



**PWYLLGOR CYNLLUNIO POBL A SICRWYDD PERFFORMIAD
PEOPLE PLANNING AND PERFORMANCE ASSURANCE COMMITTEE**

DYDDIAD Y CYFARFOD: DATE OF MEETING:	24 June 2021
TEITL YR ADRODDIAD: TITLE OF REPORT:	Planning - Planning Objectives Update
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lee Davies, Director of Strategic Development and Operational Planning
SWYDDOG ADRODD: REPORTING OFFICER:	Daniel Warm, Head of Planning

Pwrpas yr Adroddiad (dewiswch fel yn addas) Purpose of the Report (select as appropriate)
Er Sicrwydd/For Assurance

**ADRODDIAD SCAA
SBAR REPORT**

Sefyllfa / Situation

During the Summer of 2020, between the first and second waves of the COVID-19 pandemic, Hywel Dda University Health Board's (HDdUHB) Chief Executive led a piece of work to take stock of the decisions made by the Board during the previous three years, our progress to date in achieving our strategic vision, and our learning from the first wave of the pandemic.

From this, the Board agreed a refreshed set of Strategic Objectives that set out the aims of the organisation – the horizon we are driving towards over the long term – as well as a set of specific, measurable Planning Objectives, which move us towards that horizon over the next three years. Each of the Planning Objectives has an Executive Lead, and this paper is to provide the People, Planning and Performance Assurance Committee (PPPAC) with an update on the progress made in the development of the Planning Objectives under the Executive Leadership of the Director of Strategic Development and Operational Planning.

Cefndir / Background

A set of approximately 10 Planning Objectives sits underneath each one of these Strategic Objectives. A number of the Planning Objectives are also underpinned by specific requirements, including those of Welsh Government (WG) and our regulators, which are to be addressed in their delivery.

In developing the Planning Objectives, all outstanding decisions and commitments by the Board were reviewed and a clear audit trail established to demonstrate how outstanding commitments are reflected in the new objectives. This detailed audit trail was presented to PPPAC for scrutiny in October 2020.

The organisational objectives and commitments were then reviewed and themed, and the final Planning Objectives were agreed between the Chief Executive and members of the Executive Team. Some of the Planning Objectives are very ambitious. We learnt during our response to the pandemic that we can often achieve things that may not have seemed possible previously. A process has also been put in place to allow staff members across the system to propose new Planning Objectives in support of our strategic vision.

Following Board ratification, Executive Directors and their teams have developed detailed delivery plans for each of the Planning Objectives. The Planning Team continues to engage with operational teams about these detailed plans, as part of our new approach towards planning. In this new approach, the development and implementation of Planning Objectives is a continuous process, informing our planning cycle. A technical document containing delivery plans is available.

For the Director of Strategic Development and Operational Planning, the following Planning Objectives sit within their portfolio:

- 5.C Produce a final business case by March 2024 for the implementation of a new hospital in the south of the HDdUHB area for the provision of urgent and planned care (with architectural separation between them). This will be on a site between Narberth and St Clears. Using the experience and change brought about by the COVID-19 pandemic, the plan should be focussed on minimising the need for patients and staff to attend and, for those who require overnight care, the shortest clinically appropriate length of stay.
- 5.D Produce and agree the final business case by March 2024 for the repurposing of the Glangwili General Hospital (GGH) and Withybush General Hospital (WGH) sites in line with the strategy published in November 2018 (see specific requirements 5.D.i).
- 5.E With relevant partners, develop a plan by 2024 to address access, travel, transport and the necessary infrastructure to support the new hospital configuration taking into account the learning from the COVID-19 pandemic (see specific requirements 5.E.i).
- 6.G Develop a plan during 2021 and begin to implement in the next year, to make all HDdUHB services carbon neutral by 2030 and establish Green Health initiatives across the HDdUHB estate, building on the work currently underway. The aim will be to address the climate emergency at Health Board level, improve the natural environment and support the wellbeing of our staff and public.

Asesiad / Assessment

As part of the process to develop the Planning Objectives, each Objective has had a 'Plan on a Page' developed that includes:

- Scope.
- Governance.
- How it relates to Teulu Jones.
- Risks.
- Outcomes.
- Key dates and developments.

