** The GPhC facilities are electrically powered, and we do not own vehicles or engage in production, resulting in no Scope 1 emissions.
- **Scope 2: Indirect GHG emissions associated with the use of electricity.** The electricity consumption at our head office has been accounted for under Scope 2 emissions.
- **Scope 3: Indirect GHG emissions associated with other activities.** The material Indirect Scope 3 emissions for GPhC are:
 - **Purchased Goods and Services** (Category 1): Items we buy, from rent to pencils.
 - **Fuel and Energy Related Activities** (Category 3): Carbon associated with electricity distribution to our office through the National Grid.
 - **Waste Generated in Operations** (Category 5): Impact of wastewater used at our office.
 - **Business Travel** (Category 6): Staff journeys outside of their commute to their normal place of work.
 - **Employee Commuting** (Category 7): Carbon impact of staff commuting to the office and the energy used for heating homes and powering office equipment while working from home.

We have also identified an additional scope, beyond Scope 3, where GPhC can act a 'Positive Influencer'. This is defined as the beneficial impact we can have to help reduce carbon emissions by positively influencing pharmacy to tackle climate action, through working collaboratively to enable and support the delivery of sustainable pharmacy care for example through raising awareness, asking questions, and including climate-action in our education and CPD programmes.

Our carbon footprint

Our baseline year (April 2021- April 2022) Scope 1 and 2 carbon emissions have been calculated in accordance with the Greenhouse Gas Protocol as 200 tonnes of CO₂e and the material Scope 3 emissions as 1047 tonnes of CO₂e.

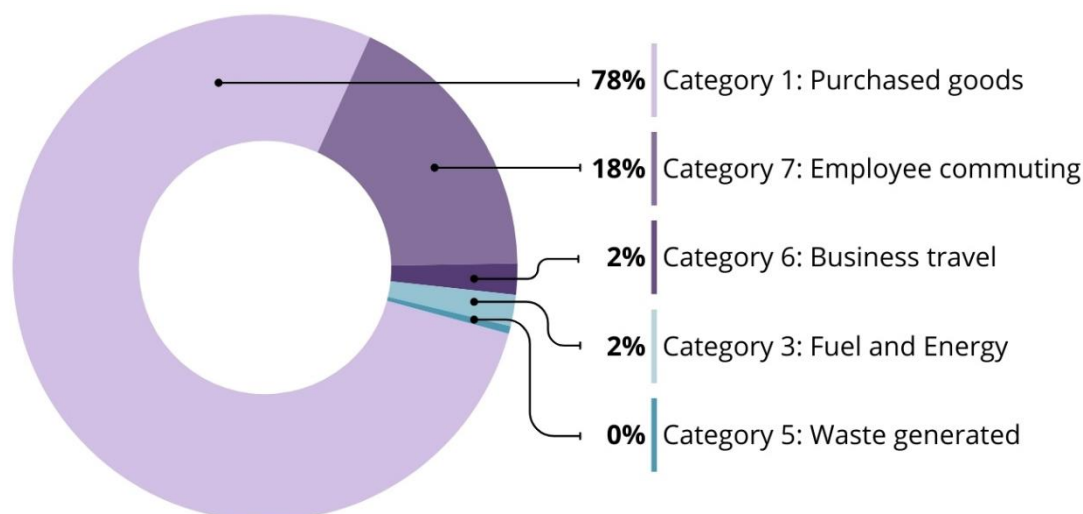
Whilst the scope of our work to date has not yet measured beyond Scope 1, 2 & 3 emissions, we recognise that our opportunity extends to positively influencing pharmacy professionals, and the wider pharmacy system. We are conscious that there is a carbon impact on all decisions we make and are working to minimise those emissions going forward, as identified and detailed later in this report.

Our material Scope 3 emissions breakdown is illustrated in Figure 3, with purchased goods and services accounting for the majority at 78%.

Emissions (2021-2022):

- Scope 1 & 2 emissions: 200 tCO₂e
- Scope 3 emissions: 1,047 tCO₂e

Figure 3: Breakdown of Scope 3 emissions at the GPhC



Defining 'net zero'

We have established our ambition to achieve net zero aligned with a science-based targets approach. This therefore requires that our Net-Zero Carbon pathway will be long-term deep decarbonisation, with a targeted reduction of at least 90-95% from our 2021 baseline across all scopes before 2050.

