

**PWYLLGOR ADNODDAU CYNALIADWY  
SUSTAINABLE RESOURCES COMMITTEE**

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	22 October 2024
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	Climate Change Taskforce Group/Decarbonisation Taskforce Group Update
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Lee Davies, Executive Director of Strategy and Planning
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	Sharon Hughes, Principal Programme Manager

**Pwrpas yr Adroddiad (dewiswch fel yn addas)  
Purpose of the Report (select as appropriate)**

Er Sicrwydd/For Assurance

**ADRODDIAD SCAA  
SBAR REPORT**

Sefyllfa / Situation

This report provides an overview and assurance that the Climate Change Taskforce Group (CCTFG), previously the Decarbonisation Taskforce Group (DTFG), continue to monitor, review and progress delivery against the 46 initiatives set out in the Hywel Dda University Health Board (HDdUHB) Decarbonisation Delivery Plan.

Cefndir / Background

**UPDATES FROM RECENT CLIMATE CHANGE/DECARBONISATION TASKFORCE GROUP MEETINGS:**

**Carbon Management/Reporting**

- The Decarbonisation Delivery Plan Q1/Q2 Qualitative Report return was submitted on 4 October 2024 to the Decarbonisation Reporting (DCR) Team (**Appendix 1**). The main risks to completing delivery of several initiatives pertains to funding constraints (both capital and revenue) and/or inadequate and aged infrastructure inhibiting/slowing progress.
- Achieving Net Zero Training – the HDdUHB Learning and Development (L&D) team have re-considered making this ESR training mandatory for all staff. A more comprehensive business case has been submitted and approval is pending.
- Net Zero Public Sector (corporate performance) reporting is complete for 2023/24 and was submitted to Welsh Government (WG) in August 2024. The report evidences an increase in carbon emissions from **93,940,000 kgCO<sub>2</sub>e in 2022/23 to 138,622,274 kgCO<sub>2</sub>e** (if a blended tier 2 methodology for procurement is adopted) **or 153,738,825 kgCO<sub>2</sub>e** (if tier 1 methodology for procurement is adopted) **in 2023/24** – this is largely due to supply chain data discrepancies, addition of primary care data (managed practice) and a change in methodology.

**Programme Changes:**

There is a change in Executive Sponsor (Senior Responsible Officer) from Director of Strategy and Planning to the Director of Public Health. We are currently reorganising and splitting the programme structure and expect the change to take place from November/December 2024. A revised governance structure will be shared for information/approval at the next meeting.

## **Buildings/Estates/Energy/Environment**

A paper was presented to the Capital Sub Committee (CSC) on the 8 March 2024 outlining the opportunity to deliver a new Energy Performance Contract (EPC), via the Re:Fit 4 Wales framework programme. This is a multi-phased opportunity to secure Welsh Government (WG) spend to save funding, repayable over an agreed term to deliver decarbonisation focused schemes, with a phase 1 scope targeting circa £7m investment. The main delivery outputs are as follows:

- New Energy Performance Contract (EPC) awarded to Vital for works at Prince Philip Hospital (PPH), Bronglais Hospital (BGH), Glangwili Hospital (GGH), Withybush Hospital (WGH), Elizabeth Williams Clinic, and Hafan Derwen sites focused on LED lighting replacement, Solar PV, Energy Centre and Combined Heat and Power optimisation, Air Handling Units fan replacements, building management system controls and insulation for each site.
- Heat Network Efficiency Scheme (HNES) optimisation and funding - HDdUHB secured and delivered a £24k grant feasibility study at PPH. This generated a report setting out 4 stages of potential project developments on the site:

### **Stage 1 - Hydraulic optimisations** – the potential benefits include:

- The Hydraulic optimisations reduced the pump consumption by 65% and increased the CHP contribution from 14% to 31%.
- The adjustments will allow approx. 48% of gas cost savings, with a CO2 reduction of approx. 58 tonnes per year.

### **Stage 2 - Adding a heat pump to the return leg of the energy Centre.**

- The reduction of Return temperature allows for an Air Source Heat Pump (ASHP) to provide 15% of the heat required.
- The adjustments will allow an energy cost saving approximately 44%, with a CO2 reduction of approx. 223 tonnes per year.

### **Stage 3 – Removing boilers.**

- Adding a 2-stage heat pump system in combination with the CHP provides a 55% of the heat required by the HPs.
- The adjustments will allow a negative energy cost saving approximately 28%, with a CO2 reduction of approx. 663 tonnes per year.

### **Stage 4 - Remove CHP – Fully Decarbonised Solution.**

- A fully electric system consisting of a 2-stage heat pump system can provide 100% of the heat at the required temperature.
  - The adjustments will allow a negative energy cost saving approximately 113%, with a CO2 reduction of approx. 957 tonnes per year.
- Private wire solar farm project near Prince Philip Hospital (PPH) via a Power Purchase Agreement (PPA) to secure electrical supply at an agreed price (below market rates) and benefit from carbon reduction.

It is anticipated the Health Board will be bidding for c.£7 million in the first phase and target delivery of works over the financial years 2025-26/2026-27. Stage 1 capital costs are subject to design development and technical review but could be in the region of £300k with savings estimated at circa £150k per annum.

### Sustainable Healthcare (Projects)

Project Name	Project Description	Departments / Staff involved in delivery	Project Start Date
Ward Curtains	More sustainable option for disposable curtains. New contract signed which includes a collection and recycling service as part of the contract	Procurement & facilities	Mar-24
Uniform laundering Project	To launder and reissue or recycle all staff uniforms. Uniform amnesty for returns to the HB	Facilities	Dec-23
Warp-It/Decontamination of Walking Aids	Recycle and reuse products / equipment from across the HB by using the Warp-It system to encourage engagement and improvement.	Operations / Procurement	Oct-23
SusQI Training Slides	Climate Change, Decarbonisation and Environmental Sustainability info/awareness to be included in all quality improvement training and frameworks	Quality Improvement Team	Apr-24
Reusable Tourniquets	To pilot a reusable tourniquet as opposed to the current disposable/single use version.	Pathology / Procurement / National Programme	Mar-24
Removing single use items / plastic waste from laboratories	Adoption of the PHW Microbiology Single Use Plastics Laboratory Project Model	Pathology / NWSSP / PHW	Apr-24
Removal of plastic medicine pots	To procure a replacement option for the non-recyclable plastic medicine pots that currently go to landfill with a recyclable option	Nursing / Procurement	Jul-24
Electronic Prescribing	To change from paper-based prescribing to digital prescriptions	DCHW	Apr-23
Removal of Patient Plastic Bags	Replace current non-recyclable patient plastic bags with a recyclable version	Environment Team	Jul- 24
Nappicycle	To remove disposable nappies and incontinence products from our waste streams and divert away from landfill to a recycling plant	Environment Team & Natural UK	Apr-23
Oral Nutritional Supplements	Carbon Impact from all the single use plastic bottles that the supplements are stored in. Patients can receive hundreds of bottles per month for consumption	Pharmacy / Medicines Management	Jul-24
Inhaler replacement project	To encourage patients to change their inhaler usage from MDI to more environmentally friendly DPI version	Pharmacy / Medicines Management	Apr-23
Net Zero E-learning Module	To raise awareness and inform all HDUHB employees of the whole Health Board response to Net Zero.	Learning & Development	Jun-23
Procurement Top 10 Carbon Impact	Opportunities to reduce the highest carbon emitters from our purchasing	Procurement & Nursing	Apr-24
Ecosia	Ethical Low Carbon Internet Provider	Digital	Aug-24

Sustainability Conferences & awards	Annual coordination and delivery of the National Sustainability Awards	Comms/PR	June-23
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**Transport and Sustainable Travel**

- HDdUHB have formally signed up to the Regional Healthy Travel Charter (a Public Health Wales initiative) which supports alternative travel/commuting options and reducing carbon.
- The Central Transport Unit (CTU) have been working in partnership with Carmarthenshire County Council (CCC) on regional travel and transport plans and several active travel routes have been prioritized as part of the new masterplan which will serve the new Health Board Headquarters, Carmarthen Hwb and GGH
- A new bicycle shelter funded by CCC is being installed in PPH
- We are conducting a Car Parking Economic Study via the Shared Prosperity Fund in partnership with CCC that will provide recommendations for maximising sustainable travel opportunities for two HDdUHB locations in Carmarthen – Carmarthen Hwb and Picton Terrace which many of our staff will relocate to.



**AGILE WORKING / ESTATE RATIONALISATION**

**Acquisition of WG Building at Picton Terrace, Carmarthen**

The acquisition was approved at Public Board on the 26 September 2024, a project team is well-established to manage the end-to-end delivery and when fully implemented has a projected revenue saving of £220,000 per annum and the assurance of a high performing asset that will have replaced several poor performing and/or costly leased assets. This is a high value project with several interdependent building moves/disposals and we are in the process of confirming the funding model and split across 2024/25 and 2025/26. The first disposal is B8 on the St David’s Park site in December 2024, creating an in-year saving of £16,250 and an annual saving of £65,000.

**Asesiad / Assessment**

The DTFG and sub-groups continue to deliver against the 46 initiatives in the HDdUHB Decarbonisation Delivery Plan, where funding, resource and infrastructure allows. Representatives are well-networked across NHS Wales and are exploring, exploiting and maximising collaborative opportunities where possible.

Furthermore, we continue to work closely with the WG Climate Change and Environmental Public Health Division and keep abreast of new and emerging Climate Change and Decarbonisation legislative and strategic responsibilities, staying ahead of the curve.

Datix risk 1544 (Delivery of the Decarbonisation Delivery Plan) has been updated accordingly and a new risk titled – ‘Impacts of Climate Change’ is being worked up with the risk team with the Decarbonisation Delivery Plan becoming one of the mitigating actions.

## Argymhelliad / Recommendation

The Sustainable Resources Committee is asked to:

- **TAKE ASSURANCE** from the actions/activity being progressed by the Climate Change Taskforce Group/Decarbonisation Taskforce Group as part of the Health Board Decarbonisation Delivery Plan.
- **APPROVE** the Q1/Q2 2024/25 Qualitative Report.

### Amcanion: (rhaid cwblhau)

#### Objectives: (must be completed)

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	3.6 Seek assurance on delivery against all Planning Objectives aligned to the Committee (see Appendix 2), considering and scrutinising the plans, including the medium term financial plans, savings plans and decarbonisation plans, that are developed and implemented, supporting and endorsing these as appropriate.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	1544
Parthau Ansawdd: Domains of Quality <a href="#">Quality and Engagement Act (sharepoint.com)</a>	Not Applicable
Galluogwyr Ansawdd: Enablers of Quality: <a href="#">Quality and Engagement Act (sharepoint.com)</a>	Not Applicable
Amcanion Strategol y BIP: UHB Strategic Objectives:	6. Sustainable use of resources
Amcanion Cynllunio Planning Objectives	8 Estates plans
Amcanion Llesiant BIP: UHB Well-being Objectives: <a href="#">Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022</a>	9. All HDdUHB Well-being Objectives apply

### Gwybodaeth Ychwanegol: Further Information:

Ar sail tystiolaeth: Evidence Base:	Not Applicable
Rhestr Termau: Glossary of Terms:	Contained within the body of the report.
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Adnoddau Cynaliadwy: Parties / Committees consulted prior to Sustainable Resources Committee:	DTFG

<b>Effaith: (rhaid cwblhau)</b> <b>Impact: (must be completed)</b>	
<b>Ariannol / Gwerth am Arian:</b> <b>Financial / Service:</b>	Not Applicable
<b>Ansawdd / Gofal Claf:</b> <b>Quality / Patient Care:</b>	Not Applicable
<b>Gweithlu:</b> <b>Workforce:</b>	Not Applicable
<b>Risg:</b> <b>Risk:</b>	Not Applicable
<b>Cyfreithiol:</b> <b>Legal:</b>	Not Applicable
<b>Enw Da:</b> <b>Reputational:</b>	Not Applicable

<b>Gyfrinachedd: Privacy:</b>	Not Applicable
<b>Cydraddoldeb: Equality:</b>	Not Applicable

**Introduction and Organisation Data**

This spreadsheet is the required format for NHS Wales organisations reporting against their designated decarbonisation initiatives being delivered through their Decarbonisation Action Plans. Data from this report will be shared at the Health and Social Care Climate Emergency Project and Programme Boards. The template requires each organisation to complete the following:

- Organisational Information (below)
- Initiatives attributed to your organisation to complete will be light blue cells. Yellow cells are for information. Grey cells should not be edited.
- If initiatives are incorrectly attributed / not attributed to your organisation, please contact [nwssp.dcr\\_team@wales.nhs.uk](mailto:nwssp.dcr_team@wales.nhs.uk) to amend. These exemptions will be recorded by the DCR team and should be regularly reviewed by the requesting organisation.
- Carbon Impact for each initiative is as stated in the Strategic Delivery Plan.
- If an action is attributed with 'Associated Risk or Issue', the initiative number is highlighted in the Risk Register / Issue Log as a prompt. Please provide further detail on the Risk or Issue in the relevant table
- Using the methodology below, both individual tasks and overall initiatives, should have RAG and Delivery Confidence ratings self-set by each organisation. Further guidance is found in the DCR FAQ's

**See NHS Wales Decarbonisation Strategic Delivery Plan 2021 - 2030 for more information**

Please send the completed form to [nwssp.dcr\\_team@wales.nhs.uk](mailto:nwssp.dcr_team@wales.nhs.uk)

**Organisational Information**

Organisation name	Hywel Da University Health Board
Email of executive lead sign off	lee.davies3@wales.nhs.uk
Period report covers	Q1/Q2 2024
Date of Organisational Approval	TBC
Date of report submission	4TH October 2024
Person responsible for this report	Sharon Hughes, Programme Lead
Email address of person responsible for this report	sharon.hughes66@wales.nhs.uk

**Methodology - RAG Status**

**Methodology - Delivery Confidence**

Confidence of Delivery	
<b>Highly Likely</b>	Successful delivery of the action/initiative to cost and quality appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery.
<b>Probable</b>	Successful delivery appears probable. However, constant attention will be needed to ensure risks do not materialise into major issues threatening delivery.
<b>Feasible</b>	Successful delivery appears feasible but significant risks and issues already exist requiring management attention. These appear resolvable at this stage and, if addressed promptly.
<b>In Doubt</b>	Successful delivery of the action/initiative is in doubt with major risks or issues apparent in a number of key areas. Urgent action is needed to ensure these are addressed, and establish whether resolution is feasible.
<b>Unfeasible</b>	Successful delivery of the action/initiative appears to be unachievable. There are major issues which at this stage do not appear to be manageable or resolvable. The action/initiative may need rebaselining and/or overall viability reassessed.
<b>Complete</b>	Successful delivery of initiative/action. There is no further input required.
<b>Default</b>	The confidence of delivery has not been set by the organisation / default RAG.
<b>Exempt</b>	The organisation is exempt from this action / initiative.

**Carbon Impact Scoring Matrix**

Scoring Available	Carbon Impact
9-10	Significant impact (>3% reduction in footprint)
7-8	High impact (0.5 - 3.0% footprint reduction)
4-6	Medium impact (up to 0.5% footprint reduction)
2-3	Low impact
1	Negligible impact

**Example - Completed Initiative 17.1**

## Carbon Management

### Guidance for users

This sheet contains all initiatives relating to Carbon Management. If initiatives are incorrectly attributed / not attributed to your organisation, please contact nwssp.dcr\_team@wales.nhs.uk to amend.

**Please see section 3 of the NHS Wales Decarbonisation Strategic Delivery Plan 2021 - 2030 for more information**

### Instructions for users

- Input information into the light blue cells. Light yellow cells are for information. Grey cells should not be edited. Where full Task information is not provided and indicated with "...", further explanatory text can be found in the Strategic Delivery Plan.
- RAG and Delivery Confidence are calculated using the guidance on the Introduction page or by accessing the DCR FAQs. An overall RAG and Delivery Confidence should be set for each initiative, based on an overall for each task.
- All detail, including implemented dates, are directly copied from the Strategic Delivery Plan unless indicated with an \*. Where indicated with a \* initiatives have been amended in accordance with the HSCCE Request for Change process and full details can be requested at any time.
- Associated risk and associated issue cells are used to create a prompt in the Risk Register and Issue Log. Please use these prompts to provide additional detail.

### Initiative 1 - Implement best practice carbon management with dedicated roles in place to undertake Delivery Plan initiatives. Carbon Impact 1/10 \*

Action	Task	Task Lead	Responsible	Accountable	RAG	Delivery Confidence	Implemented Date	Delivery Update (Risks & Issues to be recorded in separate worksheet)	Initiative Overall RAG	Overall Delivery Confidence	Associated Risk	Associated Issue
1.1	Support the review of EnCO2de HTM 07-02 to develop best practice guidance to support carbon management in Welsh Health Boards and Trusts. Distribute this guide to Health Boards and Trusts upon publication.*	NWSSP			Exempt	Exempt	2024*		Green	In Doubt	Yes Risk	No
1.2	Put in place dedicated and appropriately skilled resource to deliver best practice carbon management – a key focus of the role will be to implement initiatives.	HB & Trusts	Decarbonisation Taskforce	Decarbonisation Taskforce	Green	In Doubt	2022	Dedicated resource is not affordable and no revenue funds can be sought for this.				
1.3	Use the Welsh Health Environment Forum as a mechanism to support delivery plan implementation, share lessons learned, emphasise the importance of decarbonisation and share best practice.	NWSSP, HB & Trusts	Decarbonisation Taskforce	Decarbonisation Taskforce	Green	Complete	Ongoing	We have appropriate membership on this group, however, this group is only relevant to supporting part of delivery of this plan.				

### Initiative 2 - Proactively communicate the Climate Emergency to staff and the public with the aim of stimulating low carbon behaviours and growing engagement in the decarbonisation agenda. Carbon Impact 1/10

Action	Task	Task Lead	Responsible	Accountable	RAG	Delivery Confidence	Implemented	Delivery Update (Risks & Issues to be recorded in separate worksheet)	Initiative Overall RAG	Overall Delivery Confidence	Associated Risk	Associated Issue
2.1	Develop a staff engagement approach to communicate: • NHS Wales commitments to decarbonisation • Case studies of progress Undertake consultations to support and engage in projects and encourage best practice behaviour.	HB & Trusts	Comms Lead	Director of Comms	Red	In doubt	Ongoing / Annually	Comms team is over-subscribed and related Comms and case studies have been developed where resource has allowed. We have a Sustainability Hub on SharePoint which is regularly updated with guidance, training, toolkits. All case studies are shared with WGov for their newsletters and Climate Action Wales and Green Health Wales Network, Sustainability Vault and via the Let's Not Waste campaign. A Comms lead represents on the HDD decarbonisation taskforce group. Climate cafe's have not been delivered due to a lack of expertise and resource. HEIW training does not have enough funded spaces to create a 'champion network' and the training is too long.	Red	In doubt	Yes Risk	Yes Issue
2.2	Provide building and energy managers with additional training in best practice use of BMS for carbon reduction (more details included in Existing Buildings section).	HB & Trusts	Head of Property Performance	Director of Strategy & Planning	Red	Feasible	2022	See Initiative 9.3				
2.3	Develop a targeted approach to encourage and facilitate low carbon staff travel...	HB & Trusts	CTU	Gareth Skye	Red	In doubt	Ongoing	See 17.3 in Transport tab				
2.4	Closely follow the guidance set out in the Active Travel Action Plan for Wales to ensure suitable considerations for active travel are factored into decision making...	HB & Trusts	CTU	Gareth Rees	Red	In Doubt	Ongoing	The HB gives consideration to all means of sustainable travel and is working with external partners and organisations to promote these options and securing reduced costs for NHS staff. Alternative options for walk and cycle to work are promoted via the C2W scheme and promoting the facilities available to staff who cycle to work. This C2W scheme has been published across the HB in Aug 2023. HDD has a Sustainable Transport/Travel Plan and we have signed up to the healthy travel wales charter.				
2.5	Brief senior management staff of the key themes of decarbonisation to ensure low carbon principles are integrated into decision making at all levels.	HB & Trusts	Programme Lead	Lee Davies	Red	Feasible	Mar 2022	Decarbonisation has a dedicated committee chaired by the Exec Director of Strategy/Planning. The Sustainable Resources Committee (SRC) has a mandatory section on the agenda for Decarb which is attended by other				

### Initiative 3 - Drive the engagement required for decarbonisation across each organisation's leadership team – Finance, Procurement, Estates, and Capital Project teams will engage to develop a focussed and active approach to project implementation. Carbon Impact 2/10

Action	Task	Task Lead	Responsible	Accountable	RAG	Delivery Confidence	Implemented	Delivery Update (Risks & Issues to be recorded in separate worksheet)	Initiative Overall RAG	Overall Delivery Confidence	Associated Risk	Associated Issue
3.1	Consider implementation models such as Energy Performance Contracts.	HB & Trusts	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Green	Highly Likely	Ongoing	The HB has an EPC in place currently that expires in March 2025. The HB has recently gone through a procurement exercise to award the Refit Contract to preferred provider.	Green	Highly Likely	No	No
3.2	Engage with technical and commercial support available such as the Welsh Government Energy Service.	HB & Trusts	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Green	Highly Likely	Ongoing	The HB will continue to utilise available support from industry links such as WGES, Active building teams, Carbon Trust etc.				
3.3	Build engagement and responsibility for decarbonisation across the organisations from the top down – actively engage across finance, procurement and estates teams.	HB & Trusts	Decarbonisation Taskforce	Decarbonisation Taskforce	Green	Highly Likely	Ongoing	Via Decarbonisation Taskforce monthly meetings and reporting to Sustainable Resource Committee				

## Buildings, Estates & Planning

### Guidance for users

This sheet contains all initiatives relating to Buildings, Estates & Planning. If initiatives are incorrectly attributed / not attributed to your organisation, please contact nwssp.dcr\_team@wales.nhs.uk to amend.

### Please see section 3 of the NHS Wales Decarbonisation Strategic Delivery Plan 2021 - 2030 for more information

#### Instructions for users

- Input information into the light blue cells. Light yellow cells are for information. Grey cells should not be edited. Where full Task information is not provided and indicated with "...", further explanatory text can be found in the Strategic Delivery Plan.
- RAG and Delivery Confidence are calculated using the guidance on the Introduction page or by accessing the DCR FAQs. An overall RAG and Delivery Confidence should be set for each initiative, based on an overall for each task.
- All detail, including implemented dates, are directly copied from the Strategic Delivery Plan unless indicated with an \*. Where indicated with a \* initiatives have been amended in accordance with the HSCCE Request for Change process and full details can be requested at any time.
- Associated risk and associated issue cells are used to create a prompt in the Risk Register and Issue Log. Please use these prompts to provide additional detail.

### Initiative 4 - Progress a transformational energy and water efficiency retrofit programme across the estate – every building with a long-term future will have undergone a multi-technology energy-efficient upgrade by 2030. Carbon Impact 5/10

Action	Task	Task Lead	Responsible	Accountable	RAG	Delivery Confidence	Implemented	Delivery Update (Risks & Issues to be recorded in separate worksheet)	Initiative Overall RAG	Overall Delivery Confidence	Associated Risk	Associated Issue
4.1	Commission specialist energy and carbon audits every two years to evaluate the opportunities for carbon reduction and water savings at each site to inform decarbonisation 'Action Plans' as appropriate.	HB & Trusts	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Amber	Probable	2021	Currently being progressed via EPC delivery audits.	Red	In Doubt	Yes Risk	No
4.2	Buildings should be operated as efficiently as possible...	HB & Trusts	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Red	In Doubt	2022	Progression remains subject to funding support and delivery of Strategic Development Plans, as the existing estate has significant efficiency challenges				
4.3	Ensure 'Action Plans' demonstrate estate-wide impact such that every building with an expected future towards 2030 will have undergone a multi-technology energy-efficient upgrade by 2030.	HB & Trusts	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Red	In Doubt	2030	Remains subject to funding support and delivery of Strategic Development Plans				

### Initiative 5 - Fully replace all existing lighting with LED lighting by 2025. Carbon Impact 4/10

Action	Task	Task Lead	Responsible	Accountable	RAG	Delivery Confidence	Implemented	Delivery Update (Risks & Issues to be recorded in separate worksheet)	Initiative Overall RAG	Overall Delivery Confidence	Associated Risk	Associated Issue
5.1	Develop a lighting upgrade approach for each site, considering whether like-for-like replacement will be sufficient or if a new design is required...	HB & Trusts	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Amber	Feasible	2022	Phase 1 EPC project to include LED lighting projects at PPH & BGH hospitals and community sites by 2026/27. Further schemes to be targeted in future EPC phases.	Amber	Feasible	Yes Risk	No
5.2	Procure and implement LED upgrades across the estate by 2025...	HB & Trusts	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Amber	Feasible	2025	As above, planned phased implementation of LED lighting schemes as part of the EPC delivery plans.				