The draft Planning Objectives are reviewed by the Executive Team and refined as appropriate.

The draft Plans on the Page for the Director of Strategic Development and Operational Planning can be found in the attached Appendix. However, PPPAC is asked to note the key dates and developments which will be used to track progress of the Planning Objectives which are noted in the table below:

Planning Objectives: 5C and 5D

Key outcomes:

- To develop a Programme Business Case (PBC) for Board by September 2021.
- To complete the Outline Business Case (OBC) for the new urgent and planned care hospital by December 2022.
- Produce OBC for GGH and WGH by December 2022.
- To produce Full Business Cases (FBCs) by March 2024 for:

- the new and urgent care hospital
- re-purposed GGH and WGH.

Key phase	By whom	By when
Setting up Programme Structure and Governance	Programme Manager	December 2020 to June 2021
<ul style="list-style-type: none"> • Activity Modelling • Confirmation assumptions • Development functional content • Design development • Capital costing 	Programme Team	Mid July 2021
Financial Modelling	Finance Workstream	Mid-August 2021
Development of PBC Narrative	Programme Team	Mid-August 2021
PBC Submission Board	Programme Group	September 2021
PBC Approval	Welsh Government	October to December 2021
OBC Completion	Programme Group	December 2022
FBC Submission	Programme Group	March 2024

Planning Objective: 5E

Key outcomes:

- To develop transport plans to address access, travel and transport issues in support of the production of the PBC which will set out the options and preferred way forward for the infrastructure enabling schemes in our strategy 'A Healthier Mid and West Wales'.
- Produce a timeline of deliverables to the wider Programme Team in support of modelling requirements and visioning of a future transport model.
- To be fully cognisant of the assumptions and dependencies of other aspects of the PBC development on transport implications.
- To re-affirm the commitment to decarbonisation from a future transport model, as part of priorities from the NHS Wales Decarbonisation Strategy.
- Ensure that future visioning and modelling is fully informed of the strategic context, including the South West Wales metro proposals and Regional Transport Strategies.

Key phase	By whom	By when
Workstream launch	Gareth Skye, Transport & Sustainable Travel Manager	May 2021
Issue of proforma to capture basic assumptions, dependencies, points of consideration within remit of the group	Capital Planning	May 2021
Regional transport planning baseline established	Jason Collins (WSP – consultancy company)	June 2021
Planning objective response	Capital Planning	June 2021
Deadline for transport "submission" to support PBC	Programme Group	August 2021
PBC sign off – Executive Team / Board	Programme Group	September 2021
PBC submission to WG	Programme Group	September 2021

Planning Objective: 6G

Key outcomes:

- An overall reduction in the CO2 emissions generated by assets within HDdUHB from 2018/19 carbon footprint baseline levels in line with those targets set out in the NHS Wales Decarbonisation Strategy (2021).
- Support the A Healthier Mid & West Wales (AHMWW) programme to influence change and deliver best in class decarbonisation solutions, on the new and retained estate.
- A move away from the use of fossil fuels for heating and electricity provision towards renewable low carbon technologies with the aim of contributing to WG's aspirational target to be carbon neutral by 2030.
- Ensure all new build developments are developed and built to net zero standard by engaging and collaborating with key partners across the UK such as Swansea Bay Active and WG Energy Services to ensure that all future projects delivered to meet the objectives within the All Wales Strategic Delivery Plan.
- Delivery of renewable energy generation on all viable assets by 2030.
- Progress a transformational energy and water efficiency retrofit programme across the estate.

Key phase	By whom	By when
Establish Decarbonisation Group	Paul Williams, Assistant Director of Strategic Planning	March 2021
Establish Sub-Groups for: <ul style="list-style-type: none"> a. Buildings, Land and Utilities. b. Transport. c. Procurement (Linked to wider Shared Services meetings). 	Paul Williams	April 2021
Engage with WG Energy Services to identify Decarbonisation opportunities on each asset owned by HDdUHB (Buildings & Transport).	Paul Williams	June 2021
Each sub-group to develop own strategy and develop Carbon Management Action Plans with support from partners including Energy Services, Shared Services, Active and Carbon Trust, to address the WG Decarbonisation targets and support HB transformational plans.	Paul Williams	September 2021
Finalise all sub-group action plans and sign off Decarbonisation Task Force and Executive Team (or agreed forum). Ensure existing Carbon monitoring processes are sufficient to monitor progress against HDdUHB targets and All Wales Decarbonisation Strategy objectives (16% by 2026 / 34% by 2030 from baseline year 2018/19).	Paul Williams	March 2022
Engage with Active Swansea to consider best in class decarbonisation opportunities and solutions to	Paul Williams	Ongoing

ensure we incorporate into future projects, with their support and expertise.		
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Argymhelliad / Recommendation