Our plan to net zero carbon emissions

The collation process we have undertaken to establish our carbon emissions has enabled us to understand our baseline footprint including our Scope 1, Scope 2 and material Scope 3 emissions.

As part of our analysis we undertook optioneering of a number of scenarios to establish our pathway to Net Zero Carbon across our emissions.

- **Business as Usual (BAU)** which reduces over time due to the reduction in our office space and the UK Grid Decarbonisation. This BAU reduces our Scope 1 and Scope 2 emissions by 82% by 2030, however our Scope 3 emissions only look set to reduce by 13% in 2040.
- **Pathway 1** is aligned to BAU for Scope 1 and Scope 2 emissions but has a steeper reduction in Scope 3 emissions as it includes the engagement with the supply chain on their emissions to align them and any new suppliers with a 1.5 pathway as well as the implementation of our carbon reduction policies for transportation emissions. This pathway reduces our Scope 1 and Scope 2 emissions to 82% by 2030 and our Scope 3 emissions by 72% in 2040.
- **Pathway 2** is the as per the Pathway 1, with additional focus on the Real Estate and ICT spend. Aligning our real estate spend with an 80% reduction in carbon emissions by 2030 and our ICT spend with the trajectory of ICT leaders. This reduces our Scope 3 emissions to 82% by 2040 with our 82% of Scope 1 and Scope 2 emissions being achieved in 2030 as per the other pathways.

Figure 4:Decarbonisation Pathways Scope 1, 2, & 3 showing the three main pathways

