

Enw y Grŵp/Is-Bwyllgor: Name of Group:	Decarbonisation Task Force Group (DTFG)
Cadeirydd y Grŵp/Is-Bwyllgor: Chair of Group:	Lee Davies, Executive Director of Strategy and Planning
Cyfnod Adrodd: Reporting Period:	21 September 2023
Y Penderfyniadau a'r Materion a Ystyriodd y Grŵp/Is-Bwyllgor: Key Decisions and Matters Considered by the Group:	
<p>During August/September 2023, DTFG representatives undertook a review of progress against the 46 initiatives in the NHS Wales Strategic Decarbonisation Plan based on the local initiatives delivered via the Hywel Dda Decarbonisation Delivery Plan. This review has been documented in the Hywel Dda University Health Board (HDdUHB) Decarbonisation Reporting (DCR) Welsh Government Qualitative Review Return which is provided as Appendix 1.</p> <p>This document provides an assurance update to the Sustainable Resources Committee (SRC) on progress made over the past 12 months against the agreed initiatives, along with identifying the risks and issues that are likely to inhibit progress and achievement between now and 2025. The 'comments' column provides the progress highlights. All initiatives have a colour-coded rating based on current status and future ability to meet the requirement of each one. The risks/issues are highlighted in the relative tabs in the document.</p>	
Materion y Mae Angen Ystyriaeth neu Gymeradwyaeth Lefel y Pwyllgor Adnoddau Cynaliadwy: Matters Requiring Sustainable Resources Committee Level Consideration or Approval:	
Noting/Endorsement of Appendix 1 (Welsh Government Return Template)	
Risgiau Allweddol a Materion Pryder: Key Risks and Issues / Matters of Concern:	
<ul style="list-style-type: none"> - Programme/Project risks and issues – see risk and issues tab in Appendix 1. - Structural Change/Resource: the need to influence the Welsh Government (WG) Decarbonisation Team to ensure that structural change is enabled for the Health Board that will fund and implement the appropriate internal structure so that Decarbonisation and Sustainable Healthcare is recognised as high a priority as it actually is. It is unsustainable to rely on staff by adding onto existing roles. - Prioritising: need clear areas of focus/priority based on evidence and intelligence from data collection/analyses to focus funding/resource on what is realistically achievable and will create the most impactful change to our carbon footprint between now and 2030. - Funding: without adequate funding and investment, there is a significant risk that targets will not be achieved. - WG NHS carbon footprint: Emissions: Welsh Public Sector Net Zero Carbon Reporting - The national target is net zero emission by 2030 across the whole public sector. Our performance has steadily declined from March 2019. However, we continue to actively 	

improve our performance in accordance with the WG ambition; this remains subject to ongoing review and ongoing change centrally. It is highly unlikely we will achieve net zero without investment into new builds and major modernisation schemes.

**Busnes Cynlluniedig y Grŵp/Is-Bwyllgor ar Gyfer y Cyfnod Adrodd Nesaf:
Planned Group/Sub-Committee Business for the Next Reporting Period:**

**Adrodd yn y Dyfodol:
Future Reporting:**

Maintain regular updates to the Committee on Group progress.

**Dyddiad y Cyfarfod Nesaf:
Date of Next Meeting:**

16 October 2023

Introduction and Organisation Data

This spreadsheet is the required format for NHS Wales organisations reporting quarterly 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. (See example data below)
- If initiatives are incorrectly attributed / not attributed to your organisation, please contact nwssp.dcr_team@wales.nhs.uk to amend.
- Carbon Impact for each initiative is as stated in the Strategic Delivery Plan.
- Task percentage complete should be self-set by each organisation.
- Using the methodology below, both an individual task and overall initiative RAG rating should be self-set by each organisation.

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

Please send the completed form to nwssp.dcr_team@wales.nhs.uk by 31/8/2023

Organisational Information

Organisation name	
Period for reporting	Q1 2023/2024
Date of Organisational Approval	
Date of report submission	
Person responsible for this report	
Email address of person responsible for this report	

Methodology - RAG Status

Governance Reporting RAG			
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Methodology - Delivery Confidence

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Carbon Impact Scoring Matrix

Scoring Available	Carbon Impact
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Example - Completed Initiative 17.

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	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemented	% Complete	Comments	Initiative Overall RAG
17.1	NWSSP will facilitate the development of the best practice approach for electric vehicle (EV) uptake across NHS Wales sites.	NWSSP	None	Director of SES	Director of SES	Director of SES	Red	Highly Likely	2021		75	Supplier awarded contract (MetLife); Guidance final Draft expected end of June 23 - Final sign off Target 7th September Red RAG due to date passed	Red
17.2	Health Boards and Trusts will engage with NWSSP to develop the best practice approach for EV charging infrastructure.	HB & Trusts	17.1	SES / Transport	National Clinical Logistics Manager	Director of Procurement & HCS	Red	Probable	2022		60	NWSSP has 21 chargers implemented to date Future requirements are being scoped Supplier awarded feasibility project and back up power being considered, 1st Draft received May 23	
17.3	Explore localised opportunities for low carbon transport infrastructure as they arise (e.g. hydrogen) and implement if deemed feasible	HB & Trusts		SES / Transport	National Clinical Logistics Manager	Director of Procurement & HCS	Green	Highly Likely	Ongoing		10	Currently reviewing hydrogen / Hydrogen Cell / FVO options - ongoing Due to go to Tender Q2 for NWSSP replacement - 15 HGVs with alternative fuel options included	