### Initiative 6 - Complete expert heat studies by the end of 2023 for all acute hospitals to set the plan to transition away from fossil fuel heat sources. Carbon Impact 8/10

Action	Task	Task Lead	Responsible	Accountable	RAG	Delivery Confidence	Implemented	Delivery Update (Risks & Issues to be recorded in separate worksheet)	Initiative Overall RAG	Overall Delivery Confidence	Associated Risk	Associated Issue
6.1	Commission low carbon heat specialists to develop a low carbon heat evolution plan at each acute site to set out a transition plan away from fossil fuelled heat toward low carbon heat...	HB & Trusts	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Red	Unfeasible	2023	Remains subject to funding support and delivery of Strategic Development Plans. Feasibility work ongoing via the Heat Network Efficiency Scheme grant funding on the Acute sites to consider the opportunities.	Red	Unfeasible	Yes Risk	No
6.2	Implement upgrades to ensure that 60% of generated heat at acute sites is low carbon by 2030.	HB & Trusts	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Red	Feasible	2030	Remains subject to funding support and delivery of Strategic Development Plans.				

### Initiative 7 - Progress low carbon heat generation for all non-acute sites larger than 1,000m2 by 2030. Carbon Impact 5/10

Action	Task	Task Lead	Responsible	Accountable	RAG	Delivery Confidence	Implemented	Delivery Update (Risks & Issues to be recorded in separate worksheet)	Initiative Overall RAG	Overall Delivery Confidence	Associated Risk	Associated Issue
7.1	Commission low carbon heat specialists to evaluate the potential to convert non-acute sites to low carbon heat by 2030, including heat generation, heat distribution, heat emitters, and building fabric upgrades.	HB & Trusts	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Red	Unfeasible	2022	Refer to comments 6.1 & 6.2	Red	Unfeasible	Yes Risk	No
7.2	Implement changes to target a shift to full low carbon heating by 2030. Aim to have converted 50% of heat to low carbon heat by 2026.	HB & Trusts	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Red	Feasible	2026/2030	Refer to comments 6.1 & 6.2				

### Initiative 8 - No further natural gas CHP plant will be installed – renewable CHP will be championed instead. For existing CHP plant, decommissioning will be prioritised over investment in major refurbishment of failed CHP from 2025, with the ambition for all CHP to be decommissioned by 2030. Carbon Impact 6/10

Action	Task	Task Lead	Responsible	Accountable	RAG	Delivery Confidence	Implemented	Delivery Update (Risks & Issues to be recorded in separate worksheet)	Initiative Overall RAG	Overall Delivery Confidence	Associated Risk	Associated Issue
8.1	Continue to certify all CHP plant to the CHPQA programme to ensure efficient operation. Health Board will also report CHPQA compliance information and CHP maintenance spend through EFPMS when inputs developed.	HB & Trusts	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Green	Highly Likely	Ongoing	CHPs units at PPH, WGH and BGH sites currently, circa 9 years in age. Review to be undertaken at end of life.	Amber	Feasible	No	No
8.2	Increase CHP metric reporting on EFPMS to track CHPQA compliance and maintenance spend – this will be developed to understand compliance with this initiative.	NWSSP			Exempt	Exempt	2021					
8.3	No new natural gas CHP units will be considered going forward. For the existing known schemes, these will be subject to an options appraisal.	HB & Trusts	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Green	Complete	2021	There are no plans to replace the existing CHP units. A review of options to be undertaken prior to any need to replace i.e. advances in CHP technology, alternative low carbon options, estate development plans Both the carbon and financial implications will need to be considered as part of any replacement plans. Access to delivery model and funding will be needed.				
8.4	Decommissioning will be prioritised over refurbishment from 2025. Normal standard maintenance will continue; however, in the event of a CHP unit failing (for instance, engine replacement) decommissioning should be prioritised.	HB & Trusts	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Green	Complete	2022	The option to replace existing CHP units will be explored via the REFIT programme. Existing CHPs to remain in operation while alternative options are explored, as not yet at end of life. Options for funding to be explored include RE:Fit 4, DCP, capital development opportunities or targeted decarb monies.				
8.5	The ambition will be to decommission all CHPs by 2030 to support the transition away from fossil fuelled heating. For some installations, it is recognised that this 2030 ambition may need to tie in with timescales for new build hospital developments.	HB & Trusts	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Amber	Feasible	2030	Note comments for 8.4 above				

**Initiative 9 - Take an active approach to efficient control of energy in our buildings. All buildings will have up-to-date, standardised, and effective building management systems (BMS). Dedicated resource to optimise the use of energy by BMS control will be put in place by 2023. Carbon Impact 3/10**

Action	Task	Task Lead	Responsible	Accountable	RAG	Delivery Confidence	Implemented	Delivery Update (Risks & Issues to be recorded in separate worksheet)	Initiative Overall RAG	Overall Delivery Confidence	Associated Risk	Associated Issue
9.1	Install effective building management systems (BMS) across the building portfolio, allowing members of estates staff to optimise energy consumption in heating, cooling and ventilation (HVAC) systems. At smaller sites, a simple programmable intelligent heating control with remote access will suffice.	HB & Trusts	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Amber	Feasible	2024	The HB secured monies as part of the EPC Phase I and annual capital support to upgrade the BMS systems at WGH (Trend), GGH (Trend) and BGH (TAC), in 2014 but further investment needed at PPH, Acutes and community sites. A feasibility exercise is needed. Where possible upgrades to be arranged via targeted investment or capital developments, but subject to estate plans for each site. The option to replace the BEMS at PPH to be explored as part of REFIT programme phase 1 and future phases. WG investment secured in 2022/23 to upgrade the TAC BEMS at BGH and smaller community sites (c. £150k). Options for funding to be explored include RE:Fit 4, DCP, capital development opportunities or targeted decarb monies.	Red	Unfeasible	Yes Risk	No
9.2	Develop standard operating procedures to optimise the efficient operation of buildings, this will include set schedules for time-clocks / operating setpoint / alarms.	HB & Trusts	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Red	Unfeasible	2022	A standard operating procedure to be developed and implemented within the HB by 2024/25. To be jointly developed by Site Ops teams and Energy Team				
9.3	Ensure trained resource is in place to optimise energy use by BMS control. Ensure a process is put in place to regularly manage and optimise BMS controls.	HB & Trusts	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Red	Unfeasible	2023	Resource is an issue. The HB will explore specialist training options with Site teams and Energy Officer				

**Initiative 10 - Determine the overall viable potential for onsite renewable energy generation at each NHS organisation by 2023. Install half of this potential by 2026, and the remainder by 2030. Carbon Impact 6/10**

Action	Task	Task Lead	Responsible	Accountable	RAG	Delivery Confidence	Implemented	Delivery Update (Risks & Issues to be recorded in separate worksheet)	Initiative Overall RAG	Overall Delivery Confidence	Associated Risk	Associated Issue																																
10.1	Conduct feasibility studies to establish the viability of onsite generation such as solar PV and solar thermal collectors (either roof-mounted or car port mounted) at each site.	HB & Trusts	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Green	Complete	2023	This relationship with WGES is maintained to support ongoing delivery of roof, ground and car port solar mounted projects. Scheme feasibility to develop solar farms at GGH and WGH completed, support on the wider public sector project at BGH ongoing and support on the private wire Solar Farm near PPH ongoing. Agreed and further PV solar schemes being scoped via the EPC project plans. Possible PPA agreement being explored with Pembs LA on their airport site for WGH.																																				
10.2	Proceed with renewable energy installation in all viable instances. 50% of identified viable potential to be installed by 2026. 100% of identified viable potential to be installed by 2030.	HB & Trusts	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Amber	Probable	2026/2030	<table border="1"> <thead> <tr> <th>Site</th> <th>Capacity (kw)</th> </tr> </thead> <tbody> <tr><td>Glangwilli Hospital Roof</td><td>3.50</td></tr> <tr><td>Milford Haven Health Centre Roof</td><td>15.00</td></tr> <tr><td>Pembroke Dock Health Centre Roof</td><td>15.00</td></tr> <tr><td>Elizabeth Williams Clinic Roof</td><td>15.08</td></tr> <tr><td>Llandovery Hospital Roof</td><td>15.60</td></tr> <tr><td>Tenby Hospital Roof</td><td>23.80</td></tr> <tr><td>Aberaeron Integrated Care Centre Roof</td><td>26.00</td></tr> <tr><td>Amman Valley Hospital Roof</td><td>44.80</td></tr> <tr><td>South Pembrokeshire Hospital Roof</td><td>54.40</td></tr> <tr><td>Withybush Hospital Roof</td><td>64.08</td></tr> <tr><td>Cardigan Integrated Care Centre Roof</td><td>67.70</td></tr> <tr><td>Bro Cerwyn Roof</td><td>73.40</td></tr> <tr><td>Bronlais Hospital Roof</td><td>173.30</td></tr> <tr><td>Brynmair Clinic Roof</td><td>21.06</td></tr> <tr><td>Hafan Derwen Roof</td><td>400.00</td></tr> </tbody> </table>	Site	Capacity (kw)	Glangwilli Hospital Roof	3.50	Milford Haven Health Centre Roof	15.00	Pembroke Dock Health Centre Roof	15.00	Elizabeth Williams Clinic Roof	15.08	Llandovery Hospital Roof	15.60	Tenby Hospital Roof	23.80	Aberaeron Integrated Care Centre Roof	26.00	Amman Valley Hospital Roof	44.80	South Pembrokeshire Hospital Roof	54.40	Withybush Hospital Roof	64.08	Cardigan Integrated Care Centre Roof	67.70	Bro Cerwyn Roof	73.40	Bronlais Hospital Roof	173.30	Brynmair Clinic Roof	21.06	Hafan Derwen Roof	400.00	Amber	Unfeasible	Yes Risk	No
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10.3	Develop a strategy to ensure existing renewable energy systems remain well maintained (e.g. periodic cleaning schedule, schedule of consumable part replacement (e.g. inverters) in line with expected lifespans).	HB & Trusts	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Amber	Unfeasible	2023	A 5 year maintenance contract being established on the new solar farm project at Hafan Derwen. No services contracts exist on the roof mounted but O&Ms in place and future review to be undertaken.																																				