PPPAC is asked to **NOTE** the current position in the development of the Planning Objectives under the Executive Leadership of the Director of Strategic Development and Operational Planning.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	2.3 Provide assurance to the Board that the planning cycle is being taken forward and implemented in accordance with University Health Board and Welsh Government requirements, guidance and timescales.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not applicable
Safon(au) Gofal ac Iechyd: Health and Care Standard(s): Hyperlink to NHS Wales Health & Care Standards	All Health & Care Standards Apply
Amcanion Strategol y BIP: UHB Strategic Objectives: Hyperlink to HDdUHB Strategic Objectives	All Strategic Objectives are applicable
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report	9. All HDdUHB Well-being Objectives apply

Gwybodaeth Ychwanegol:

Further Information:

Ar sail tystiolaeth: Evidence Base:	3 year plan and annual plan Decisions made by the Board since 2017-18 Recent Discover report, published in July 2020 Gold Command requirements for COVID-19 Input from the Executive Team Paper provided to Public Board in September 2020
Rhestr Termiau: Glossary of Terms:	Incorporated within the report
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Cynllunio Pobl a Sicrwydd Perfformiad: Parties / Committees consulted prior to People Planning and Performance Assurance Committee:	Public Board - September 2020

Effaith: (rhaid cwblhau)

Impact: (must be completed)

Ariannol / Gwerth am Arian: Financial / Service:	Any financial impacts and considerations are identified in the report
Ansawdd / Gofal Claf: Quality / Patient Care:	Any issues are identified in the report
Gweithlu: Workforce:	Any issues are identified in the report
Risg: Risk:	Consideration and focus on risk is inherent within the report. A sound system of internal control helps to ensure any risks are identified, assessed and managed.
Cyfreithiol: Legal:	Any issues are identified in the report
Enw Da: Reputational:	Any issues are identified in the report
Gyfrinachedd: Privacy:	Not applicable
Cydraddoldeb: Equality:	Not applicable

Planning Objective - 5C
 Produce a final business case by March 2024 for the implementation of a new hospital in the south of the Hywel Dda area for the provision of urgent and planned care (with architectural separation between them). This will be on a site between Narberth and St Clears. Using the experience and change brought about by the COVID pandemic, the plan should be focussed on minimising the need for patients and staff to attend and, for those who require overnight care, the shortest clinically appropriate length of stay

5C i-

- Implement the requirement of “My Charter” to involve people with learning disability in our future service design and delivery
- Ensure the new hospital is easily accessible for the most vulnerable in society by public transport, particularly both rail and bus
- Ensure the new hospital uses digital opportunities to support its aims to minimise the need for travel, maximises the quality and safety of care and deliver the shortest, clinically appropriate length of stay

Planning Objective - 5D
 Produce and agree the final business case by March 2024 for the repurposing of the GGH and WGH sites in line with the strategy published in November 2018

5D i

- Implement the requirement of “My Charter” to involve people with learning disability in our future service design and delivery