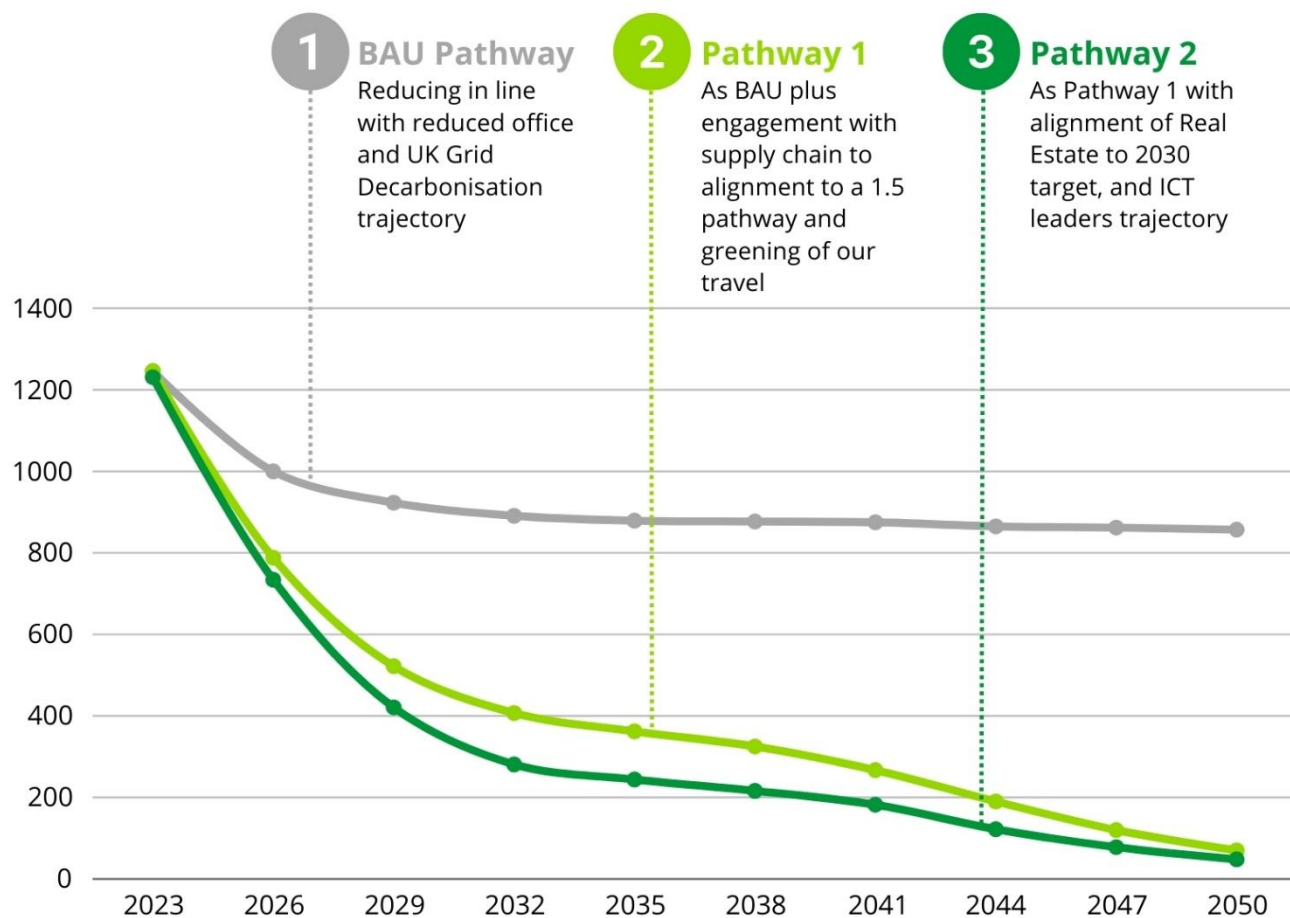
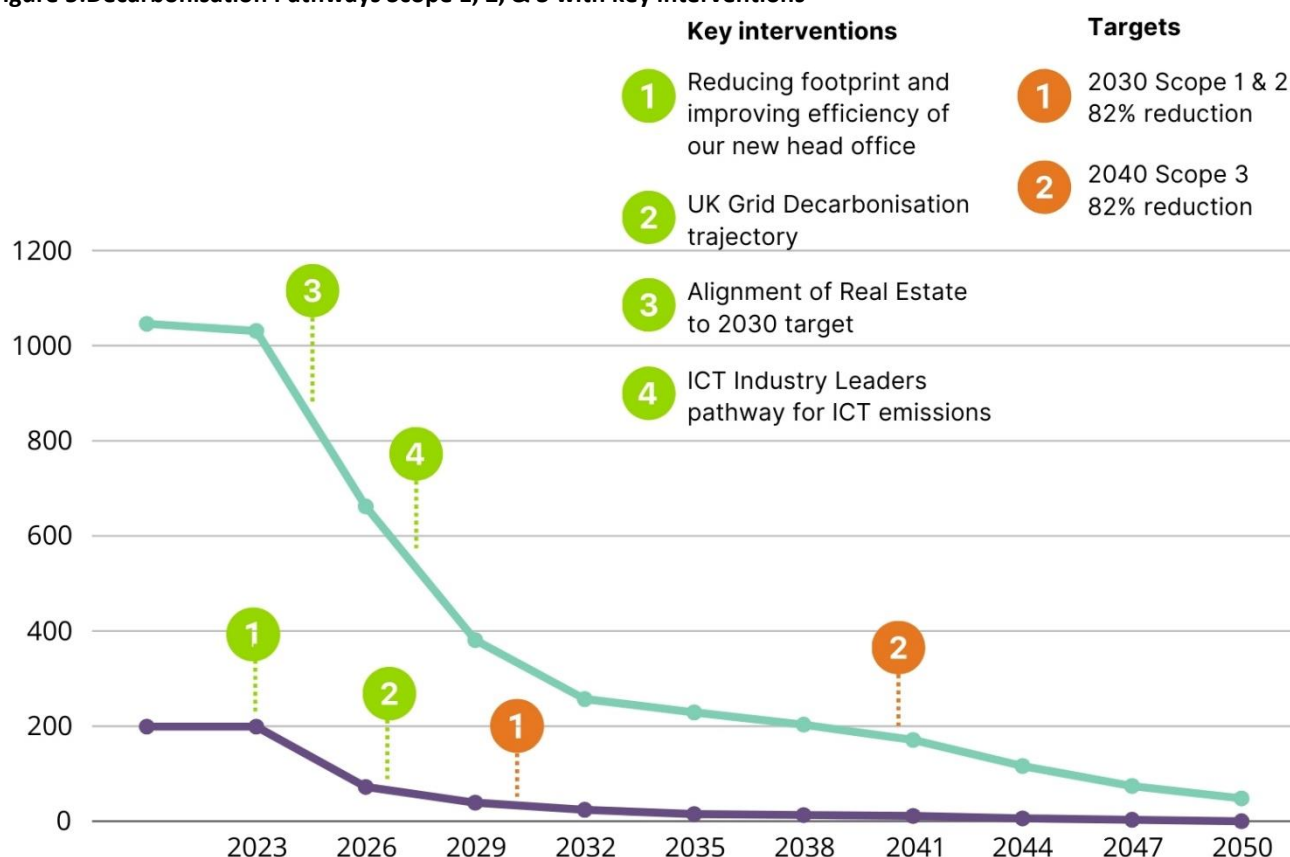