**Initiative 11 - Develop and build low carbon buildings to net zero standard – engage and collaborate with NHS partners across the UK on the emerging net zero building standard for hospitals, and adopt a net zero building accreditation approach which will be defined by 2022. Carbon Impact 5/10**

Action	Task	Task Lead	Responsible	Accountable	RAG	Delivery Confidence	Implemented	Delivery Update (Risks & Issues to be recorded in separate worksheet)	Initiative Overall RAG	Overall Delivery Confidence	Associated Risk	Associated Issue
11.1	Continue in the short-term to ensure that all new buildings achieve a BREEAM 'Excellent' score and all refurbishments achieve a BREEAM 'Very Good' score.	HB & Trusts	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Green	Complete	Ongoing	Already an established position on delivered and existing projects				
11.2	All NHS organisations will adopt the agreed net zero approach for all new building designs and ensure new builds are certified to net zero...	HB & Trusts	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Amber	Feasible	Ongoing	This is agreed and a HB ambition. The HB will work to latest guidance and with advisors to design best in class e.g. Active Building, WGES teams, Shared Services and industry experts. Work underway to review the decarbonisation specification on the Integrated Care Centre in Cross Hands, as part of the FBC development work but this not currently supported.	Amber	Feasible	Yes Risk	No
11.3	A net zero building standard framework for hospitals is being developed, and NWSSP should continue to engage with NHS partners and other organisations to support its development. Through these engagements NWSSP should stay sighted on updates to Health Building Notes / Health Technical Memorandum.	NWSSP			Exempt	Exempt	Ongoing					

**Initiative 12 - All project teams to have an independent client-side sustainability representative to provide due diligence support for the optimal low carbon design across all development stages – and be responsible for ensuring the Net Zero Framework process is followed. Carbon Impact 2/10**

Action	Task	Task Lead	Responsible	Accountable	RAG	Delivery Confidence	Implemented	Delivery Update (Risks & Issues to be recorded in separate worksheet)	Initiative Overall RAG	Overall Delivery Confidence	Associated Risk	Associated Issue
12.1	Ensure that each new build project has in place a suitably qualified client-side sustainability representative...	HB & Trusts	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Green	Feasible	2024	This is being discussed and reviewed as part of the AHMWW Programme. The HB will continue to liaise with industry leaders e.g. Active Building team, WGES etc. As part of the Cross Hands Integrated Decarbonisation design advice was sought from WGES team. A targeted Decarbonisation study has been undertaken.	Green	Feasible	No	No
12.2	In support of larger capitals projects, consideration should be given to whether a client-side sustainability representative job role is included as a specific lot in the 2024 capital construction framework.	NWSSP			Exempt	Exempt	Jan 2024					

**Initiative 13 - Integrate Modern Methods of Construction (MMC) into the design and construction of new buildings – this will consider modular design, offsite fabrication, and just-in-time delivery to minimise construction-related carbon emissions. Carbon Impact 2/10**

Action	Task	Task Lead	Responsible	Accountable	RAG	Delivery Confidence	Implemented	Delivery Update (Risks & Issues to be recorded in separate worksheet)	Initiative Overall RAG	Overall Delivery Confidence	Associated Risk	Associated Issue
13.1	Consider the use of modular designs to standardise the construction approach and therefore minimise construction waste and transportation of construction machinery. This will be championed alongside designs incorporating efficient low carbon heat and a modern healthcare approach.	HB & Trusts	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Green	Feasible	2022	projects but the merits will need to be weighed up against other methods from a range of reasons including the decarbonisation considerations	Green	Feasible	No	No

**Initiative 14 - Install electric vehicle charging points in new developments beyond minimum requirements, and future-proof new car parks by installing infrastructure to enable straightforward installation of future charging points. Carbon Impact 4/10.**

Action	Task	Task Lead	Responsible	Accountable	RAG	Delivery Confidence	Implemented	Delivery Update (Risks & Issues to be recorded in separate worksheet)	Initiative Overall RAG	Overall Delivery Confidence	Associated Risk	Associated Issue
14.1	Health Boards and Trusts will undertake an activity to establish the Authorised Service Capacity (kVA) required at each new build and major refurbishment site to service additional capacity requirements for electric vehicle (EV) charging infrastructure (including staff, public and fleet vehicles)...	HB & Trusts	Estates & Facilities/Transport & Sustainable Travel	Estates & Facilities/Transport & Sustainable Travel	Green	Highly Likely	2021	This is undertaken on all major capital new build projects. As an example a proposal for the new Cross Hands Integrated Centre includes a capital review and proposal for EV charging. This approach to form part of any new capital projects, including where new car parks are arranged. As examples we have also included EV infrastructure as an initial feasibility completed to confirm capacity availability on existing sites via WGES team and EFAB commissioned study. Further feasibility and development needed, as current HB infrastructure is a significant	Red	Feasible	No	No
14.2	In new car parks, install underground cabling infrastructure (e.g. trunking) to enable straightforward installation of cabling for future charging points.	HB & Trusts	Estates & Facilities/Transport & Sustainable Travel	Estates & Facilities/Transport & Sustainable Travel	Green	Highly Likely	2022					
14.3	Install a sufficient electric vehicle charging infrastructure as set out in the Transportation section of this report. Enough infrastructure must be in place to ensure charging is not a barrier to the procurement of electric fleet vehicles.	HB & Trusts	Estates & Facilities/Transport & Sustainable Travel	Estates & Facilities/Transport & Sustainable Travel	Red	Feasible	2022					
14.4	Ensure sufficient rapid charging infrastructure is in place to ensure charging infrastructure is not a barrier to the procurement of electric emergency ambulances when they become commercially available (expected in 2028)...	HB & Trusts	Estates & Facilities/Transport & Sustainable Travel	Estates & Facilities/Transport & Sustainable Travel	Red	Feasible	2027/28	To be explored following delivery of above actions to provide EV charging infrastructure and charging units				

**Initiative 15 - Prioritise low carbon heating solutions as a key design principle. No fossil fuel combustion systems are to be installed as the primary heat source for new developments. Carbon Impact 3/10**

Action	Task	Task Lead	Responsible	Accountable	RAG	Delivery Confidence	Implemented	Delivery Update (Risks & Issues to be recorded in separate worksheet)	Initiative Overall RAG	Overall Delivery Confidence	Associated Risk	Associated Issue
15.1	Ensure all new or refurbished sites utilise low temperature heating systems with variable flow temperatures and a low carbon heat source. No new natural gas, oil or LPG boilers will be installed as a primary heat source going forward beyond those which are currently planned - fossil fuels may only be used as backup energy sources.	HB & Trusts	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Amber	Feasible	2021	Any new projects will plan to incorporate best practice decarbonisation design, that avoids fossil based fuels, where feasible. This will form part of business case development and funding approval submissions. Where linking into existing infrastructure, this may not be possible. Any new design to be designed in accordance with current guidance and with support from industry links such as WGES, Active building teams etc. Exploring ASHP and GSHP at Crosshands ICC. Where gas boilers have failed the HB has replaced with high efficiency boilers, as the low carbon alternatives are not affordable or deliverable at this stage.	Amber	Feasible	No	No

**Initiative 16 - Incorporate the principles of sustainable transportation into the design of new sites (in addition to electric vehicle infrastructure) in line with the Welsh Government's Active Travel Action Plan for Wales. Carbon Impact 4/10.**

Action	Task	Task Lead	Responsible	Accountable	RAG	Delivery Confidence	Implemented	Delivery Update (Risks & Issues to be recorded in separate worksheet)	Initiative Overall RAG	Overall Delivery Confidence	Associated Risk	Associated Issue
16.1	Ensure that newly constructed sites sufficiently consider and incorporate sustainable transport, such as good public transport links, secure cycle storage, and changing facilities.	HB & Trusts	Strategic Planning/Transport & Sustainable Travel	Strategic Planning/Transport & Sustainable Travel	Amber	Probable	2022	This will form part of any new build design. As an example the AHMWW programme will require a focused transport assessment and strategic approach				
16.2	Provide and promote secure cycle storage for staff and visitors, accommodating for emerging technologies such as larger e-bikes and electric scooters. Provide and promote public showers and changing facilities to encourage active travel.	HB & Trusts	Strategic Planning/Transport & Sustainable Travel	Strategic Planning/Transport & Sustainable Travel	Amber	Probable	2022	This will form part of any new build design. As an example the AHMWW programme will require a focused transport assessment and strategic approach				
16.3	Strategically plan the location of new sites to reduce private vehicle commuting requirements where possible.	HB & Trusts	Strategic Planning/Transport & Sustainable Travel	Strategic Planning/Transport & Sustainable Travel	Amber	In Doubt	2021	This will form part of any new build design. As an example the AHMWW programme will require a focused transport assessment and strategic approach				
16.4	Engage with local authorities to ensure that adequate zero-carbon transport facilities are installed to allow easy access to healthcare facilities (e.g. segregated bicycle lanes, park and ride facilities).	HB & Trusts	Strategic Planning/Transport & Sustainable Travel	Strategic Planning/Transport & Sustainable Travel	Amber	Feasible	2023	This will form part of any new build design. As an example the AHMWW programme will require a focused transport assessment and strategic approach				

## Transport

### Guidance for users

This sheet contains all initiatives relating to transport. If initiatives are incorrectly attributed / not attributed to your organisation, please contact nwssp.dcr\_team@wales.nhs.uk to amend.

**Please see section 3 of the NHS Wales Decarbonisation Strategic Delivery Plan 2021 - 2030 for more information**

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**Initiative 17 - NWSSP will work with Health Boards and Trusts to develop the best practice approach for EV charging technology, procurement, and car park space planning this will include consideration of NHS Wales' own fleet, staff vehicles, and visitor EV charging. Carbon Impact 2/10 \***

Action	Task	Task Lead	Responsible	Accountable	RAG	Delivery Confidence	Implemented	Delivery Update (Risks & Issues to be recorded in separate worksheet)	Initiative Overall RAG	Overall Delivery Confidence	Associated Risk	Associated Issue
17.1	NWSSP will facilitate the development of the best practice approach for electric vehicle (EV) uptake across NHS Wales sites...*	NWSSP			Exempt	Exempt	2022/2023*		Amber	Feasible	Yes Risk	No
17.2	Health Boards and Trusts will engage with NWSSP to develop the best proactive approach for EV charging infrastructure...*	HB & Trusts	Ceri Rees	NWSSP / HDUHB	Blue	Complete	Mar 2024*	Best practise report has been completed				
17.3	Explore localised opportunities for low carbon transport infrastructure as they arise (e.g. hydrogen) and implement if deemed feasible.	HB & Trusts	Ceri Rees	HDUHB	Amber	Feasible	Ongoing	Previously looked at the feasibility of operating H2 powered cars as part of the Milford Haven Energy Kingdom Project. The study concluded their operation was currently unfeasible due to a number of constraints. A grant application to the WG Energy Service is being considered, to fund EV charge-point infrastructure for HDUHB fleet vehicles				

**Initiative 18 - A standardised system of vehicle management for owned and leased vehicles will be developed to plan, manage, and assess vehicle performance this will entail central fleet management oversight within each organisation. This will include consideration of NHS Wales' own fleet, staff vehicles, and visitor EV charging. Carbon Impact 1/10**

Action	Task	Task Lead	Responsible	Accountable	RAG	Delivery Confidence	Implemented	Delivery Update (Risks & Issues to be recorded in separate worksheet)	Initiative Overall RAG	Overall Delivery Confidence	Associated Risk	Associated Issue
18.1	Develop an NHS-wide procurement, operation, financial management and maintenance system to standardise fleet practices across the service.	NWSSP			Exempt	Exempt	2023		Amber	Feasible	No	Yes Issue
18.2	Ensure each Health Board and Trust has a single Fleet Manager in place with oversight of all Health Board / Trust fleet vehicles. They should put in place a central fleet management approach.	HB & Trusts	Gareth Skye	HDUHB	Amber	Feasible	2023	A Transport & Sustainable Travel Manager post is in place. A fleet management centralisation paper has been considered and approved by the Senior Operational Management Group. However, current financial challenges prevent the recruitment of a Transport Analyst post resulting in this task remaining uncompleted.				
18.3	Implement / continue to implement telematics solutions to analyse and improve driver behaviour.	HB & Trusts	Gareth Skye	HDUHB	Amber	Feasible	2023	This task can only be completed once a Transport Analyst post has been recruited (linked to 18.2 above)				

**Initiative 19 - All new cars and light goods fleet vehicles (Small Van / Car derived van) procured across NHS Wales after April 2022 will be battery-electric wherever practically possible. In justifiable instances where this not suitable, ultra-low emission vehicles should be procured. Carbon Impact 3/10. \***

Action	Task	Task Lead	Responsible	Accountable	RAG	Delivery Confidence	Implemented	Delivery Update (Risks & Issues to be recorded in separate worksheet)	Initiative Overall RAG	Overall Delivery Confidence	Associated Risk	Associated Issue
19.1	Continue with existing vehicle procurement schedule, prioritising battery electric vehicle fleet where practically possible from March 2022. In justifiable instances where this is not suitable (e.g. range issues), ultra low emission vehicles can be procured. Exceptions will be made where technology is not market-ready	HB & Trusts	Gareth Skye	HDUHB	Amber	Feasible	2022	AS OF APRIL 2023 all pool cars procured by HDUHB are self-charging hybrids. An EV charge-point feasibility study for HDUHB main sites has been completed. Funding for the purchase of EV infrastructure is available from the WG Energy Service in 2024/25	Amber	Feasible	Yes Risk	No
19.2	All new medium and large freight vehicles (3.5T compatible and above inc. LUTON) procured across NHS Wales after April 2025 will meet the future modern standard of ultra-low emission vehicles in their class*	HB & Trusts	Gareth Skye	HDUHB	Amber	Feasible	2022	Whilst we have no HGVs, 7 electric LGVs are being utilised by HDUHB's Estates Dept. An EV minibus is being used to provide the Bronglais Hospital park & ride service.				