PROJECT SCOPE	<p>These planning objectives will be supported by the Programme Group and Workstreams set up to Implement our Health and Care Strategy: A Healthier Mid and West Wales. This will involve</p> <ul style="list-style-type: none"> • The integration of health and social care to deliver an integrated community model, based on an integrated social model for health and well-being (the model), at a pace. • Working with social care and other partners, this will be a long-term commitment, focused on prevention, well-being, early intervention and help build resilience to enable people to live well within their own communities. • The development of a plan for the existing Community Hospitals, working with local communities. This plan will be focussed on the provision of ambulatory care including out-patient services, diagnostics, treatment, observation, rehabilitation and end of life care. • A new urgent and planned care hospital in the South of the Health Board area; • Acute medicine to continue at Prince Philip General Hospital; • A repurposed Glangwili General Hospital and Withybush General Hospital offering a range of services to support a social model for health and well-being, designed with local people to meet their needs. • Implementation of Bronglais Strategy 	<ul style="list-style-type: none"> • To develop a PBC for Board by September 2021 • To complete the OBC for new urgent and planned care hospital by December 2022 • Produce OBC for GGH and WGH by December 2022 • To produce FBC's by March 2024 for <ul style="list-style-type: none"> ○ the new and urgent care hospital ○ repurposed GGH & WGH 			OUTCOME	
			KEY PHASE	BY WHOM	BY WHEN	KEY DATES & DELIVERABLES
			Setting up Programme Structure and Governance	Programme Manager	Dec 2020 to June 2021	
			<ul style="list-style-type: none"> • Activity Modelling • Confirmation of assumptions • Development of functional content • Design development • Capital costing 	Programme Team	Mid July 2021 Mid July 2021 Mid July 2021 Mid July 2021 End Aug 2021	
			Financial Modelling	Finance Workstream	Mid Sept 2021	
			Development of PBC Narrative	Programme Team	End Sept 2021	
			PBC Submission Board	Programme Group	September 2021	
			PBC Approval	Welsh Government	Oct to Dec 2021	
			OBC Completion	Programme Group	Dec 2022	
			FBC Submission	Programme Group	March 2024	
PROJECT GOVERNANCE	<p>Responsible Officers: Executive Lead: Lee Davies, Executive Director of Strategic Development & Operational Planning Strategic Lead: Paul Williams, Assistant Director of Strategic Planning</p> <p>Programme oversight through: Programme Team</p> <p>Governance through: Programme Group, PPPAC & Board</p> <p>Delivery through: Programme Workstreams</p>					

	Description	Likelihood	Impact	Score	Mitigating Actions
RISKS	There is a risk that the PBC might not demonstrate financial and workforce sustainability because of the early stage of detailed definition of service and infrastructure options which would result in time delay to resolve an affordable and sustainable PBC	4	4	16	Clinical modelling is currently being undertaken to understand the service needs for the acute setting. Work is required to understand the impact of Planning Objective 5H around the future community model, on the bed requirement, workforce and finances.
	There is a risk that clinical participation may be difficult to sustain to sign off clinical models and options and continue work towards an OBC level of detail because of clinical pressures resulting from the impact of COVID 19 which might result in either a lack of clinical sign up to assumptions or delay in completion of the PBC or start of the OBC	4	4	16	Structured virtual workshops have and will be organised to minimise time and maximise outputs to achieve the necessary clinical ownership and participation in the PBC development process.
	There is a risk that the UHB will not complete a robust PBC for September 2021 Board. This is due to the continuing work to complete the activity modelling through the Horizon product. If this is available w/c 31 st May 2021 as currently planned the remaining programme has no slack for iterations of functional content, capital or revenue costings required for the PBC. The impact of this could be delay to the completion of the PBC.	4	4	16	Series of workshops to be concluded by 3rd week June to fix PBC assumptions. One of these shortlisted scenarios will need to maximise potential efficiencies in beds

	There is a risk that the OBC and FBC process will take longer than the Board deadline. This is because a revenue or part revenue infrastructure funding solution may need to be considered for some of the Projects being progressed. The impact could impact on the OBC and FBC delivery timeline due to the requirement for a negotiation period (WG advised minimum of 2-year negotiation period).	4	4	16	This will be reviewed with WG following PBC approval to agree the progression to the next stage of business case development
	There is a risk that the planning objectives timelines for completion of FBC's for the new hospital and refurbished Glangwili and Withybush hospitals will not be met. This is because the timeline is dependent on rapid PBC and OBC approvals by Welsh Government. The impact of this would be delay in completion of the planning objectives and delivery of the programme.	4	4	16	Continued close working with WG colleagues to maximise the chances of speedy approvals.
Golden Thread/ Teulu Jones	<p>Driving the strategy delivery on the ground of the strategic objective of making our services:</p> <ul style="list-style-type: none"> • Safe, sustainable accessible and kind 				