Figure 5: Decarbonisation Pathways Scope 1, 2, & 3 with key interventions



To achieve our ambitious Net Zero Carbon targets outlined in figure 4, we are concentrating on three key areas:

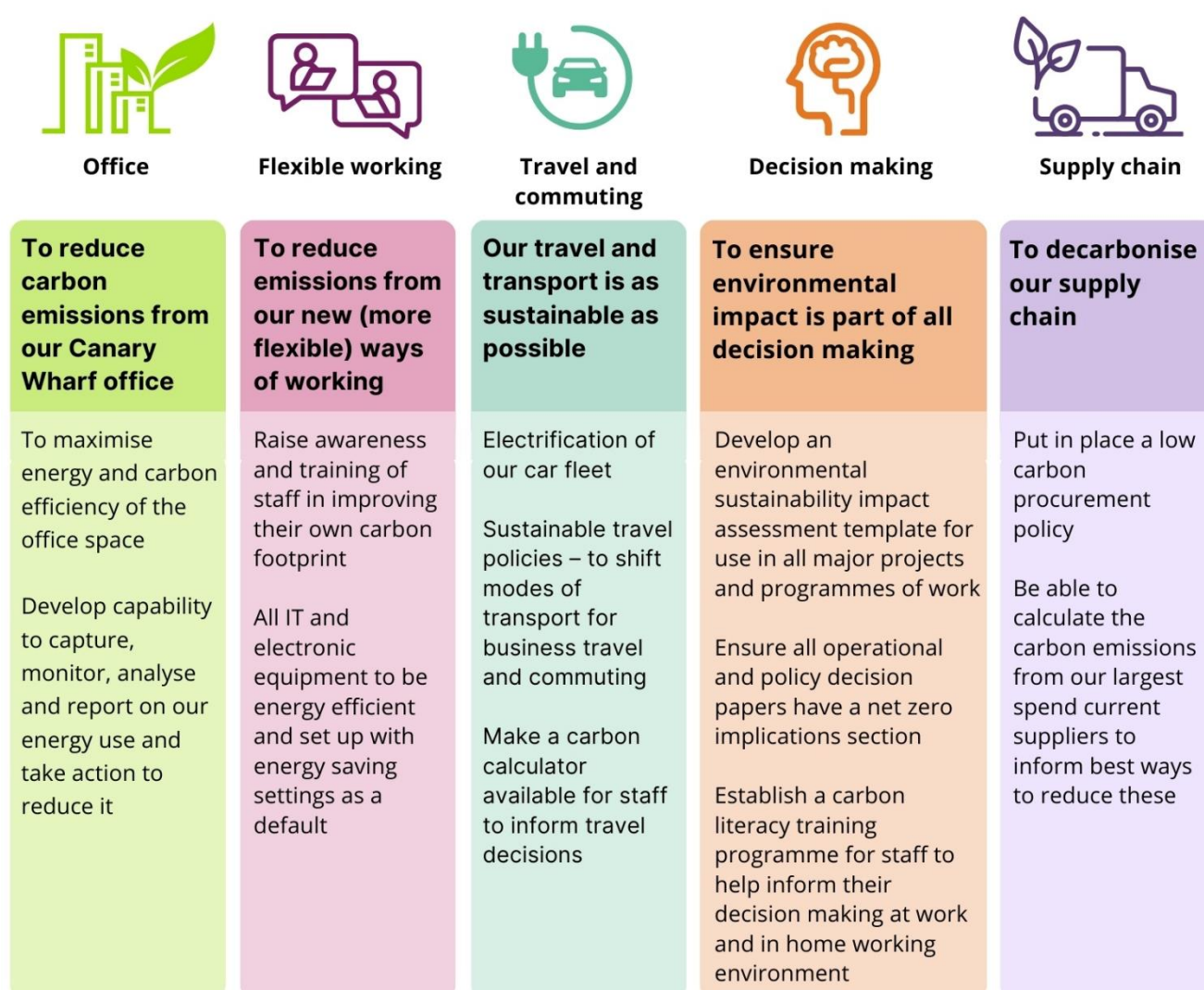
1. **Putting our own house in order:** This involves addressing emissions from our office, travel, governance practices, and collaborating with our supply chain to reduce emissions.
2. **Greening our regulatory levers:** We are focussing on incorporating sustainability into the standards we set, the training we mandate, inspections we conduct, and our communication and engagement strategies.
3. **Collaborative efforts for sustainable pharmacy care:** We will work together to enable and support the delivery of sustainable pharmacy care, emphasising cooperation and shared responsibility in achieving our goals.