**Initiative 20 - All new medium and large freight vehicles procured across NHS Wales after April 2025 will meet the future modern standard of ultra-low emission vehicles in their class. Carbon Impact 3/10 .**

Action	Task	Task Lead	Responsible	Accountable	RAG	Delivery Confidence	Implemented	Delivery Update (Risks & Issues to be recorded in separate worksheet)	Initiative Overall RAG	Overall Delivery Confidence	Associated Risk	Associated Issue
20.1	Develop an approach to decarbonise fleet emissions...	HB & Trusts	Ceri Rees	HDUHB	Default	Default	2023	HDUHB's Transport & Accessibility Plan will consider the				
20.2	Conduct an annual review to assess how emerging medium / large freight technologies can be incorporated into the fleet	NWSSP			Exempt	Exempt	2022					

20.3	Procure ultra-low emissions freight vehicles across NHS Wales from 2025.	HB & Trusts	Gareth Skye	HDUHB	Default	Default	2025	Whilst we have no HGVs, 7 electric LGVs are being utilised by HDUHB's Estates Dept. An EV minibus is being used to provide the Bronglais Hospital park & ride service.	Amber	Feasible	No	No
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**Initiative 21 - All Health Boards and Trusts will appraise the use of staff vehicles for business travel alongside existing pool cars. Health Boards and Trusts will update their business travel policies to prioritise the use of electric pool cars, electric private vehicles and public transport. Carbon Impact 3/10.**

Action	Task	Task Lead	Responsible	Accountable	RAG	Delivery Confidence	Implemented	Delivery Update (Risks & Issues to be recorded in separate worksheet)	Initiative Overall RAG	Overall Delivery Confidence	Associated Risk	Associated Issue
21.1	Consult staff to establish appropriate actions that can be taken to encourage wider uptake of BEVs/ULEVs and disincentivise high emission travel...	HB & Trusts	Alex Howells	HDUHB	Green	Highly Likely	2023	We actively promote the internal car lease scheme via regular staff benefits and vehicle roadshows, incentivising ULEVs and vehicles with a low CO2 cap. There are a number of on-going activities to support this task including the development of a decarbonisation newsletter to promote ULEVs to staff.	Green	Probable	no	no
21.2	Update business travel policies to implement a travel hierarchy that encourages/incentivises sustainable travel and reduces the use of high emission vehicles.	HB & Trusts	Gareth Skye	HDUHB	Green	Probable	2022	A business travel policy has been developed and a pool car scheme is in place. Furthermore, Hywel Dda is considering a travel ban to reduce business mileage and associated CO2 emissions. To enable this a travel policy will be established to support the transport hierarchy approach.	Green	Probable	no	no
21.3	Evolve existing accounting systems to improve records of grey fleet journeys...	HB & Trusts	Mark Wilson	HDUHB	Green	Highly Likely	2022	Grey fleet mileages collated by the Workforce Dept.	Green	Probable	no	no

**Initiative 22 - The Welsh Ambulance Service NHS Trust will continue to develop their electric vehicle charging infrastructure network plan for the existing NHS Wales estate to facilitate the roll-out of electric vehicles. Carbon Impact 3/10.**

Action	Task	Task Lead	Responsible	Accountable	RAG	Delivery Confidence	Implemented	Delivery Update (Risks & Issues to be recorded in separate worksheet)	Initiative Overall RAG	Overall Delivery Confidence	Associated Risk	Associated Issue
22.1	Determine the spare Authorised Service Capacity (kVA) available at each site, accounting for predicted future changes to the site...	WAST			Exempt	Exempt	2021		Exempt	Exempt	No	No
22.2	Continue to develop the existing WAST EV charging implementation plan in anticipation of plug-in hybrid and electric rapid response vehicle procurement from 2022 and electric emergency ambulances by 2028. It's acknowledged that in some rural areas this technology may not be feasible yet.	WAST			Exempt	Exempt	2022					
22.3	Apply for funding and install as appropriate to ensure the infrastructure is in place to accommodate electric rapid response vehicles by 2022 and electric emergency ambulances by 2028.	WAST			Exempt	Exempt	2022/2028					

**Initiative 23 - The Welsh Ambulance Service NHS Trust will aim for all rapid response vehicles procured after 2022 to be at least plug-in hybrid EV, or fully battery-electric in appropriate locations. Carbon Impact 5/10.**

Action	Task	Task Lead	Responsible	Accountable	RAG	Delivery Confidence	Implemented	Delivery Update (Risks & Issues to be recorded in separate worksheet)	Initiative Overall RAG	Overall Delivery Confidence	Associated Risk	Associated Issue
23.1	Continue to engage with vehicle manufacturers to participate in trials and assess the suitability of battery-electric technology for rapid response vehicles (focusing on vehicle range, charge times, and battery longevity).	WAST			Exempt	Exempt	Ongoing		Exempt	Exempt	No	No
23.2	Transition procurement to battery-electric rapid response vehicles by 2022 as planned where possible. Where this is considered non-feasible, plug-in hybrid vehicles should be procured until fully electric vehicles can be reliably utilised.	WAST			Exempt	Exempt	2022					

**Initiative 24 - The Welsh Ambulance Service NHS Trust will actively engage with vehicle manufacturers for research and development of low carbon emergency response vehicles and report annually, with the ambition to operate plug-in electric, or alternative low carbon fuelled, emergency ambulances by 2028. Carbon Impact 6/10.**

Action	Task	Task Lead	Responsible	Accountable	RAG	Delivery Confidence	Implemented	Delivery Update (Risks & Issues to be recorded in separate worksheet)	Initiative Overall RAG	Overall Delivery Confidence	Associated Risk	Associated Issue
24.1	Continue to engage closely with vehicle manufacturers and the wider NHS to participate in trials and assess the suitability of low carbon technology (e.g. battery-electric) emergency ambulances.	WAST			Exempt	Exempt	Ongoing		Exempt	Exempt	No	No
24.2	Report annually on the readiness of emerging technologies in WAST's Sustainability Report.	WAST			Exempt	Exempt	Annually from Mar 2023					
24.3	Implement fully-electric emergency ambulances as soon as reasonably practicable and by 2028 if possible.	WAST			Exempt	Exempt	2028					



## Procurement

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### Initiative 25 - NWSSP will transition to a market-based approach for supply chain emissions accounting. **Carbon Impact 2/10**

Action	Task	Task Lead	Responsible	Accountable	RAG	Implemented	Delivery Update (Risks & Issues to be recorded in separate worksheet)	Initiative Overall RAG	Overall Delivery Confidence	Associated Risk	Associated Issue
25.1	Undertake an analysis activity to understand the supplier emissions breakdown for pharmacy, which is >30% of total emissions.	NWSSP Procurement			Exempt	2022		Exempt	Exempt	No	No
25.2	Develop a template for approaching suppliers that provide services/products over a set value to establish product-specific carbon emission information. Approach suppliers annually from March 2022 to collect emissions data.	NWSSP Procurement			Exempt	2022					
25.3	Establish a system for engaging with major suppliers periodically (e.g. two-yearly) to undertake due diligence on supplier carbon emissions calculations.	NWSSP Procurement			Exempt	2022					
25.4	Introduce a standard procurement template for all procurements and tenders above Official Journal of the European Union (OJEU) requirements...	NWSSP Procurement			Exempt	2022					
25.5	Update the carbon footprint methodology to recognise the market based carbon emission data collection.	NWSSP Procurement			Exempt	2023					

### Initiative 26 - NWSSP will expand its current Sustainable Procurement Code of Practice to include a framework for assessing the sustainability credentials of suppliers. **Carbon Impact 6/10**

Action	Task	Task Lead	Responsible	Accountable	RAG	Implemented	Delivery Update (Risks & Issues to be recorded in separate worksheet)	Initiative Overall RAG	Overall Delivery Confidence	Associated Risk	Associated Issue
26.1	NWSSP Procurement Services will work with the All Wales Medicines Strategy Group to develop a strategy to effectively ensure carbon emission reductions are accurately reflected in tender and other procurement documents...	All Wales Medicine Strategy Group & NWSSP Procurement			Exempt	2022		Exempt	Exempt	No	No
26.2	Develop guidance and provide additional training for procurement staff outlining best practice assessments of sustainability credentials specific to their procurement categories...	NWSSP Procurement			Exempt	2022					

### Initiative 27 - Value to the local supply chain will be maximised, whilst maintaining high standards for goods and services. **Carbon Impact 4/10**

Action	Task	Task Lead	Responsible	Accountable	RAG	Implemented	Delivery Update (Risks & Issues to be recorded in separate worksheet)	Initiative Overall RAG	Overall Delivery Confidence	Associated Risk	Associated Issue
27.1	Undertake an activity to determine air / shipping / land transport miles for services / products over a set value.	NWSSP Procurement			Exempt	2023		Exempt	Exempt	No	No
27.2	Target specific activities that are deemed suitable to champion the local supply chain. Challenge the local supply chain to produce sustainable products to encourage and develop the local circular economy. Score a reduction in transport mileage as a way of reducing carbon.	NWSSP Procurement			Exempt	Mar 2023					

### Initiative 28 - 100% Zero Carbon electricity will be procured by 2025, and 100% offset gas by 2030. \* **Carbon Impact 1/10**

Action	Task	Task Lead	Responsible	Accountable	RAG	Implemented	Delivery Update (Risks & Issues to be recorded in separate worksheet)	Initiative Overall RAG	Overall Delivery Confidence	Associated Risk	Associated Issue
28.1	Purchase 100% Zero Carbon electricity by 2025, and continue to procure Zero Carbon electricity thereafter.*	NWSSP Procurement			Exempt	2025		Exempt	Exempt	No	No
28.2	In instances where it has not been possible to electrify heat by 2030, NWSSP Procurement and/or Health Boards and Trusts must purchase 100% offset gas from December 2030.	NWSSP Procurement			Exempt	2030					

### Initiative 29 - NWSSP Procurement Services will embed NHS Wales' decarbonisation ambitions in procurement procedures by mandating suppliers to decarbonise. **Carbon Impact 10/10**

Action	Task	Task Lead	Responsible	Accountable	RAG	Implemented	Delivery Update (Risks & Issues to be recorded in separate worksheet)	Initiative Overall RAG	Overall Delivery Confidence	Associated Risk	Associated Issue
29.1	Set threshold values to contractually mandate suppliers to proactively decarbonise. Embed this in procurement requirements for suppliers as deemed appropriate...	NWSSP Procurement			Exempt	2024		Exempt	Exempt	No	No
29.2	Include in the Supplier Relationship Management (SRM) template a specific reference to NHS Wales's decarbonisation ambition and the role suppliers will have to take.	NWSSP Procurement			Exempt	2022					
29.3	Develop and regularly update an area of the website which expresses NHS Wales's goals and requirements, and signpost suppliers to use materials and resources.	NWSSP Procurement			Exempt	2021					
29.4	Undertake an outreach programme to engage with suppliers to create case studies of decarbonisation improvements to champion the message.	NWSSP Procurement			Exempt	2022					

**Initiative 30 - Sustainability will be embedded within strategic governance – NWSSP Procurement Services will work across Wales to champion decarbonisation in the supply chain, and influence decarbonisation ambitions for buildings and transport. Carbon Impact 10/10**

Action	Task	Task Lead	Responsible	Accountable	RAG	Implemented	Delivery Update (Risks & Issues to be recorded in separate worksheet)	Initiative Overall RAG	Overall Delivery Confidence	Associated Risk	Associated Issue
30.1	Reflect progress made on the Delivery Plan within annual service reviews. This will be a key focus point for the governance of delivery.	NWSSP Procurement			Exempt	2022		Exempt	Exempt	No	No
30.2	Integrate progress against the Delivery Plan within annual reporting against the Well-being Objectives.	NWSSP Procurement			Exempt	2022					
30.3	Assign overall responsibility for Sustainable Procurement to a dedicated Senior Manager (with a support group as required)...	NWSSP Procurement			Exempt	2022					
30.4	Ensure the Procurement Services Management Team (PSMT) collaboratively work to support the ambition to decarbonise – for the key individual, this will be included within the formal responsibility within their job roles...	NWSSP Procurement			Exempt	2022					