Planning Objective – 5E

With relevant partners, develop a plan by 2024 to address access, travel, transport and the necessary infrastructure to support the new hospital configuration taking into account the learning from the COVID pandemic (see specific requirements 5.E.i)

5.E.i - Ensure the new hospital is easily accessible for the most vulnerable in society by public transport, particularly both rail and bus

PROJECT SCOPE	<p>This planning objective will be serviced by the responsibilities of the Transport Workstream, a sub group of the Programme Team developing the PBC.</p> <p>The Transport Workstream will firstly meet the requirements of the PBC by setting out a future vision for an integrated transport model for the new hospital.</p> <p>It will fully scope the transport implications associated with emergency and non-emergency patient transport, public transport, courier services, staff travel & car parking.</p>	<ul style="list-style-type: none"> To develop transport plans to address access, travel and transport issues in support of the production of the PBC which will set out the options and preferred way forward for the infrastructure enabling schemes in our strategy 'A Healthier Mid and West Wales'. Produce a timeline of deliverables to the wider Programme Team in support of modelling requirements and visioning of a future transport model To be fully cognisant of the assumptions and dependencies of other aspects of the PBC development on transport implications To re-affirm the commitment to decarbonisation from a future transport model, as part of priorities from the NHS Wales Decarbonisation Strategy Ensure that future visioning and modelling is fully informed of the strategic context, including the South West Wales metro proposals and Regional Transport Strategies 				OUTCOMES																						
	<p>In doing so, working with key partner organisations to understand the current baseline position, information required to adequately scope the future model, as well as noting the dependencies with other groups within the PBC governance structure.</p> <p>Regional transport initiatives such as the South West Wales metro proposals and the national NHS Wales Decarbonisation Strategy, will be key determinants of this workstream.</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #D2B48C;">KEY PHASE</th> <th style="background-color: #D2B48C;">BY WHOM</th> <th style="background-color: #D2B48C;">BY WHEN</th> </tr> </thead> <tbody> <tr> <td>Workstream launch</td> <td>Gareth Skye</td> <td>May 21</td> </tr> <tr> <td>Issue of proforma to capture basic assumptions, dependencies, points of consideration within remit of the group</td> <td>Capital Planning</td> <td>May 21</td> </tr> <tr> <td>Completion of assumptions and dependencies log</td> <td>Capital Planning</td> <td>Jun 21</td> </tr> <tr> <td>Regional transport planning baseline established</td> <td>Jason Collins (WSP)</td> <td>Jul 21</td> </tr> <tr> <td>Clarification of PBC Deliverables</td> <td>Capital planning</td> <td>Jul 21</td> </tr> <tr> <td>Deadline for transport "submission" to support PBC</td> <td>Programme Group</td> <td>Aug 21</td> </tr> <tr> <td>PBC submission to WG</td> <td>Programme Group</td> <td>Sep 21</td> </tr> </tbody> </table>			KEY PHASE	BY WHOM	BY WHEN	Workstream launch	Gareth Skye	May 21	Issue of proforma to capture basic assumptions, dependencies, points of consideration within remit of the group	Capital Planning	May 21	Completion of assumptions and dependencies log	Capital Planning	Jun 21	Regional transport planning baseline established	Jason Collins (WSP)	Jul 21	Clarification of PBC Deliverables	Capital planning	Jul 21	Deadline for transport "submission" to support PBC	Programme Group	Aug 21	PBC submission to WG	Programme Group	Sep 21
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PROJECT GOVERNANCE	<p>Responsible Officers: <u>Executive Lead:</u> Lee Davies, Executive Director of Strategic Development and Operational Planning <u>Strategic Lead:</u> Paul Williams, Assistant Director of Planning <u>Clinical Lead:</u> ???</p> <p><u>Delivery Leads:</u> Gareth Skye, Transport & Sustainable Travel Manager</p> <p>Programme oversight through: PBC Programme Team PBC Programme Group</p> <p>Governance through: Exec. Team, PPPAC, CEIMTSC & Board</p>					KEY DATES & DELIVERABLES																						
RISKS	<p>Description</p> <p>As the transport workstream has only recently been formed, risks are still being formulated. The risk register is not yet complete or scored.</p>	Likelihood	Impact	Score	<p>Mitigating Actions</p>																							
RISKS	<p>There is a risk that it might not be possible to increase public transport capacity sufficiently within the timelines of the development of the new hospital. This is because of the process and complexities associated with transport planning for bus and rail. The impact is that this could affect the ease of access to the new hospital for patients, staff and visitors</p>				<p>Regular dialogue has been established with the SWW Metro Programme Manager to ensure alignment of requirements for respective programme timelines.</p> <p>Further discussions will be held with LA colleagues and transport providers as part of the transport workstream arrangements. Sustainability analyses will be undertaken to ensure that planned capacity requirements are fully understood.</p>																							
RISKS	<p>The UHB will not be able to evidence a decrease in carbon emissions. This is because we will not be able to reduce car transport sufficiently. Impact is non compliance with Government policy</p>				<p>Development of a public transport strategy which maximises use of public transport</p>																							
RISKS	<p>Insufficient capacity in the local transport system to action the return of vulnerable patients home after being brought into the new A&E department</p>				<p>To work with local community transport providers and taxi firms to ensure adequate transport is available for vulnerable patients</p>																							
Clinical Effectiveness	<p>Links to the Health and Care Strategy, "A Healthier Mid and West Wales"</p> <p>Linked to Strategic Objective 5 – Safe, sustainable, accessible and kind care</p>																											