Internal transformation: ‘putting our own house in order’

Our primary focus is on "putting our own house in order," which involves addressing our office practices, travel policies, governance procedures, and collaborating with our supply chain to reduce emissions.

This approach aligns with our organisational values, emphasising the importance of leading by example and ensuring ‘we hold ourselves to the same standards we expect of others’. It reflects our commitment to doing what is right and ensuring accountability in our actions.

Figure 6: Internal Transformation: ‘Putting our own house in order’



Our offices

Sustainability guided our decisions in choosing the location, footprint, and specifications for our new Head Office:

- **Location:** Canary Wharf, a transit hub, promotes public and active transportation, aligned with the Estate's 2030 net zero commitment

- **Footprint:** The office's reduced size, combined with flexible work arrangements, minimizes energy consumption and carbon emissions
- **Fit-out:** Utilising low-carbon lighting, variable speed drives for efficiency, and requesting EPDs to lower embodied carbon. Additionally, metering points are installed to track utility usage, supporting ongoing reduction efforts

In our new all-electric head office, optimising systems for maximum energy and carbon efficiency is key. While benefiting from the forecast decarbonisation of the grid's decarbonisation by 2035, it's crucial to prioritise efficiency for both financial and environmental reasons.

To achieve this, we'll establish protocols for detailed monitoring and reporting of energy and water usage, overseen by the office and Facilities Manager, and reported to the Climate Change Working Group quarterly. Waste reduction is also a priority; we'll monitor and target reductions in cardboard, recycling, and residual waste, collaborating with staff and suppliers to minimise waste generation.

Monitoring of our consumption will enable us to undertake analysis of the data to identify trends and opportunities where adjustments in the settings or other interventions will offer further energy efficiency. Quarterly reports to the executive team and council will track progress and guide strategic decisions.

Reducing emissions from flexible working space

With our new flexible work policies, we recognise that employees' home working generates carbon emissions, contributing to our measurable Scope 3 emissions. While these emissions should be balanced with commuting to our Head Office, we aim to minimise them.

We prioritise controlling electrical consumption by providing energy-efficient IT and electronic equipment, adhering to standards like Energy Star and setting energy-saving defaults. However, the impact of home working depends on individual choices, making staff awareness and education vital. We aim to share best practices to improve energy efficiency in home workspaces, empowering staff to reduce their carbon footprint.

Business travel and commuting

Central to our goal of sustainable travel is our revised car policy implemented in 2023, emphasising the adoption of electric vehicles (EVs). By incentivising greener driving and reducing reliance on fossil fuels, we aim to promote environmental sustainability.

The policy differentiates vehicle allowances to provide higher payments for drivers of EVs, encouraging their adoption. Adoption rates will be tracked through HR processes and reported quarterly to the Climate Change Group.

A staff survey provided insights into commuting distances, modes, and frequency of travel to our Head Office. Our office location prioritises proximity to public transport hubs and cycling networks to minimise carbon emissions from commuting, aligning with our sustainable travel policies.

We will also explore the opportunities to use the Cycle to Work Scheme to encourage staff to use bikes and micro EVs for part of their commute. Additionally, we'll support this initiative by signposting staff to a carbon calculator to make informed travel decisions.