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 further explanatory text can be found in the Strategic Delivery Plan.
- RAG data entered in the 'RAG' column should be calculated using the guidance on the instruction page. An overall RAG initiative should be set, based upon the RAG for each key action.
- Please use bullet points in comments relating to an action

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	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
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		2022	-		Blue	Complete
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	Funding support and delivery of Strategic Development Plans	Decarbonisation Taskforce	Decarbonisation Taskforce	Decarbonisation Taskforce	Green	Complete	2022	2022	N/A	Task Force established - monthly meeting arranged. Group reports to Exec Team and seeks assurance from the Sustainable Resource Committee.		
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	Funding support and delivery of Strategic Development Plans	Decarbonisation Taskforce	Decarbonisation Taskforce	Decarbonisation Taskforce	Green	Complete	2022	Ongoing	N/A	To form part of Task Force Agenda item		

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	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
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	Resource to prepare the comms / case studies. Resource to deliver the climate cafe's and create a 'champion' network.	Alex Fry-Williams / Sharon Hughes	Alex Fry-Williams	Alwena Moakes-Hughes	Amber	Highly Likely	2022	Ongoing / Annually	-	Sustainability Hub on the intranet, regularly updated with guidance, training, toolkits. Leading on the Sustainability Awards which has increased messaging, resources, signposting. Regular case studies are published both internally and externally, 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	Amber	Probable
2.2	Provide building and energy managers with additional training in best practice use of BMS for carbon reduction (more details included in Ffietinn Buidlirnos sektion).	HB & Trusts		Paul Williams	Paul Williams	Rob Elliot	Green	Complete	2022	2022	-	See Initiative 9.3		
2.3	Develop a targeted approach to encourage and facilitate low carbon staff travel...	HB & Trusts	Cost of EV's / Risks to installation of charging points	Jason James/Ceri Rees	Jason James/Ceri Rees	Gareth Skye	Green	Highly Likely	2022	Ongoing	-	See 17.3 in Transport tab		
2.4	Closely follow the guidance set out in the <i>Active Travel Action Plan for Wales</i> to ensure suitable considerations for active travel are factored into decision making...	HB & Trusts	Resource / Engagement time	Jason James/Ceri Rees	Jason James/Ceri Rees	Gareth Rees	Green	Highly Likely	2022	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 document has been published across the HB in Aug 2023.		
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	Resource/funding to procure the board training session.	Sarah Thorne / Sharon Hughes	Sharon Hughes/ Sarah Thorne	Lee Davies	Green	Highly Likely	2022	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		

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	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
3.1	Consider implementation models such as Energy Performance Contracts.	HB & Trusts	Funding support and delivery of Strategic Development Plans	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Green	Probable	2022	Ongoing	N/A	The HB has an EPC in place crrntly that expires in March 2025. The Hb is currently exploring a new EPC via Refit.	Green	Highly Likely
3.2	Engage with technical and commercial support available such as the Welsh Government Energy Service.	HB & Trusts	Funding support and delivery of Strategic Development Plans	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Green	Highly Likely	2022	Ongoing	N/A	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	None	Decarbonisation Taskforce	Decarbonisation Taskforce	Decarbonisation Taskforce	Green	Highly Likely	2022	Ongoing	N/A	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 further explanatory text can be found in the Strategic Delivery Plan.
• RAG data entered in the 'RAG' column should be calculated using the guidance on the instruction page. An overall RAG initiative should be set, based upon the RAG for each key action.
• Please use bullet points in comments relating to an action

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	Dependencies	Action Owner	Responsible	Accountable	RAG2	Delivery Confidence	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
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	None	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Green	Complete	01/04/2022	2021	100%	Development of Decarbonisation Delivery Plan and Action plan completed by Carbon Trust for HB for period 22-25.	Red	In Doubt
4.2	Buildings should be operated as efficiently as possible...	HB & Trusts	Funding support and delivery of Strategic Development Plans	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Red	In Doubt	Ongoing, funding dependent	2022	Unknown	Without a clear funding support to deliver estate development and Decarbonisation Strategy improvements on energy efficiencies will continue to be challenging		
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	Funding support and delivery of Strategic Development Plans	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Red	In Doubt	Ongoing, funding dependent	2030	Unknown	Without a clear funding support to deliver estate development and Decarbonisation Strategy improvements on energy efficiencies will continue to be challenging		