**Initiative 31 - NWSSP Procurement Services will improve supply chain logistics and distribution to reduce the carbon emissions from associated transport. Carbon Impact 3/10**

Action	Task	Task Lead	Responsible	Accountable	RAG	Implemented	Delivery Update (Risks & Issues to be recorded in separate worksheet)	Initiative Overall RAG	Overall Delivery Confidence	Associated Risk	Associated Issue
31.1	Evolve stock management approach to utilise IP5 storage. Put in place a smart delivery system to minimise carbon emissions from transport.	NWSSP Procurement			Exempt	2023		Exempt	Exempt	No	No
31.2	Optimise deliveries to minimise supply chain transport emissions. Focus on maximising bulk deliveries to IP5 and improve onward distribution via Health Courier Service. Ensure effective engagement with suppliers is undertaken to support this.	NWSSP Procurement			Exempt	2023					

**Initiative 32 - NWSSP Procurement Services will actively develop and support procurement requirements to support implementation of this Strategic Delivery Plan. Carbon Impact 10/10**

Action	Task	Task Lead	Responsible	Accountable	RAG	Implemented	Delivery Update (Risks & Issues to be recorded in separate worksheet)	Initiative Overall RAG	Overall Delivery Confidence	Associated Risk	Associated Issue
32.1	Engage Health Boards to assess the need for specific frameworks, for example: <ul style="list-style-type: none"> <li>• Electric vehicles and infrastructure</li> <li>• Renewable power</li> <li>• Low carbon heat...</li> </ul>	NWSSP Procurement			Exempt	2022		Exempt	Exempt	No	No
32.2	Collaborate with the Welsh public sector to put in place procurement mechanisms (such as frameworks) for the benefit of Health Boards and Trusts (and as appropriate the wider Welsh public sector)	NWSSP Procurement			Exempt	2022					

## Land Use

### Guidance for users

This sheet contains all initiatives relating to land use. If initiatives are incorrectly attributed / not attributed to your organisation, please contact nwssp.dcr\_team@wales.nhs.uk to amend.

**Please see section 3 of the NHS Wales Decarbonisation Strategic Delivery Plan 2021 - 2030 for more information**

### Instructions for users

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**Initiative 33 - All-Wales strategic estate planning will have carbon efficiency as a core principle – quantified carbon will be a key decision metric for planning new developments, rationalisation of the estate, and championing smart ways of working. Carbon Impact 5/10**

Action	Task	Task Lead	Responsible	Accountable	RAG	Delivery Confidence	Implemented	Delivery Update (Risks & Issues to be recorded in separate worksheet)	Initiative Overall RAG	Overall Delivery Confidence	Associated Risk	Associated Issue
33.1	Lean upon the net zero framework as part of wider estate planning. Build this into the business case process when considering estate expansion and rationalisation.	WG Capital, Estates & Facilities			Exempt	Exempt	Upon adoption of framework		Amber	Feasible	No	No
33.2	Ensure rationalisation of the estate (as planned in business cases) is fully seen through to ensure emissions are reduced as appropriate.	HB & Trusts	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Amber	Feasible	Ongoing	The HB is implementing a Board approved Property Asset Strategic plan. This plans sets out the acquisition and rationalisation ambitions linked to the HB strategic plans. The key aim to rationalise aging and poor performing estate, improve carbon & energy performance, implement agile working practices and collaborate with public sector partners.				

**Initiative 34 - NWSSP and Welsh Government will develop an approach to land use to advise Health Boards and Trusts on land identification, collaboration with Local Authorities and the community, and the appraisal approach for renewable energy and greenhouse gas removal. Carbon Impact 2/10 \***

Action	Task	Task Lead	Responsible	Accountable	RAG	Delivery Confidence	Implemented	Delivery Update (Risks & Issues to be recorded in separate worksheet)	Initiative Overall RAG	Overall Delivery Confidence	Associated Risk	Associated Issue
34.1	NWSSP and Welsh Government will provide guidance for carbon accounting of existing land, and identifying suitable land for renewable energy generation and greenhouse gas removal...*	NWSSP & WG			Exempt	Exempt	2026		Amber	In Doubt	Yes Risk	Yes Issue
34.2	Each Health Board and Trust will undertake a land evaluation to establish areas of the existing estate for potential renewable energy generation or greenhouse gas removal...	HB & Trusts	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Amber	In Doubt	2024	been undertaken near GGH and WGH sites by WGES to access the opportunity to develop a solar farm near the sites, but very limited opportunity on existing HB land. This has identified some potential opportunities that will				
34.3	Health Boards and Trusts should support localised initiatives to maintain green spaces on hospital sites for use by staff, the public and patients...	HB & Trusts	Local Public Health & Wellbeing Teams	Director of Public Health	Red	Feasible	2024	The HB has delivered on a range of green space initiatives where funding has been sought. HDd do not have much 'land' or 'green space' so we re very limited in what we can do. All our sites are prudent in size and any land is used for car parking.				

**Initiative 35 - NHS Wales will explore and progress large scale renewable generation with private wire connection to our sites. Carbon Impact 4/10**

Action	Task	Task Lead	Responsible	Accountable	RAG	Delivery Confidence	Implemented	Delivery Update (Risks & Issues to be recorded in separate worksheet)	Initiative Overall RAG	Overall Delivery Confidence	Associated Risk	Associated Issue
35.1	Conduct feasibility assessments for large-scale renewables including solar PV and wind generation. Actively and collaboratively engage with Local Authorities and neighbouring landowners to scope opportunities and partnerships to share space and promote sustainable land use.	HB & Trusts	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Green	Unfeasible	2023	As noted the above the WGES commission is completed and work ongoing to develop projects around the outputs of both reports. Work ongoing to develop the PPH solar farm schemes via private wire. WGH to be scoped in 2023/24 with LA, as part of REFIT programme or separate project.	Amber	Unfeasible	Yes Risk	No
35.2	Proceed with renewable energy installation in all viable instances. 50% of identified viable potential must be installed by 2026. 100% of identified viable potential must be installed by 2030.	HB & Trusts	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Green	Feasible	2026/2030	Refer to 10.2 comments. Previous work around wind generation did not identify any opportunities on HB estate. The option to link to private or public sector schemes will continue to be explored and options to develop energy generation on retained estate will be explored.				
35.3	Develop a strategy to ensure existing renewable energy systems remain well maintained (e.g. periodic cleaning schedule, schedule of consumable part replacement (e.g. inverters) in line with expected lifespans).	HB & Trusts	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Amber	Unfeasible	2023	Refer 10.3 comments				



## Approach to Healthcare

### Guidance for users

This sheet contains all initiatives relating to Approach to Healthcare. If initiatives are incorrectly attributed / not attributed to your organisation, please contact nwssp.dcr\_team@wales.nhs.uk to amend.

**Please see section 3 of the NHS Wales Decarbonisation Strategic Delivery Plan 2021 - 2030 for more information**

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### Initiative 36- Our approach to 21st-century healthcare will be central to the design of new hospital developments – redesigning the whole journey with care closer to home in a carbon-friendly primary care estate with a reduced need to visit hospitals. Carbon Impact 4/10

Action	Task	Task Lead	Responsible	Accountable	RAG	Delivery Confidence	Implemented	Delivery Update (Risks & Issues to be recorded in separate worksheet)	Initiative Overall RAG	Overall Delivery Confidence	Associated Risk	Associated Issue
36.1	To effectively reduce emissions to a minimum, a new service model must consider a shift in the way that care is delivered. At the design stage, we will ensure that new acute sites will cater to the modern healthcare journey...	WG Capital, Estates & Facilities			Exempt	Exempt	2021		Exempt	Exempt	No	No
36.2	Strategic planning of non-acute healthcare will consider initiatives set out to modernise and improve health and social care in Wales...	WG Capital, Estates & Facilities			Exempt	Exempt	Ongoing					

### Initiative 37 - Support the Welsh Government's target for 30% of the Welsh workforce to work remotely, by continuing to facilitate flexible and smart working, developing the existing approach to remote working technoworksheety, and rationalising existing office space. Carbon Impact 2/10

Action	Task	Task Lead	Responsible	Accountable	RAG	Delivery Confidence	Implemented	Delivery Update (Risks & Issues to be recorded in separate worksheet)	Initiative Overall RAG	Overall Delivery Confidence	Associated Risk	Associated Issue
37.1	Establish the proportion of the workforce that could feasibly work remotely (expected to predominantly be office-based staff). Actively encourage staff to work remotely where this can be feasibly achieved (it's recognised that in some parts of rural Wales this will not be possible without infrastructure upgrades).	HB & Trusts	Paul Williams	Lee Davies	Green	Highly Likely	2022	We have a board approved Agile Working Toolkit - Launched August 2023 and stored on the staff intranet. We also have a board approved Property Asset Strategic Plan that focuses on estate rationalisation. Note there are a significant proportion of staff in the LHB's that cannot work in an agile way which is highlighted in our Agile Working Strategy that is currently awaiting final ET approvals. There are significant people issues and financial risks to changing all HDd staff contractual bases and we have taken this initiative as far as we can.	Green	Highly Likely	No	No
37.2	Where suitable, create hot desk environments to provide smaller office space and facilitate meeting spaces when required.	HB & Trusts	Paul Williams	Lee Davies	Green	Highly Likely	2023	This is documented, progressed and managed via our board approved Property Asset Strategic Plan. Office space and hot desks have been developed across several different HDd locations where capital monies allow and as per the estate rationalisation plans and this will evolve if/when our AHMWW PBC is approved.				
37.3	Consider the future transformation of office space into additional healthcare facilities as required.	HB & Trusts	Paul Williams	Lee Davies	Green	Highly Likely	Ongoing	As above comment and as documented in our board approved Property Asset Strategic Plan and AHMWW strategy.				
37.4	Consider opportunities to work with external partners to share and utilise office space to reduce travel requirements.	HB & Trusts	Paul Williams	Lee Davies	Green	Highly Likely	Ongoing	As per above comment/s and as documented in our Property Asset Strategic Plan. We have a number of good examples of this including Aberaeron and Cardigan ICC's. Picton Tce acquisition and Carmarthen Hwb opening from circa. Oct 25 s well as Pentre-Awel in Llanelli and Cross Hands H&W centre.				

### Initiative 38 - Continue to utilise technology to increase the efficiency of engagements between staff and the public where suitable. Carbon Impact 2/10

Action	Task	Task Lead	Responsible	Accountable	RAG	Delivery Confidence	Implemented	Delivery Update (Risks & Issues to be recorded in separate worksheet)	Initiative Overall RAG	Overall Delivery Confidence	Associated Risk	Associated Issue
38.1	Build upon the progress made during the Covid-19 pandemic and maintain the use of digital consultations and patient monitoring where possible to reduce the requirement for avoidable staff and patient travel...	HB & Trusts	Carolyn Williams	Anthony Tracey	Amber	Probable	Ongoing	Project was in BAU however a change in programme governance has meant that the overall management is now with each HB in Wales. In addition to this the contract for the current supplier ends March 25 and we must now retender for a new supplier which may impact service delivery as there is a new solution that needs to be implemented.	Amber	Probable	No	Yes Issue
38.2	Continue to use technology alongside the 111 service to support patient triage, information gathering, and to signpost patients to appropriate health services. Also consider the opportunity for developing an NHS Wales app (similar to the NHS England app).	HB & Trusts	Carolyn Williams	Anthony Tracey	Amber	In Doubt	Ongoing	Whilst a system to support this has been provided through Consultant Connect, some services have been reluctant to use it. Therefore whilst digital services can offer this solution we cannot insist services use it. This objective should sit with clinical teams and not digital.				
38.3	Ensure healthcare professionals are provided with the appropriate technology to carry out these tasks effectively.	NWSSP, HB & Trusts	Carolyn Williams	Anthony Tracey	Amber	Feasible	Ongoing	We continue to identify solutions to meet the needs of our clinical teams and have created the digital enablement plan to support the ambition in this area and across the HB. However funding limitations are impacting on this at present due to funding issues with capital and revenue. This has been raised as a risk on DATIX. A Patient Flow and Eobs digital solution and an electronic prescribing system has been identified and business cases submitted to Board.				
38.4	Develop a best practice approach for the use of digital technology and further explore digital consultation technology...	HB & Trusts	Carolyn Williams	Anthony Tracey	Green	Probable	2023	We have established a Digital Inclusion Programme to help improve digital confidence and skills across our workforce. With reference to care closer to home please see 38.1 for an update on digital consultations. With reference to remote monitoring this is currently on hold until we are able to source funding to support this work.				
38.5	Continue to digitalise clinical records and communications to increase resource efficiency and reduce printing resource requirements.	HB & Trusts	Carolyn Williams	Anthony Tracey	Green	Highly Likely	Ongoing	<b>Electronic records</b> We have procured and secured an electronic record management system. So far we have ingested and stored in excess of 250k patient acute medical records. However we have not as yet established how many paper patient records exist in Mental health, Therapies and community so we are unable to provide a % complete figure at this time. <b>Digital letters</b> , we have procured a solution to enable us to capture patient preference for digital letters and enable them to view digital letters. This will enable us to reduce the volume of printed letters over time as well as reduce the need for printing, resources, transportation etc over the coming years. Deployment commenced in Aug 24 with OPD services. Data on this will be provided in quarter 4 /24/24				