PLANNING OBJECTIVE: 6G - Develop a plan and begin implementation within the next 3 years to make all Health Board services carbon neutral by 2030 and establish Green Health initiatives across the health board estate building on the work currently underway. The aim will be to address the climate emergency at Health Board level, improve the natural environment and support the wellbeing of our staff and public.

PROJ ECT SCOP	<p>A Decarbonisation Task Force Group (TF) has been established to progress the Health Board's (HB) decarbonisation agenda specifically focusing on identifying opportunities for carbon reduction. The key focus on Procurement, Buildings, land use and Transport. This TF is supported by sub-groups for each of these areas. The sub-groups are focusing on developing individual strategies and action plans to identify opportunities and schemes across the HB estate. The aim is to reduce the HB's Carbon footprint in line with the requirements of the 'All Wales NHS Decarbonisation Strategic Delivery Plan'</p> <div data-bbox="311 976 608 1228" style="text-align: center;"> <table border="1" style="margin: 0 auto;"> <caption>Footprint by Category 2018/19</caption> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Procurement</td> <td>62%</td> </tr> <tr> <td>Building Use</td> <td>21%</td> </tr> <tr> <td>Transport</td> <td>17%</td> </tr> </tbody> </table> </div> <p>Hywel Dda's contribution to the 'All Wales' footprint is circa 10%</p> <p>As examples the key areas of focus to reduce this footprint will include;</p> <p>Buildings/Land Use/Utilities</p> <ul style="list-style-type: none"> - identifying opportunities for low carbon heat technologies - low carbon fitting and controls, renewable technologies, improving building fabric, - reducing water consumption and waste. <p>Transport</p> <ul style="list-style-type: none"> - internal fleet transport, - grey fleet travel, - staff commuting and patient / 	Category	Percentage	Procurement	62%	Building Use	21%	Transport	17%	<p>The WG strategy sets out a 'roadmap' and delivery plan of over 46 initiatives for decarbonising the NHS estate. Key milestones and timescales are established to support organisations. Examples of the milestones are summarised below:</p> <p>Moving up a gear (2020 – 2022):</p> <ul style="list-style-type: none"> • Carbon reduction will be a high priority in business case decision making, meaning increased revenue costs will not be a barrier; • All new-build / refurbishment developments will be designed and accredited to a net zero; <p>Well on the Way (2022 – 2026):</p> <ul style="list-style-type: none"> • Reduce carbon emissions by 16% • Reducing emissions will be mandated within new procurement contract; • All fleet will be electric charging and car charging infrastructure in place to support staff and public cars • Digital technology and telemedicine will be increasingly used to increase efficiency and reduce travel <p>Achieving our Goals (2026 – 2030):</p> <ul style="list-style-type: none"> • Reduce carbon emissions by 34% • Every building to have undergone an energy efficient upgrade <p>In line with the above the Health Board expect to see the following outcomes;</p> <ul style="list-style-type: none"> • An overall reduction in the CO2 emissions generated by assets within HDUHB from 2018/19 carbon footprint baseline levels in line with those targets set out in the NHS Wales Decarbonisation Strategy (2021); • Support the AHMWW programme to influence change and deliver best in class decarbonisation solutions, on the new and retained estate; • A move away from the use of fossil fuels for heating and electricity provision towards renewable low carbon technologies with the aim of contributing to Welsh Governments aspirational target to be carbon neutral by 2030; • Ensure all new build developments are developed and built to net zero standard by engaging and collaborating with key partners across the UK such as Swansea Bay Active and WG Energy Services to ensure that all future projects delivered to meet the objectives within the All Wales Strategic Delivery Plan • Delivery of renewable Energy generation on all viable assets by 2030 • Progress a transformational energy and water efficiency retrofit programme across the estate • Develop an approach to land use to progress large scale renewable generation with private wire connection to our sites in collaboration with public/private sector partners and local communities to promote renewable energy and greenhouse gas removal. • Improved resilience to Climate change • Implementation of a robust framework for transport / travel CO2 monitoring and reporting; • An improvement in the financial efficiency of the HB's fleet and transport operations as a result of reduced miles travelled and a transition to more fuel efficient, cost effective vehicles; • A cultural shift within the organisation to acknowledge the impacts of transport / travel CO2 emissions and ensure future service developments reflect the new low carbon norms. • A shift from the historical business as usual to an organisation with a more agile workforce and a greater focus on utilising available alternatives to travel (e.g. video conferencing, telemedicine, home working) • Tracking and measuring carbon impact, to include in high value tenders including engagement with Carbon Trust. • Reducing emissions will be mandated within new procurement contracts for major suppliers. • Improvements to supply chain carbon accounting and engagement. 	UT O
Category	Percentage										
Procurement	62%										
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Transport	17%										