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

Action	Task	Task Lead	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
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	Funding support and delivery of Strategic Development Plans	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Amber	In Doubt	2022, Ongoing funding dependant	2022	Est 10%	The HB arranged wholesale replacement of lighting in 2014, as part of the EPC Phase I implementation plans. Circa £2million invested in replacing existing lighting to T5' fittings across the Acute and community estate (LED no cost effective at that period) As part of EFAB funding a scheme to install LED lighting at BGH was delivered. The Energy Services Team are developing feasibility to develop next phase of LED lighting replacement . Delivery subject to funding options, i.e. Re:Fit 4, DCP, or any other identified funding source. Opportunities for LED to be reviewed as part of REFIT project phase of works. Feasibility and design completed for community sites (EWC / Brynmair / Swn Y Gwynt / Wellfield Rd / PDH / Milford HC. New LED scheme at 79 Bro Myrddyn being delivered in early 2023/24. As the majority of lighting fittings replaced in 2014 and 2022 (BGH) only the remaining areas within the Community estate to be initially targeted for investment, subject to identification of a funding source.	Amber	In Doubt
5.2	Procure and implement LED upgrades across the estate by 2025...	HB & Trusts	Funding support and delivery of Strategic Development Plans	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Amber	In Doubt	Ongoing funding dependant	2025	0%	A feasibility is needed to develop the scheme but also review the viability of replacing T5 lighting post 2025 refelcting the remaining life, payback against LED fittings and estate development 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	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
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	Funding support and delivery of Strategic Development Plans	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Amber	Feasible	2022	2023	Est 10%	The Low Carbon Heat project (Design) is approved and being delivered by March 2023. As part of phase 1 REFIT project plan, the options to deliver low carbon heat projects at PPH and the 3 community sites. The Aberystwyth project continues to be progressed, seeking funding to arrange detailed deisgn via Grant and other sources. The option to secure funding to explore feasibility will be explored via RE:Fit, capital development funding or other decarb funding opportunities. The study at GGH and WGH current on hold pending feedback on the AHMWW business case.	Red	Feasible
6.2	Implement upgrades to ensure that 60% of generated heat at acute sites is low carbon by 2030.	HB & Trusts	Funding support and delivery of Strategic Development Plans	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Red	Feasible	Ongoing funding dependant	2030	0%	Funding required to progress feasibility and design across the retained estate. Design completed for low carbon design on 3 community sites, waiting funding.		

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	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
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	Funding support and delivery of Strategic Development Plans	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Amber	Feasible	Ongoing funding dependant	2022	5%	Low Carbon heat design approved for initial 3 sites (further funding to be sought to arrange all sites - where they are being retained)	Red	In Doubt
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	Funding support and delivery of Strategic Development Plans	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Red	In Doubt	Ongoing funding dependant	2026/2030	0%	Delivery of low carbon heat solutions to form part of REFIT programme phases of delivery plans. Other sources of funding will also be sought.		

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	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
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 EFMS when inputs developed.	HB & Trusts	None	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Green	Highly Likely	Ongoing	Ongoing	N/A	N/A		