Embedding sustainability in decision making

Sustainability will be embedded as a core principle across all GPhC activities. Our established Climate Change Working Group have been fundamental to the development of this action plan, and their ongoing engagement is crucial for its successful execution.

To further embed carbon reduction, we aim to launch a comprehensive carbon competency training programme for staff. This initiative, could include e-learning modules and workshops, aims to foster positive decision-making both at work and in employees' personal lives, driving carbon reduction across our Scope 1, 2, and 3 emissions.

We recognise the carbon implications of every decision, internally and externally, and will implement a Sustainability Impact Assessment template for all major projects and programs starting in 2024. Additionally, operational and policy decision papers will feature a "Net Zero Implications" section, ensuring transparency in our actions.

Progress will be regularly tracked and reported to both internal and external stakeholders, with results included in our annual report to demonstrate accountability and transparency in our sustainability efforts.

Decarbonising the supply chain

With 69% of our baseline carbon footprint stemming from the purchase goods and services category of Scope 3 emissions based on the spend based method, there is a significant need and opportunity for carbon reduction here.

Our initial step is to develop and implement a *Low Carbon Procurement Policy*. This policy will mandate our supply chain to demonstrate their own carbon reduction plans aligning with our 2040 Scope 3 emissions target, a contractual obligation to share progress with us, and minimise waste in product delivery.

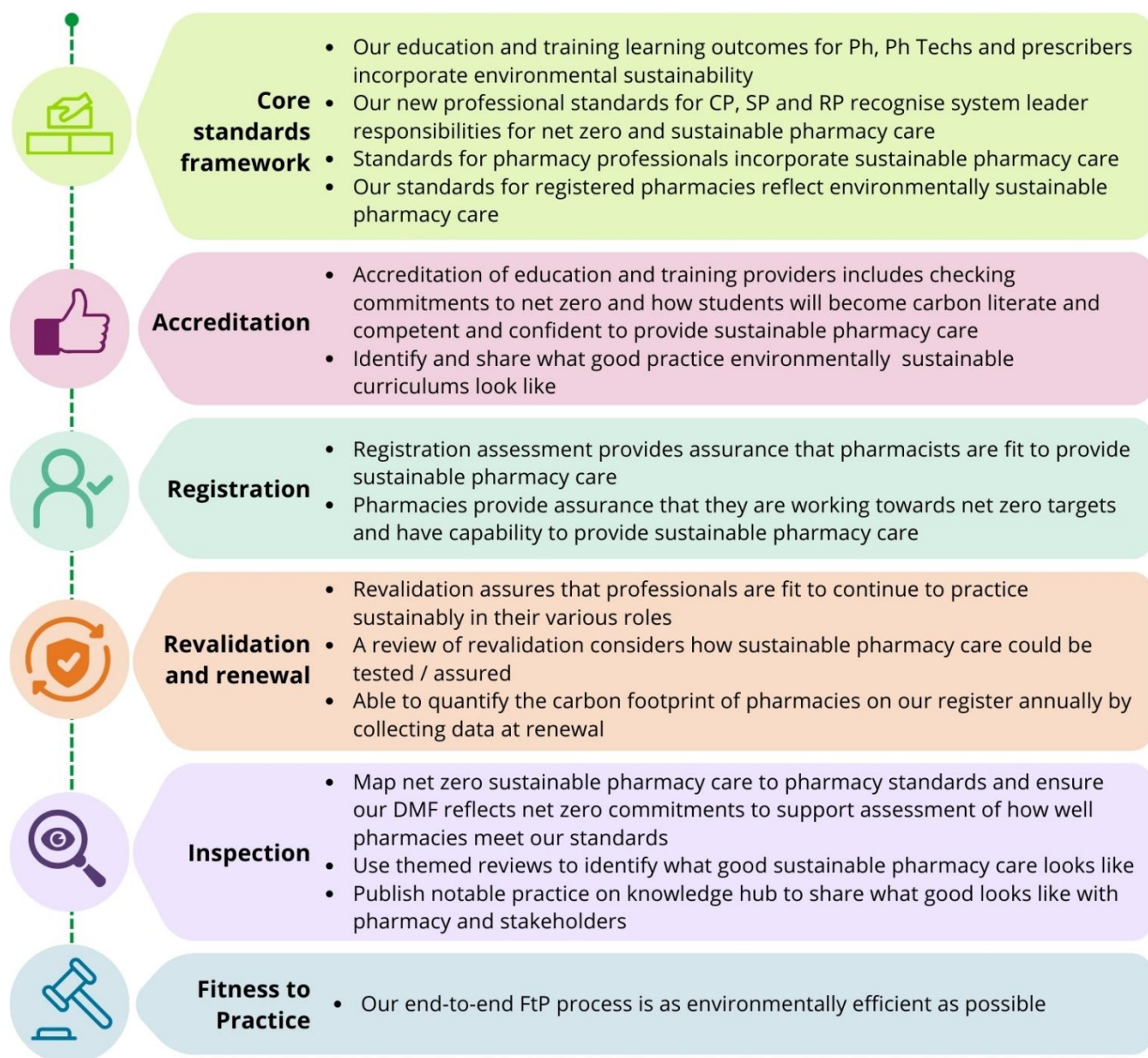
We will engage with our current suppliers, starting with the largest spend organisations, to calculate emissions using the supplier-specific method, gaining clarity on our Scope 3 emissions and how to focus reduction efforts in line with our Net Zero 2040 commitment.