- Value to the local supply chain will be maximised, whilst maintaining high standards for goods and services.
- NWSSP will expand its current Sustainable Procurement Code of Practice to include a framework for assessing the sustainability credentials of suppliers.
- Well-being of Future Generations (Wales) Act 2015 will ensure that the climate agenda is at the core of HB business and decision-making.

KEY PHASES	BY WHOM	BY WHEN
1. Establish Decarbonisation Group	PW/GS/AB	March 21
2. Establish Sub-Groups for: <ul style="list-style-type: none"> a. Buildings, Land and Utilities; b. Transport; c. Procurement (Linked to wider Shared Services meetings) 	PW/GS/AB	April 21 April 21
3. Engage with WG Energy Services to identify Decarbonisation opportunities on each asset owned by the Health Board (Buildings & Transport)	PW/GS/AB	June 21
4. Each sub-group to develop own strategy and develop Carbon Management Action Plans with support from partners including Energy Services, Shared Services, Active and Carbon Trust, to address the WG Decarbonisation targets and support HB transformational plans	PW/GS/AB	Sept 21
5. Finalise all sub-group action plans and sign off Decarbonisation Task Force and Exec Team (or agreed forum). Ensure existing Carbon monitoring processes are sufficient to monitor progress against the HB targets and All Wales Decarbonisation Strategy objectives (16% by 2026 / 34% by 2030 from baseline year 20218/19).	PW/GS/AB	March 22
6. Engage with Active Swansea to consider best in class decarbonisation opportunities and solutions to ensure we incorporate into future projects, with their support and expertise.	PW/CK	Ongoing
7. Ensure the delivery of projects in line with agreed timeframes. To include (not exhaustive): <ul style="list-style-type: none"> a) Buildings <ul style="list-style-type: none"> ○ Ground and roof mounted PV schemes ○ Low carbon heat schemes ○ Provision of infrastructure to support the Transport Group's car charging installation objectives across the Estate ○ Optimise the use of energy by BMS control ○ Replacing all Light fitting wit LED ○ Solar farm development (0.5MW) b) Transport <ul style="list-style-type: none"> ○ Vehicle tracking systems 	PW/CK	As agreed within the work-plan