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	Funding support and delivery of Strategic Development Plans	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Green	Complete	N/A	2021	N/A	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.	Amber	Feasible	
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	Funding support and delivery of Strategic Development Plans	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Amber	Feasible	Ongoing funding dependant	2022	N/A	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	Funding support and delivery of Strategic Development Plans	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Amber	Feasible	Ongoing funding dependant	2030	N/A	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	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
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	Funding support and delivery of Strategic Development Plans	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Green	Highly Likely	2014, 2022, Ongoing funding dependant	2024	75%	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 phase 1 REFIT programme. WG investment secured in 2022/23 to upgrade the TAC BEMs at BGH (c. £100k). Options for funding to be explored include RE:Fit 4, DCP, capital development opportunities or targeted decarb monies.	Amber	Probable
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	Funding support and delivery of Strategic Development Plans	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Amber	Probable	Ongoing funding dependant	2022	0%	A standard operating to be develop and implemented within the HB by 23/24.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	Funding support and delivery of Strategic Development Plans	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Amber	Probable	Ongoing funding dependant	2023	0%	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	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence																																																								
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	Funding support and delivery of Strategic Development Plans	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Green	Highly Likely	2021	2023	70%	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. Options around GGH and WGH to be explored.	Amber	Probable																																																								
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	Funding support and delivery of Strategic Development Plans	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Green	Highly Likely	2020	2026/2030	60%	<table><tr><td>Site</td><td>Capacity (kW)</td><td>Mounted</td></tr><tr><td>Glangwili Hospital</td><td>3.50</td><td>Roof</td></tr><tr><td>Milford Haven Health Centre</td><td>15.00</td><td>Roof</td></tr><tr><td>Pembroke Dock Health Centre</td><td>15.00</td><td>Roof</td></tr><tr><td>Elizabeth Williams Clinic</td><td>15.08</td><td>Roof</td></tr><tr><td>Llandovery Hospital</td><td>15.60</td><td>Roof</td></tr><tr><td>Tenby Hospital</td><td>23.80</td><td>Roof</td></tr><tr><td>Aberaeron Integrated Care Centre</td><td>26.00</td><td>Roof</td></tr><tr><td>Amman Valley Hospital</td><td>44.80</td><td>Roof</td></tr><tr><td>South Pembrokeshire Hospital</td><td>54.40</td><td>Roof</td></tr><tr><td>Withybush Hospital</td><td>64.08</td><td>Roof</td></tr><tr><td>Cardigan Integrated Care Centre</td><td>67.70</td><td>Roof</td></tr><tr><td>Bro Cerwyn</td><td>73.40</td><td>Roof</td></tr><tr><td>Bronglais Hospital</td><td>173.30</td><td>Roof</td></tr><tr><td>Brynmair Clinic</td><td>21.06</td><td>Roof</td></tr><tr><td>Hafan Derwen</td><td>499.00</td><td>Ground</td></tr><tr><td>Total</td><td>591.66</td><td>Roof</td></tr><tr><td></td><td>499.00</td><td>Ground</td></tr></table>			Site	Capacity (kW)	Mounted	Glangwili Hospital	3.50	Roof	Milford Haven Health Centre	15.00	Roof	Pembroke Dock Health Centre	15.00	Roof	Elizabeth Williams Clinic	15.08	Roof	Llandovery Hospital	15.60	Roof	Tenby Hospital	23.80	Roof	Aberaeron Integrated Care Centre	26.00	Roof	Amman Valley Hospital	44.80	Roof	South Pembrokeshire Hospital	54.40	Roof	Withybush Hospital	64.08	Roof	Cardigan Integrated Care Centre	67.70	Roof	Bro Cerwyn	73.40	Roof	Bronglais Hospital	173.30	Roof	Brynmair Clinic	21.06	Roof	Hafan Derwen	499.00	Ground	Total	591.66	Roof		499.00	Ground	Amber	Probable
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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	Funding support and delivery of Strategic Development Plans	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Amber	Feasible	As required	2023	25%	Scheme feasibility to develop solar farms at GGH and WGH complete, support on the wider public sector project at BGH ongoing and support on the private wire Solar Farm near PPH ongoing. A 5 year maintenance contract being established on the new solar farm project at Hafan Derwen. No services contracts exist on the roof mounted schemes (cost prohibitive)Options for funding to be explored include RE:Fit 4, DCP, capital development opportunities or targeted decarb monies.	Amber	Probable																																																								

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	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
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	None	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Green	Complete		Ongoing	100%	Already an established position on delivered and existing projects	Green	Highly Likely
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	None	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Green	Highly Likely		Ongoing	100%	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.	Green	Highly Likely

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	-			
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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	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
12.1	Ensure that each new build project has in place a suitably qualified client-side sustainability representative...	HB & Trusts	Funding support and delivery of Strategic Development Plans	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Green	Feasible	Ongoing funding dependant	2024	N/A	This is being discussed and reviewed as part of the AHMWW Programme. The HB will continue to laise 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
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	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
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	Funding support and delivery of Strategic Development Plans	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Green	Feasible	Ongoing funding dependant	2022	N/A	The use of MMC will be a consideration for all new projects but the merits will need to be weighed up against other methods from a range of reasons including the decrbonsation considerations	Green	Feasible

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	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
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	Funding support and delivery of Strategic Development Plans	Estates & Facilities/Transport & Sustainable Travel	Estates & Facilities/Transport & Sustainable Travel	Estates & Facilities/Transport & Sustainable Travel	Green	Highly Likely	Ongoing funding dependant	2021	Ongoing	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 fro EV charging infrastructure. We have also included EV infrastructure as part of the Hafan Derwen solar farm project and at the Cardigan ICC in readiness for EV investment.	Green	Probable
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	Funding support and delivery of Strategic Development Plans	Estates & Facilities/Transport & Sustainable	Estates & Facilities/Transport & Sustainable Travel	Estates & Facilities/Transport & Sustainable Travel	Green	Highly Likely	Ongoing funding dependant	2022	Ongoing	This approach to form part of any new capital projects, including where new parks are arranged. We have also included EV infrastructure as part of the Hafan Derwen solar farm project and at the Cardigan ICC in readiness for EV		
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	Funding support and delivery of Strategic Development Plans	Estates & Facilities/Transport & Sustainable Travel	Estates & Facilities/Transport & Sustainable Travel	Estates & Facilities/Transport & Sustainable Travel	Green	Probable	Ongoing funding dependant	2022	Ongoing	An initial feasibility completed to confirm capacity availability on existing sites via WGES team and EFAB commsioned study. Further feasibility and development needed, as current HB infrastructure is a significant barrier to future connections and installation of charging units. An all wales board is established via NWSSP to review and support HBS to action this initiative. Podpoint have completed a feasibility surveys across all sites.		
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	Funding support and delivery of Strategic Development Plans	Estates & Facilities/Transport & Sustainable	Estates & Facilities/Transport & Sustainable Travel	Estates & Facilities/Transport & Sustainable Travel	Green	Probable	Ongoing funding dependant	2027/28	Ongoing	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	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
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	Funding support and delivery of Strategic Development Plans	Captal Project leads	Captal Project leads	Captal Project leads	Green	Highly Likely	Ongoing funding dependant	2021	ongoing	Any new projects will plan to incorporate best practice decarbonisaiton 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.	Green	Highly Likely