For future suppliers, we'll update our procurement policy to explicitly favour those working towards 'net zero' carbon emissions. We'll also refine our expectations regarding social value and staff training to properly assess social value and our commitment to 'net zero'. Additionally, we'll integrate data reporting elements to inform future carbon footprint assessments.

The greening of our regulatory levers

The core outcome that we are focused on is on achieving is a green thread running through all our regulatory framework and the way we regulate. We need to ensure that pharmacy understands the risks and opportunities associated with climate change along with the requirements for adaptation to minimise the impacts.

Figure 7: Greening our regulatory levers



Core Standards framework

The core Standards framework is in place to promote patient safety and uphold professionalism. By incorporating a sustainable element acknowledges the connection between environmental health and the impact on public health.

Sustainable healthcare approached need to be embedded at all levels of practice from early education to system leaders to drive and maintain positive change. This means incorporating practising in a sustainable way into curricular requirements for the delivery of education and training learning outcomes. Education is a key strategy in influencing positive changes to practice.

The professional Standards will need to incorporate principles sustainable healthcare and linked guidance will be developed on what practising in a sustainable way looks like for pharmacy registrants and the wider team.

We are committed to ensuring that registered pharmacy premises become more sustainable to minimise their impact on the environment and promote environmentally responsible practices such as minimising their carbon footprint. This will be reflected through our standards for registered pharmacies.

Accreditation

We will need to establish a comprehensive *Sustainability Accreditation Framework* for pharmacy education courses, incorporating key criteria and indicators to assess and endorse their sustainability in both delivery and content. This framework will evaluate aspects such as course materials, teaching methodologies, resource utilisation, and the integration of sustainability principles within the curriculum.

Furthermore, as part of our commitment to advancing sustainable pharmacy education, a key deliverable will involve creating a platform for sharing good practices. This initiative aims to identify and disseminate examples of successful sustainability integration within pharmacy curriculums. By showcasing what effective environmental sustainability curriculums entail, we can encourage a collaborative exchange of ideas among educational institutions. This shared knowledge will empower educators to refine and enhance their approaches, collectively contributing to the broader goal of embedding sustainability seamlessly into pharmacy education.

Registration

The registration assessment provides assurance that pharmacists are fit to practise at a level of clinical competence. By incorporating sustainability focused components into the registration assessment process, we are ensuring that newly qualified pharmacists are not only clinically adept but also exhibit a dedicated commitment to environmentally responsible pharmacy practices

Regarding registering a pharmacy premise, a review of the current registration application process is needed to ensure that it includes a commitment from the pharmacy to actively pursue net zero targets and showcase the capability to deliver sustainable healthcare. This aligns with our overarching goal to integrate environmental sustainability into the core standards of pharmacy practices to promote a responsible and environmentally mindful approach within the profession.

Revalidation and Renewal

The revalidation process for pharmacy registrants serves as a vital mechanism for ensuring ongoing competence and professional development. Acknowledging the expanding clinical roles of pharmacy

professionals and the evolving healthcare landscape. Revalidation can provide registrants the opportunity to reflect on their sustainable healthcare practice.