### Initiative 39 - Health education will be used to champion decarbonisation across our service – we will encourage sustainable healthcare practice, waste efficiency, and low carbon staff and patient behaviour. Carbon Impact 3/10

Action	Task	Task Lead	Responsible	Accountable	RAG	Delivery Confidence	Implemented	Delivery Update (Risks & Issues to be recorded in separate worksheet)	Initiative Overall RAG	Overall Delivery Confidence	Associated Risk	Associated Issue
39.1	Health Education and Improvement Wales (HEIW) will support the implementation of this Delivery Plan by helping to embed the latest decarbonisation knowledge and research into healthcare practice and the educational curriculum...	HEIW			Exempt	Exempt	Ongoing					

39.2	Health Boards and Trusts will support sustainability working groups and wider collaboration with healthcare professionals across Wales and beyond (e.g. Doctors for Greener Health Care Networks).	HB & Trusts	Climate Change Taskforce Group representatives	Lee Davies	Amber	In Doubt	Ongoing	Resource is very limited, attendance is not appropriate in many of these groups! There needs to be a formal Wales-wide structure and delivery framework for these groups with expert nominated leads/chairs. Currently, ST is an honorary lead for Green Health Wales. HDdUHB Green Group has disbanded due to challenges relating to workplace pressures in substantive roles vs appropriate opportunities to engage in supported activities that feed into strategic program delivery. This has been further exasperated by targeted intervention. HDd do not have a Sustainability Lead. Engagement is positive with the national Climate Emergency team and other national groups/programme boards.	Amber	In Doubt	Yes Risk	No
39.3	Public Health Wales will continue to positively influence public behaviours, champion low carbon healthcare options, and prevent ill health...	PHW			Exempt	Exempt	Ongoing					
39.4	Engage with NHS England to provide input and expertise into the development of the best practice blueprint for low carbon digital care.	HEIW			Exempt	Exempt	Ongoing					

**Initiative 40 - Support the work of existing working groups such as the Welsh Environmental Anaesthetic Network to raise awareness of the carbon impact of medical gases and transition to a culture where gases with low global warming potentials are prioritised. Carbon Impact 2/10**

Action	Task	Task Lead	Responsible	Accountable	RAG	Delivery Confidence	Implemented	Delivery Update (Risks & Issues to be recorded in separate worksheet)	Initiative Overall RAG	Overall Delivery Confidence	Associated Risk	Associated Issue
40.1	Consult with Welsh Environmental Anaesthesia Network (WEAN) and senior medical staff to evaluate their existing trials to reduce emissions associated with anaesthesia, and develop an approach to expand best practice across all of Wales.	All Wales Medicine Strategy Group / WEAN			Exempt	Exempt	2021		Exempt	Exempt	No	No
40.2	Develop and implement an Environmentally Friendly Medical Gas Policy by March 2022, which will ensure staff prioritise low GWP gases and gases with low ozone-depleting features where possible in decision-making processes and ensure that staff can only use high GWP gases in certain circumstances when justified against alternatives.	All Wales Medicine Strategy Group / WEAN			Exempt	Exempt	2022					
40.3	Extend the existing WEAN engagement on the decarbonisation of medical gases to all acute Health Boards and Trusts.	All Wales Medicine Strategy Group			Exempt	Exempt	2022					
40.4	Closely monitor the outcomes of WEAN's research in N2O use and leakage rates. Appraise the use of piped medical gas infrastructure against bottled gas use and monitor consumption of medical gases closely.	All Wales Medicine Strategy Group			Exempt	Exempt	2023					

**Initiative 41 - Explore methods of minimising gas wastage and technologies to capture expelled medical gases. Carbon Impact 2/10**

Action	Task	Task Lead	Responsible	Accountable	RAG	Delivery Confidence	Implemented	Delivery Update (Risks & Issues to be recorded in separate worksheet)	Initiative Overall RAG	Overall Delivery Confidence	Associated Risk	Associated Issue
41.1	Conduct an activity to establish commercially available technologies for capturing medical gases and disposing of them responsibly – and implement at a trial site to establish feasibility.	All Wales Medicine Strategy Group			Exempt	Exempt	2024		Red	In Doubt	Yes Risk	No
41.2	Ensure medical gas capture technology is integral to all new builds and major refurbishments.	HB & Trusts	Pharmacy & Medicines Management Clinical Lead	Pharmacy & Medicines Management Clinical Lead	Red	In Doubt	Ongoing	Gas capture technology is far too expensive and not a viable solution at an individual health board level. This should also be the responsibility of the NWSSP property services team to take forward nationally and not managed locally so it can be added to business case decision making priorities and construction & design frameworks so that it becomes				
41.3	Actively engage with suppliers and disposal facilities to utilise suitable methods to capture left-over bottled nitrous oxide that is not used (estimated to typically be >30%) and ensure sensible disposal. It's not believed that technology is currently commercially available to enable re-use of this left-over gas.	All Wales Medicine Strategy Group			Exempt	Exempt	Ongoing					

**Initiative 42 - Take a patient-centric approach to optimise inhaler use, focusing on a reduction in the over-reliance on reliever inhalers where possible.\* Carbon Impact 3/10**

Action	Task	Task Lead	Responsible	Accountable	RAG	Delivery Confidence	Implemented	Delivery Update (Risks & Issues to be recorded in separate worksheet)	Initiative Overall RAG	Overall Delivery Confidence	Associated Risk	Associated Issue
42.1	Respiratory prescribing in line with All Wales guidelines for Asthma and COPD.*	Health boards (including primary care) and Velindre NHS Trust.*	Clinical Director for Pharmacy and Medicines Management	Clinical Director for Pharmacy and Medicines Management	Amber	Probable	March 2025	*****	Amber	Probable	No	No
42.2	Professional leadership in place to champion reduction in SABA prescribing in line with All Wales guidelines and challenge prescribing that does not align to guidelines.*	National Strategic Clinical Network for Respiratory Conditions*			Exempt	Exempt	March 2025					
42.3	Measure the change in inhaler prescribing through national data collection and report in Decarbonisation Reporting (DCR).*	All Wales Therapeutics and Toxicology Centre (AWTTC) & NWSSP*			Exempt	Exempt	March 2026					

**Initiative 43 - Transition the existing use of carbon-intensive and high global warming potential (GWP) inhalers to alternative lower GWP inhalers where possible.\* Carbon Impact 3/10**

Action	Task	Task Lead	Responsible	Accountable	RAG	Delivery Confidence	Implemented	Delivery Update (Risks & Issues to be recorded in separate worksheet)	Initiative Overall RAG	Overall Delivery Confidence	Associated Risk	Associated Issue
43.1	Respiratory prescribing in line with All Wales guidelines for Asthma and COPD.*	Health boards (including primary care) and Velindre NHS Trust.*	Clinical Director for Pharmacy and Medicines Management	Clinical Director for Pharmacy and Medicines Management	Amber	Probable	March 2025	*****	Amber	Probable	No	No
43.2	Professional leadership in place to champion change in prescribing behaviour to preferentially select the lowest GWP inhaler that is most suitable for the patient in line with All Wales guidelines and challenge prescribing that does not align to guidelines.*	National Strategic Clinical Network for Respiratory Conditions*			Exempt	Exempt	March 2025					
43.3	Measure the change in inhaler prescribing through national data collection and report in Decarbonisation Reporting (DCR).*	All Wales Therapeutics and Toxicology Centre (AWTTC) & NWSSP*			Exempt	Exempt	March 2025					

All Wales Therapeutics and Toxicology Centre (AWTTC) & NWSSP\*

**Initiative 44 -Support a reduction of pharmaceutical waste.\* Carbon Impact 1/10**

Action	Task	Task Lead	Responsible	Accountable	RAG	Delivery Confidence	Implemented	Delivery Update (Risks & Issues to be recorded in separate worksheet)	Initiative Overall RAG	Overall Delivery Confidence	Associated Risk	Associated Issue
44.1	Reduce waste generated through overprescribing.*	Health boards (including primary care) and Velindre NHS Trust.*	Clinical Director for Pharmacy and Medicines Management	Clinical Director for Pharmacy and Medicines Management	Red	In Doubt	March 2026	Patient medication reviews across primary and secondary care are in place which identifies and reviews patients' care treatments, which may highlight inappropriate prescribing, however there is no local campaign specifically to target overprescribing. The Health Board is still waiting for a national public communications campaign to be in place.	Red	In Doubt	Yes Risk	No
44.2	Reduce waste generated through poor medicines concordance. Utilise, where appropriate, tools from Your Medicines Your Health campaign.*	Health boards (including primary care) and Velindre NHS Trust.*	Clinical Director for Pharmacy and Medicines Management	Clinical Director for Pharmacy and Medicines Management	Red	In Doubt	March 2026	No specific campaign or action locally (other than adhoc patient medication reviews). Health Board are waiting for national campaign and feedback from another Health Board that is leading on Your Medicines Your Health to understand what the local action will be.				
44.3	Ensure efficiencies in medicines procurement.*	NWSSP (secondary care procurement)*			Exempt	Exempt	March 2026					

NWSSP (secondary care procurement)\*

**Initiative 45- We will develop 'plastics in healthcare' initiatives to address waste in the delivery of health care - this will aim to tackle PPE, single use plastics, and packaging waste. Carbon Impact 1/10**

Action	Task	Task Lead	Responsible	Accountable	RAG	Delivery Confidence	Implemented	Delivery Update (Risks & Issues to be recorded in separate worksheet)	Initiative Overall RAG	Overall Delivery Confidence	Associated Risk	Associated Issue
45.1	Consult industry partners, clinicians, recycling experts and literature to develop initiatives to reduce the use of single-use plastics in healthcare where possible and increase the potential for recycling and reuse. Ideally, this will be partially addressed through a shift in procurement practices where feasible, as outlined in initiatives 26-30.	NWSSP			Exempt	Exempt	2022		Amber	Probable	No	No
45.2	Upon completion, implement best practice initiatives across all Health Boards and Trusts.	HB & Trusts	Environment Team	Lee Davies	Amber	Feasible	2023	We have legislated targets for waste and recycling, our aim is to fully comply with such targets to avoid impacts from non-compliance. Mechanisms to address the issue are in place, however this initiative is widespread and multi-factorial with several actors from across LHBs and NWSSP who are leading on many different initiatives and pilots - however this needs national coordination to avoid duplication of effort and have a clear process for trialling, adopting and spreading across NHS Wales. We are engaged in a single use/plastic waste group led by PHW colleagues. New sustainability nurse lead & procurement have limited time/resource and currently only focussing on top few items with the highest carbon footprint.				
45.3	Health Boards and Trusts are encouraged to reduce waste of non medical equipment that is no longer required (e.g. furniture, consumables, etc.) by reusing it elsewhere or donating it, where permitted and safe to do so.	HB & Trusts	Gareth Skye	Lee Davies	Amber	Probable	2022	Warpit recycle/reuse platform in implementation, with dedicated officer ensuring opportunities are maximised and we are preventing any such items from going to landfill. platform being scrutinised to maximise benefits, We aim to recycle/reuse before purchasing new where it is cost-effective and we have the approvals to do so and refer people to the Warp-It platform before approving purchasing new. We have also replaced a number of non-recyclable products with recyclable options e.g. curtains.				