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	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
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	Funding support and delivery of Strategic Development Plans	Strategic Planning/ Transport & Sustainable Travel	Strategic Planning/ Transport & Sustainable Travel	Strategic Planning/ Transport & Sustainable Travel	Amber	Probable	Ongoing funding dependant	2022	ongoing	This will form part of any new build design. As an example the AHMWW programme will require a focused transport assessment and strategic approach	Amber	Feasible
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	Funding support and delivery of Strategic Development Plans	Strategic Planning/ Transport & Sustainable Travel	Strategic Planning/ Transport & Sustainable Travel	Strategic Planning/ Transport & Sustainable Travel	Amber	Probable		2022	ongoing	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	Funding support and delivery of Strategic Development Plans	Strategic Planning/ Transport & Sustainable Travel	Strategic Planning/ Transport & Sustainable Travel	Strategic Planning/ Transport & Sustainable Travel	Amber	In Doubt		2021	ongoing	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	Funding support and delivery of Strategic Development Plans	Strategic Planning/ Transport & Sustainable Travel	Strategic Planning/ Transport & Sustainable Travel	Strategic Planning/ Transport & Sustainable Travel	Amber	Feasible		2023	ongoing	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](#)

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 further explanatory text can be found in the Strategic Delivery Plan.
- RAG data entered in the 'RAG' column and Delivery Confidence should be calculated using the guidance on the instruction page. An overall RAG initiative should be set, based upon the RAG for each key action. An overall Delivery Confidence for the initiative should be set, based upon the Delivery Confidence for each key action. Delivery confidence does not impact RAG rating.
- Please use bullet points in comments relating to an action.

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	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
17.1	NWSSP will facilitate the development of the best practice approach for electric vehicle (EV) uptake across NHS Wales sites...	NWSSP					Exempt	Exempt		2021	-		Green	Default
17.2	Health Boards and Trusts will engage with NWSSP to develop the best proactive approach for EV charging infrastructure...	HB & Trusts	NWSSP Transport Task & Finish Group	Ceri Rees	Ceri Rees	NWSSP / HDUHB	Green	Highly Likely	2022	2022	-	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	Transport & Sustainable Travel Group	Jason James	Gareth Rees	HDUHB	Green	Highly Likely	2022	Ongoing	-	Looking to encourage staff and visitors to access HD sites via active travel, with work linked to the Healthy Travel Charter.		

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	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
18.1	Develop an NHS-wide procurement, operation, financial management and maintenance system to standardise fleet practices across the service.	NWSSP					Exempt	Exempt		2023	-		Green	Default
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	HDUHB Vehicle User Group	Jason James	Gareth Rees	HDUHB	Green	Complete	2022	2023	-	Vehicle User Group has been set up and will work towards developing a central fleet management approach		
18.3	Implement / continue to implement telematics solutions to analyse and improve driver behaviour.	HB & Trusts	Transport & Sustainable Travel Group	Jason James	Gareth Rees	HDUHB	Green	Complete	2022	2023	-	All HDUHB fleet vehicles are fitted with telematics monitoring equipment		

Initiative 19 - All new cars and light goods fleet vehicles 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	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
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					Green	Complete	2022	2022	-	As of April 2023 all pool cars procured by HDUHB are self-charging hybrids. Pod-point have completed a EV charge-point feasibility study for HDUHB main sites.	Green	Default
19.2	Evaluate the advantages of obtaining corporate membership to local car clubs that utilise battery-electric and hybrid vehicles. Implement if deemed valuable.	HB & Trusts	AHMWW Transport Workstream Group	Ceri Rees	Lee Davies	HDUHB	Green	Complete	2022	2022	-	HDUHB's Transport & Accessibility Plan, which is currently being developed, will consider community transport, including community car clubs.		

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	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
20.1	Develop an approach to decarbonise fleet emissions...	HB & Trusts	AHMWW Transport	Ceri Rees	Lee Davies	HDUHB	Green	Complete	2022	2023	-	HDUHB's Transport & Accessibility Plan, which is currently being developed, will	Green	Default
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	Transport & Sustainable Travel Group	Jason James	Ceri Rees	HDUHB	Green	Highly Likely	2022	2025	80	Whilst we have no HGVs, 7 electric LGVs are being utilised by HDUHB's Estates Dept.		