Inspection

The inspection decision making framework is a tool to support consistent decision making. It provides examples that may demonstrate when standards have been met and when they have not been met against the standards for registered pharmacies. The decision-making framework will be reviewed annually to incorporate a non-exhaustive list of findings from inspections. The framework can be further updated to include examples of premises to reduce their environmental impact but also demonstrate sustainable healthcare.

To ascertain and promote good sustainable healthcare within pharmacy, we will undertake a 'themed review' of pharmacy premises and practices. This review will serve as a proactive approach to identifying exemplary models of sustainability within the pharmacy sector. Examples of notable practice will be shared through our *Knowledge Hub*, providing a valuable resource for practitioners and pharmacy premise owners. By spotlighting successful examples, we aim to inspire and influence positive changes in pharmacy practices, fostering a collective commitment to sustainable healthcare within the profession.

Fitness to Practice

It is fundamental that our end-to-end FtP (Fitness to Practice) process is reviewed and updated considering environmental efficiency. This includes the integration of virtual hearings and electronic bundles, aligning with our commitment to minimise paper usage and reduce our carbon footprint throughout the entirety of the regulatory procedure.

Collaborative efforts for sustainable pharmacy care

Communications and engagement

Our Regulate articles and website demonstrate our commitment to net zero by regularly sharing and promoting good pharmacy practices and the work of others. We understand the public's net zero expectations for their pharmacy care and update our plans and actions, accordingly, aligning sustainable pharmacy care with pharmacy standards.

Equality, Diversity, and Inclusion (EDI) Strategy

Our EDI strategy reflects and champions the connections between climate change and health inequalities. We recognise that climate change disproportionately affects vulnerable and marginalised communities, exacerbating existing health disparities. Our action plan aims to address these issues by promoting equitable access to sustainable healthcare solutions, raising awareness, and ensuring that our climate actions consider the needs of all populations.

Influencing improvements within pharmacy care

Utilising our position as a regulator we have been able to engage with Public and Patient Groups. Engagement with stakeholders have helped identify several priorities for promoting sustainable pharmacy care. There is a plethora of topics which could be focused on to improve sustainable healthcare principles within pharmacy, we have chosen to select the following five to be our priority.

Figure 8: Priority areas within pharmacy to be targeted to improve sustainability



They emphasise the need for comprehensive medication reviews and de-prescribing to reduce unnecessary prescriptions and minimise medication waste. Educating the public about the environmental impact of pharmaceuticals and promoting eco-friendly alternatives, such as eco inhalers, are also crucial. Additionally, providing clear guidance on the safe disposal of unwanted medicines and addressing the issue of excess packaging are essential steps to reduce the environmental footprint of pharmacy care.

Collaborative working

By collaborating with other organisations, we can work smarter, enhance value, and maximise the efficiency and impact of our efforts. Some organisations we are currently working with include:

NHS England, NHS Scotland and NHS Wales

We have initiated regular meetings with Greener NHS and will continue to engage at multiple levels to share our progress on carbon commitments and discuss strategies on how to best support the system wide decarbonisation. Key discussion areas include the procurement of medicines by the NHS, models of care, and education.

Cross Regulatory Group

The Cross Regulatory Group holds regular meetings and is aware of the GPhC's efforts to baseline and reduce carbon emissions. We will update them on our progress and continue to share lessons learned at upcoming meetings to help accelerate carbon reduction efforts across the regulators.

Amplifying the work of others

As a pharmacy regulator, we are uniquely positioned to amplify the efforts of key partners such as the Royal Pharmaceutical Society (RPS), Pharmacy Declares, and the Medicines and Healthcare products Regulatory Agency (MHRA). By leveraging our regulatory influence and collaborative networks, we can accelerate the adoption of sustainable practices across the sector. This collaboration allows us to support and enhance the initiatives of these organisations, driving quicker and more impactful changes towards a more sustainable pharmacy practice.



Office



Flexible working



Travel and commuting



Decision making



Supply chain



Core standards framework



Accreditation



Registration



Revalidation and renewal



Inspection



Fitness to practice



Greening our regulatory levers



Putting our house in order



Collaborating with stakeholders