KEY DATES & DELIVERABLES

		<ul style="list-style-type: none"> Driver behaviour monitoring Transition of the fleets vehicles from combustion to EV / ULEV Enhanced communications relating to decarbonisation best practice Improved sustainable travel infrastructure Incentivise low carbon travel / discourage high carbon travel Development of a Health Board travel hierarchy that seeks to benefit from the best practice introduced in response to the COVID pandemic. 	GS	As agreed within the work-plan	
PROJECT GOVERNANCE	<p>Responsible Officers: Executive Lead: Lee Davies, Executive Director of Strategic Development & Operational Planning</p> <p>Strategic Lead: Estates: Paul Williams, Head of Property & Performance Transport: Gareth Skye, Transport & Sustainable Travel Manager Procurement: Alan Binks, Head of Procurement</p> <p>Joint Delivery Lead: Estates: Colin Kaijaks, Principle Project Manager Transport: Transport Team Procurement: Paul Buckingham, Procurement Officer</p> <p>Programme oversight through: Decarbonisation Task Force</p> <p>Governance through: Decarbonisation Task Force</p> <p>Delivery through: Decarbonisation Task Force & sub-groups</p>	<p>c) Procurement</p> <ul style="list-style-type: none"> Develop a robust governance system around the development of evaluation criteria and measurement of carbon reductions. Circular Economy, work with Swansea University and the Health Board TF to implant Circular Economy in capital and other procurement planning. De-carbonisation to become 'Business As Usual' for the procurement team. Work with our supply chain partners to create a database to: <ul style="list-style-type: none"> Identify opportunities to reduce or eliminate single use plastics in the production and packaging of products. Identify other sustainability initiatives. Length and degree of fragility of our supply chain partners (top 100). <p>8. Approach to Health Care – to engage and to progress linked agendas via the Task & Finish Group e.g. agile working / digital solutions, Health & Wellbeing goals, Climate change.</p>	AB	As agreed within the work-plan	
			PW/GS/AB/CK	March 22	
COMMUNICATE/ COLLABORATE	Who With	How	When		
	Exec Team (this to be reviewed)	Via Executive lead	As required		
	HB de-carbonisation Task Force	Workstream representation at decarbonisation task force	Quarterly		
	Other Decarbonisation Sub- Groups	Include overlapping objectives on each Decarbonisation sub -group agenda's (Transport & Procurement Group)	Monthly (to be reviewed)		
	Key stakeholders: Estates / Finance /Planning/Procurement/DNO's/Energy Services/Carbon Trust/Active Swansea Bay/Knowles Associates	Meetings/Emails/Various forums and Working groups	As required		
	Wider management and staff	Engagement and awareness to be implemented through Global emails and continual development of the HDUHB intranet site	As required		
	Staff side	Provision of update papers and attendance at Staff Partnership Forum Meetings	As required		
RISKS	Description	Likelihood	Impact	Score	Mitigating Actions
	Lack of funding for CO2 improvement schemes and feasibility studies	2	4	8	Development of robust business cases that reflect the financial benefits of transitioning towards carbon neutrality
	Lack of Resource	3	4	12	Robust business case for additional resource to progress and co-

						ordinate all strands of the Decarbonisation Agenda
	Inability to deliver required infrastructure to support a transition of the fleet to Electric Vehicles		2	4	8	Early engagement with DNO's to understand Capacity issues and related financial implications of bringing sites up to Capacity levels required to support the infrastructure needed to deliver the targets within the All Wales Strategy
	Transformation linked to repurposing plans of sites		3	4	12	If sites are subject to repurposing, investing in new projects may not get supported and funded.
	Staff resistance to change		3	4	12	Ongoing engagement with staff side and ensure their inclusion within the planning process
Education & Development	<ul style="list-style-type: none"> Decarbonisation needs to be embedded in all HB processes and core business decisions, for example how we travel, procure goods and services, deliver clinical services etc. Establishing good governance, engagement and wider communication will be key. 					
LINKS TO	BOARD ASSURANCE FRAMEWORK		HB RISK REGISTER	ALL WALES STRATEGY	HB STRATEGY	OTHER
	There is a risk that...	The HB will not meet the WG 2030 target	Yes	Yes	Yes	Yes
	This is caused by...	The impact of our transformation plans, funding, resource, other HB priorities				
	This could lead to an impact/effect on...	Non-achievement of HB and WG objectives & targets, non-approval of Business case, reputational damage, financial etc				