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	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
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	Transport & Sustainable Travel Group	Alex Howells	Gareth Rees	HDUHB	Green	Complete	2022	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.	Green	

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	Transport & Sustainable Travel Group	Jason James	Gareth Rees	HDUHB	Green	Complete	2022	2022	-	A business travel policy has been developed and a pool car scheme is in place	Green	Default
21.3	Evolve existing accounting systems to improve records of crew fleet journeys...	HB & Trusts	Workforce	Mark Wilson	Huw Thomas	HDUHB	Green	Complete	2022	2022	-	Grey fleet mileages collated by the Workforce Dept.	Green	

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	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
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
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	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
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
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	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
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
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

Guidance for users

This sheet contains all initiatives relating to procurement. 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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- Please use bullet points in comments relating to an action

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

Action	Task	Task Lead	Dependencies	Action Owner	Responsible	Accountable	RAG	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
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
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	Dependencies	Action Owner	Responsible	Accountable	RAG	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
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
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	Dependencies	Action Owner	Responsible	Accountable	RAG	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
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
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% REGO-backed electricity will be procured by 2025, and 100% offset gas by 2030. **Carbon Impact 1/10**

Action	Task	Task Lead	Dependencies	Action Owner	Responsible	Accountable	RAG	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
28.1	Purchase 100% REGO-procured electricity by 2025, and continue to procure renewable electricity thereafter. (In 2018/19, 93% of all electricity purchased by NHS Wales was REGO certified).	NWSSP Procurement					Exempt		2025	-		Exempt	Exempt
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	Dependencies	Action Owner	Responsible	Accountable	RAG	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
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
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	Dependencies	Action Owner	Responsible	Accountable	RAG	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
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
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	Dependencies	Action Owner	Responsible	Accountable	RAG	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
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
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	Dependencies	Action Owner	Responsible	Accountable	RAG	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
32.1	Engage Health Boards to assess the need for specific frameworks, for example: <ul style="list-style-type: none"> • Electric vehicles and infrastructure • Renewable power • Low carbon heat... 	NWSSP Procurement					Exempt	2022		-		Exempt	Exempt
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

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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	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemente d	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
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	-		Default	Default
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	Funding and resources. Constraints of targetted intervention status.	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Default	Default	14/07/1905	Ongoing	-	The key aim of the HBs estate strategy is to build new and or refurbish estate that supports better carbon performance and energy efficiency, where possible reducing leased and aging freehold estate, and through the agile working approach reduce the estate footprint. A key deliverable is the development of a Property Asset Strategic Plan, aligned to the HBs strategic plans. This plan is Board approved and will form the basis of future estate change.		

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	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemente d	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
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		2022	-		Default	Default
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	Land availability	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Green	In Doubt	01/01/2022	2024	50	A land development opportunity review has 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 be explored via the ReFit 4 route.		
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	Land availability / resources	Approach to Healthcare Group	Approach to Healthcare Group	Approach to Healthcare Group	Amber	Feasible	01/01/2022	2024	-	The HB has delivered on a range of green space initiatives inc. the wildflower garden @ Worthybush and @ the solar farm in Hafan Dderwen and recent collaborative funding award with the NBGW to develop similar initiatives at other HDD sites.		

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	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemente d	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
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	Public sector links and private development opportunities	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Green	Feasible	01/01/2022	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.	Default	Default
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	Resources and funding and a clear Strategic plan to align investment	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Amber	Feasible	01/01/2022	2026/2030	-	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	Resources & funding	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Green	Complete	01/01/2022	2023	-	A review of existing systems to be undertaken to consider ongoing maintenance requirements and replacement part options. 5 year maintenance plan is established for the Solar Farm. A review of existing systems to be undertaken to consider ongoing maintenance requirements and replacement part options. 5 year maintenance plan is established for the Solar Farm.		

Approach to Healthcare

Guidance for users
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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	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
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
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 technology, and rationalising existing office space. Carbon Impact 2/10

Action	Task	Task Lead	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
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	Staff ability to work from home/others locations. Contractual issues of moving staff and base.	Corrinna Lloyd-Jones and Gina Callahan	Paul Williams	Lee Davies	Green	Highly Likely	01/07/2022	2022	70	Developed and implemented an Agile Working Strategy and an Agile Working Toolkit. Launched August 2023 and stored on the staff intranet.	Amber	Feasible
37.2	Where suitable, create hot desk environments to provide smaller office space and facilitate meeting spaces when required.	HB & Trusts	Aging estate, leased estates - both restrict internal space/design to create the appropriate agile working environments.	Paul Williams	Paul Williams	Lee Davies	Green	Highly Likely	01/07/2022	2023	70	Glen House, Carmarthen is an agile working office with desk booking system. We have a number of other accommodations in pilot phase and in the pipeline and aligned to the Property Asset Strategy.		
37.3	Consider the future transformation of office space into additional healthcare facilities as required.	HB & Trusts	Funding / high costs	Paul Williams	Paul Williams	Lee Davies / Leighton Phillips	Amber	In Doubt	01/07/2022	Ongoing	30	Biophilic design is proving to be costly. Open plan is not suitable for many directorates/teams due to poor acoustics and the associated high cost of sound proofing.		
37.4	Consider opportunities to work with external partners to share and utilise office space to reduce travel requirements.	HB & Trusts	Partners under the same funding / space pressures as us. Many have leased estates which are costly and restrictions with GDPR and confidentiality	Paul Williams	Paul Williams	Lee Davies	Amber	Feasible	01/07/2022	Ongoing	-	Aberaeron and Cardigan ICC's are both multiple sector hub. In the process of developing the same for Carmarthen in partnership with CCC.		