**Initiative 46 - Work with stakeholders to support and build upon existing efforts to ensure responsible disposal of inhalers.\* Carbon Impact 2/10**

Action	Task	Task Lead	Responsible	Accountable	RAG	Delivery Confidence	Implemented	Delivery Update (Risks & Issues to be recorded in separate worksheet)	Initiative Overall RAG	Overall Delivery Confidence	Associated Risk	Associated Issue
46.1	Undertake detailed scoping for feasibility of All Wales inhaler recycling scheme.*	Health boards (including primary care contractors), Velindre University Trust. NWSSP*	Clinical Director for Pharmacy and Medicines Management	Clinical Director for Pharmacy and Medicines Management	Red	Unfeasible	March 2025		Default	Default	No	No
46.2	Explore amendments to community pharmacy waste contracts to incorporate inhaler recycling as a requirement of the contract.*	NWSSP*			Exempt	Exempt	March 2027					
46.3	Explore amendments to secondary care waste contracts to incorporate inhaler recycling as a requirement of the contract.*	NWSSP*			Exempt	Exempt	March 2027					

# Risk Register

**Guidance for users**  
 Use this sheet to maintain a log of all risks relating to the delivery of your Strategic Delivery Plan initiatives. Risks with an average collated residual risk score of '15+' will be shared with the Health and Social Care Climate Emergency Project and Programme Boards.

- Instructions for users
- Set a unique Risk ID for each identified Risk. This should start with your organisation acronym e.g. Swansea Bay University Health Board Risk 1 would be SBUHBR1 / Public Health Wales Risk 23 would be PHWR23
  - Inherent risk score and residual risk score will auto-calculate based upon Likelihood / Impact designated. Please manually set your target risk score.
  - Please indicate risk workstream and the most relevant theme, if nothing applicable is listed then use 'Other'
  - Certain fields have guidance in the top right corner, indicated by a red triangle. Hover over this for further detail
  - Please ensure if you selected "Yes Risk" in your initiative reporting, that risk details are listed below and column X includes the relevant Initiative number. See box in Cell K4 for initiatives where you selected "Yes risk"



Initiative number of Indicated risk - please add risk detail below					
1	2	9	4	5	6
7			10	11	19
			17		
35				39	41
	44				

Likelihood	
	Rare
	Unlikely
	Possible
	Likely
	Almost Certain

Risk Id.	Raised By	Description (Cause, Effect and Event that could occur)	Date Registered	Date last updated	Theme	Workstream	Response Action	Risk Assessment and Score Prior to Risk Response and Actions completed				Risk Assessment on current position with some actions completed or mitigations applied				Target Risk Detail -Target score actions completed or mitigation	
								Likelihood	Impact	Proximity	Inherent Risk Score	Likelihood	Impact	Proximity	Residual Risk Score	Target Risk Rating	Target Date
<b>EXAMPLE DATA</b> NWSSPR1	National Clinical Logistics Manager - Tony Chatfield	If market constraints do not change then types of vehicles that require replacement now are not suitable or available for lease or purchase. This will impact upon longer term fleet replacement plans.	06/04/2023	06/04/2023	Market constraints	Transport	Meetings with vehicle suppliers to review monitor changes in vehicle technology. Require a reduced capital depreciation period of newly purchased diesels to avoid their operational use beyond 2030.	likely	catastrophic	over 12 months	20	likely	catastrophic	over 12 months	20	10	01/09/2023
HDUHBR1	Transport Development Manager	Electrical capacity constraints & aged electrical infrastructure at numerous HDUHB sites. Funding must be sought to upgrade electrical infrastructure on HB estates before EV charge points can be installed.	22/08/2023	29/09/2024	Electrical Infrastructure	Transport	Electric vehicle charge-point feasibility study of all HDUHB main sites has identified electrical power requirements for EV charging of fleet vehicles. Information to be considered by HDUHB Fire and Electrical Safety Groups. This issue must be resolved by the national grid and is not in control of HDUHB. This is not isolated to just our HB and a wider conversation and updates from across Wales are required to mitigate this risk.	likely	major	6 to 12 months	16	likely	major	over 12 months	16	12	02/09/2023
HDUHBR2	Transport Development Manager	Competitive nature of funding/grants risk HB's losing out on electric vehicle infrastructure or left lagging behind others. Funding should be allocated fairly to meet the need of all NHS HB's/trusts.	22/08/2023	29/09/2024	Finance	Transport	decarbonisation related funding is causing major inconsistencies across HBs progress to deliver the plan and request that Wgov find a more fair way of allocating funding for Decarb initiatives. Wgov must also offer fairness across decision making for Decarb funding when included in business cases.	likely	major	6 to 12 months	16	likely	catastrophic	over 12 months	20	6	02/09/2023
HDUHBR3	Transport Development Manager	Installation of EV Charging points goes beyond the capital cost and they require annual maintenance and upgrades which will incur an annual revenue cost which we cannot accept as a HB due to financial constraints.	22/08/2023	29/09/2024	Finance	Transport	Wrespan or ev charger - funders must realise and consider long-term project costs and the revenue impacts of installing EV chargers. Wgov & other funding should look to fund short term revenue costs also.	Almost certain	moderate	over 12 months	15	almost certain	moderate	over 12 months	15	12	02/09/2023
HDUHBR4	Transport Development Manager	If overall National Grid capacity is not increased at numerous sites, there may not be sufficient availability to support EV charging infrastructure across all our estate. Consideration should be given to competing demand of any additional capacity, including clinical services and also which carbon saving initiatives are prioritised over EV	22/08/2023	29/04/2024	Electrical Infrastructure	All	Electric vehicle charge-point feasibility study of all HDIHB main sites has identified electrical power requirements for EV charging of fleet vehicles. Information to be considered by HDUHB Fire and Electrical Safety Groups. This is a Wales-wide issue and conversation and updates must be conducted at a national level.	likely	catastrophic	over 12 months	20	likely	catastrophic	over 12 months	20	10	02/09/2023
HDUHBR5	Executive Director of Strategy & Planning	Failure to meet net zero target by 2030. Delivery of Decarbonisation initiatives and plans is limited due to no additional revenue funds and lack of sufficient resource and expertise across all the 46 initiatives. There are many competing demands for internal resource, Decarb is delivered over and above staff job roles and there is no dedicated resource or teams! Targetted intervention exasperates this further and we cannot prioritise this agenda.	23/09/2021	29/09/2024	Policy	All	has been received from WGov to deliver a significant programme of works and competitive funding applied for has been denied. Executive Team support focus is currently targetted intervention which has put additional pressures on all corporate and operational staff. The Decarb programme remains ongoing, however, work against delivering the plan is not being prioritised because we have no revenue funding to staff the programme or release expertise from	Almost certain	major	over 12 months	20	almost certain	major	over 12 months	20	10	02/09/2023

Risk Id.	Raised By	Description (Cause, Effect and Event that could occur)	Date Registered	Date last updated	Theme	Workstream	Response Action	Likelihood	Impact	Proximity	Inherent Risk Score	Likelihood	Impact	Proximity	Residual Risk Score	Target Risk Rating	Target Date
HDUHBR6	Head of Property Performance	Lack of availability of capital funding to adapt/retrofit existing HB estate to align with decarbonisation priorities and achieve a net zero estate. Lack of consistent decision making over approvals for Decarb initiatives. Lack of consistent allocation of estate funds to retrofit.	23/09/2022	29/09/2024	Finance	Buildings, Estates & Planning	funding will be noted as soon as possible within the process/ programme of work in order to plan accordingly. Wherever possible the programme will identify solutions that do not rely on extensive capital developments to existing estate in order to achieve the benefits of decarbonisation/ circular economy. Capital grants will be applied for as/when resource allows	Almost certain	Major	over 12 months	20	almost certain	major	over 12 months	20	10	02/09/2023
HDUHBR7	Programme Lead	Decarbonisation is not considered a highest priority by HB's due to the lack of systems/structures to prioritise and deliver the programme of works effectively/successfully and at any pace. It is not a HB Planning Objective due to considerable conflicting priorities and a lack of expertise due to it not being core business activity and relatively inexperienced as a sector.	23/09/2022	29/09/2024	Policy	All	We formally wrote to WGov officials/the Minister to express such concerns which was sent in September 2023. A written response received that offered no solution and therefore we cannot mitigate this risk locally and are looking to WGov to provide financial support which does not require competition .	Almost certain	Major	over 12 months	20	Almost certain	Major	over 12 months	20	10	02/09/2023
HDUHBR8	Programme Lead	The net zero procurement data being reported is ambiguous and the correct individuals/teams are not in ownership of the relevant areas of reporting creating inaccurate data submissions - mostly regarding procurement data and there is a lack of agreement over the data being submitted between NWSSP and local Procurement Teams.	15/09/2024	29/09/2024	Reputation	Procurement	Conversation taken place with Aled Guy and WGES to advise of this risk. We request the full completion and ownership/reporting of the data be transferred to NWSSP and we cannot confidently ratify and approve the data locally and we cannot offer any data integrity to the procurement data so have had to submit two separate versions	almost certain	moderate	6 to 12 months	15	likely	moderate	6 to 12 months	12	2	02/09/2024
HDUHBR9	Programme Lead	Operational pressures and targeted intervention is having a significant impact on the ability to deliver the plan and net zero targets within planned timescale e.g. resource aligned to operational pressures rather than delivery of a strategic programme.	23/09/2022	29/04/2024	Strategic	All	Not successful in any competitive grant funding applications and because of this we are currently unable to mitigate this risk which is exasperated by our TI status	Almost certain	Major	over 12 months	20	Almost certain	Major	over 12 months	20	10	02/09/2023
HDUHBR10	Programme Lead	Lack of a multi-public sector policy and mechanisms to develop/implement Decarbonisation schemes that benefit all parties and require a regional/national public sector response.	05/09/2023	29/04/2024	Operational	All	consider a multi-public sector approach to common 'big ticket' Decarbonisation Several opportunities e.g. Renewable Energies, Energy Plans etc. Locally exploring partnerships with Pems/Carms/Ceredigion CC's, and private sector. The HB will continue to explore any opportunities that arise for collaborative Decarbonisation projects. Encourage WGov to give more autonomy to PSB's along with a budget to deliver multi-public sector projects on net-zero. We have become members of Ystadau Cymru Sustainability Group to engage with the wider public sector	likely	moderate	over 12 months	12	likely	moderate	over 12 months	12	6	02/09/2023
HDUHBR11	Head of Property Performance	Risk that our aging estate and current building infrastructure conditions at some sites will prevent Decarbonisation initiatives from being delivered.	31/03/2023	29/09/2024	Operational	Buildings, Estates & Planning	Can only be mitigated and addressed as part of strategic and infrastructure investment plans and Property Asset Strategy and the pending approval of the AHMWW PBC	likely	major	over 12 months	16	likely	major	over 12 months	16	12	02/09/2023
HDUHBR12	Principal Programme Lead	WGov Funding Awards - risk to delivery relating to significantly late awards of commissioned funds providing only two months to purchase and invoice for decarbonisation products/projects!	29/02/2024	29/09/2024	Financial & delivery	All	Return funds with clear mitigating narrative as to why we cannot spend the funds and invoice for the spend within a two month period. Request that WGov do not allocate funding too late in the financial year which makes it impossible to spend.	possible	major	over 12 months	12	likely	moderate	over 12 months	12	6	02/06/2024
HDUHBR13	Head of Capital Planning	Risk to all future Capital Projects due to WGov not accepting the increased capital costs of Decarbonisation products/initiatives.	26/04/2024	29/09/2024	Financial & delivery	Buildings, Estates & Planning	WGov representatives to listen to local capital scheme leads and understand the inflated costs of Decarbonising new build/refurbishment schemes and be willing to interrogate the realities of being early adopters of low carbon/zero carbon products	likely	major	over 12 months	16	likely	major	over 12 months	16	6	02/06/2024



Risk Id.	Raised By	Description (Cause, Effect and Event that could occur)	Date Registered	Date last updated	Theme	Workstream	Response Action	Likelihood	Impact	Proximity	Inherent Risk Score	Likelihood	Impact	Proximity	Residual Risk Score	Target Risk Rating	Target Date
											0				0	1	02/09/2023
											0				0	1	02/09/2023
											0				0	1	02/09/2023
											0				0	1	02/09/2023
											0				0	1	02/09/2023