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	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
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	NHS Wales Video Consultation platform contract.	Digital Services	Carolyn Williams	Anthony Tracey	Blue	Complete	01/05/2020	Ongoing	100	This is now in BAU and complete, except for new services or new users requiring access.	Default	Default
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	Clinical services and leadership	TBC	TBC	TBC	Amber	Feasible	01/03/2020	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 clinical.		
38.3	Ensure healthcare professionals are provided with the appropriate technology to carry out these tasks effectively.	NWSSP, HB & Trusts	Funding limitations are impacting on this at present due to cuts in capital and revenue.	Digital Services	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.		
38.4	Develop a best practice approach for the use of digital technology and further explore digital consultation technology...	HB & Trusts	Funding limitations are restricting our ability to implement some of this work.	Digital Services	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.		

38.5	Continue to digitalise clinical records and communications to increase resource efficiency and reduce printing resource requirements.	HB & Trusts	Electronic records Funding limitations mean that we having to manage deployment based on our current resource capacity. note this is a long term project and it will take a number of years .	Digital Services	Carolyn Williams	Anthony Tracey	Green	Highly Likely	01/04/2022	Ongoing	-	Electronic records We have procured and secured an electronic record management system. So far we have ingested and stored in excess of 100k 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. Digital letters , 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.		
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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	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
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	-		Amber	Probable
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	Resourcing (we only have part of one person's time to engage in this)	Sarah Thorne	Sarah Thorne	Lee Davies	Amber	Probable	01/01/2023	Ongoing	70	Sarah an honorary lead for Green Health Wales		
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 Anaesthesia 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	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
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
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	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
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	-			

41.2	Ensure medical gas capture technology is integral to all new builds and major refurbishments.	HB & Trusts	#####	Chris Brown	John Harris	Lee Davies	Red	In Doubt	01/02/2023	Ongoing	10	Only Nitrous Oxide manifold in GGH has been investigated for transition and not feasible due to needing regulators. However, new builds will incorporate medical gas capture technology as/when we build new accommodations. NB MedClair & SageTech are developing medical gas capture/recycling capabilities; and all-Wales approach to this would provide a platform for this innovation.	Red	In Doubt
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 of reliever inhalers where possible and emphasising the importance of inhaler-specific disposal and recycling. Carbon Impact 3/10

Action	Task	Task Lead	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemente d	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
42.1	Work with senior medical staff, the Welsh Respiratory Health Implementation Group, pharmacists, doctors and asthma nurses to create alignment and develop guidance for prescribers to encourage reviews of patients' requirements and ensure inhalers are suitably prescribed. Utilise current existing mechanisms such as national guidelines for COPD and asthma management, national apps and the national Welsh Standard educational packages to achieve this change through co-production...	All Wales Medicine Strategy Group / RHIG					Exempt	Exempt		2022	-		Red	Feasible
42.2	Brief prescribers, hospital/community pharmacists and dispensers of the key messages from the guidance...	All Wales Medicine Strategy Group, HB & Trusts, RHIG	Dependent on guidance 42.1	Pharmacy Team	Chris Brown	Chris Brown	Red	Feasible		2022	-	We don't have dispensers anymore - correct term is 'Technician'	Red	Feasible

Initiative 43 - Transition the existing use and distribution of carbon-intensive and high global warming potential (GWP) inhalers to alternative lower GWP inhaler types where deemed suitable. Carbon Impact 3/10

Action	Task	Task Lead	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemente d	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
43.1	Work with senior medical staff and the Welsh Respiratory Health Implementation Group to develop guidance (or update existing All Wales Asthma Guidance) and education material surrounding the carbon footprint of inhalers for pharmacists and prescribers to...	All Wales Medicine Strategy Group					Exempt	Exempt		2021 (annually)	-		Exempt	Exempt
43.2	Where appropriate, proceed with transitioning patients to low GWP inhalers (e.g. dry powdered inhalers (DPIs)), but only where patient care will not be impacted. Where a transition to a low GWP inhaler is not possible (e.g. patients' individual requirements), patients' treatments should not be changed. Low-GWP metered dose inhalers (MDIs) are expected by 2025 and a shift to a different type of inhaler should be revisited when these inhalers become available	All Wales Medicine Strategy Group / RHIG					Exempt	Exempt		2025	-		Exempt	Exempt
43.3	Develop and provide education material to patients surrounding the carbon footprint of inhalers via patient apps to promote patient-driven change. Utilise Welsh Government, the national press and social media to drive the agenda...	All Wales Medicine Strategy Group / RHIG					Exempt	Exempt		2021	-		Exempt	Exempt
43.4	Measure the change in inhaler prescribing through national data collection and report in the carbon footprinting report.	NWSSP					Exempt	Exempt		2022 (annually)	-		Exempt	Exempt

Initiative 44 - We will support the development of pan-Wales guidance by 2022 for best practice reduction of pharmaceutical waste. Carbon Impact 1/10

Action	Task	Task Lead	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemente d	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
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44.1	We will work with pharmaceutical organisations, clinicians and recycling experts to identify how best practice guidance for the reduction of pharmaceutical waste can be developed and to support them in producing guidance. It is recognised that the key actions relate to direct delivery of healthcare (e.g. Prescribing medication to patients) and so are outside of the remit of NWSSP to manage.	NWSSP					Exempt	Exempt		2022	-		Amber	In Doubt
44.2	Upon publication, implement best practice guidance across all Health Boards and Trusts.	HB & Trusts	Dependent on guidance 44.1	Pharmacy Team	Chris Brown	Chris Brown	Amber	In Doubt	15/07/2023	2023	-	Sarah Thorne is doing a Bevan Exemplar on Pharmacy waste.		

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	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
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	Feasible
45.2	Upon completion, implement best practice initiatives across all Health Boards and Trusts.	HB & Trusts	Dependent on 45.1	Expired Consumables Working Group	Sarah Thorne	Lee Davies	Amber	Feasible	03/07/2023	2023	5	Mechanims to address the issue are in place , requires baselining for quantities.		
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	External support / organisations	Decarbonisation Estaates Workstream Group	Paul Williams (Furniture) Gareth Skye (WARPIT) Sarah Thorne (everything else)	Lee Davies	Amber	Feasible	28/11/2022	2022	70			

Initiative 46 - We will work with pharmacists and prescribers to build upon and support existing efforts to encourage responsible disposal of inhalers. Carbon Impact 2/10

Action	Task	Task Lead	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
46.1	Introduce additional inhaler-specific disposal facilities in hospitals in partnership with industry stakeholders.	HB & Trusts, Industry third parties	Funding no longer available. Significant staff turnover in HDUHB Pharmacy.	Stuart Rees / Owain Williams	Chris Brown	Lee Davies	Red	In Doubt		2022	5	Due to staff turnover in Pharmacy the funding opportunity was missed in 2022 and is no longer available in 2023. We don't consider having the recycling facility on secondary care site to offer the most value and does not create the behaviour change required from the population.	Red	In Doubt
46.2	Support the work of groups such as the Welsh Respiratory Health Implementation Group and the International Pharmaceutical Aerosol Consortium to emphasise the importance of responsible disposal with regard to carbon emissions.	HB & Trusts	Unable to get any contacts in the PAC. Pharmacy lead turnover over recent months and so very new team.	Owain Williams	Chris Brown	Lee Davies	Red	In Doubt		2021	5	New pharmacy leads mean this work is only now starting to be progressed. Local resourcing issue to deliver and no funding available. Needs to be done on a national basis - the same process is required for all HB's to follow and this should not be done in isolation.		
46.3	Encourage pharmacists and prescribers to stress the importance of responsible disposal to their patients, and the fact that even low carbon inhalers need to be disposed of properly. Also make use of the existing RHIG digital app to effectively communicate with patients.	HB & Trusts, RHIG	Resourcing is an issue, needs formal guidance and a formal programme. Should be led nationally by HB's/PHW as it's behaviour change and population health prevention	Owain Williams	Chris Brown	Lee Davies	Red	In Doubt		2022	5	Should be led nationally by HB's/PHW as it's behaviour change and population health prevention		

Issue Log

Guidance for users

Use this sheet to maintain a log of all issues relating to the delivery of your Strategic Delivery Plan initiatives. Issues with an average collated 'Red' rating will be shared with the Health and Social Care Climate Emergency Project and Programme Boards.

Instructions for users

- Set a unique Issue ID for each identified issue. This should start with your organisation acronym e.g. Swansea Bay University Health Board Issue 1 would be SBUHB11 / Public Health Wales Issue 23 would be PHW123
- Complete each field in light blue and target rating. Autocalculated Rating and Score will formulate based upon Priority / Severity designated

Priority / Urgency to Resolve						
Severity		Very Low	Low	Medium	High	Very High
	Negligible	Green	Yellow	Amber	Amber	Amber
	Minor	Yellow	Yellow	Amber	Amber	Amber
	Moderate	Yellow	Yellow	Amber	Red	Red
	Significant	Amber	Amber	Amber	Red	Red
	Severe	Amber	Amber	Amber	Red	Red

Rating Guidance	
Green	No significant impact on Project timescales, budoet or scope
Yellow	Minor Impact on Project timescale, budget or Scope
Amber	Significant Impact on Project timescale, budget or Scope
Red	Major Impact on Project timescale, budget or Scope

Issue Ref	Description/Issue	Issue Type	Status	Priority	Severity	Autocalculated Rating	Target Rating	Target Date	Date Identified	Date of Last Update	Decision Date	Closure Date	Raised By	Responsibility /Owner	Workstream	Comments/Notes	Autocalculated Score	Category
EXAMPLE DATA NWSSP11	E-HGV's – UK GOV will not currently approve vehicles for use due to significant safety issue.	Problem/Concern	Open	Medium	Significant	Amber	Yellow	01/10/2023	06/04/2023	06/04/2023	TBC	TBC	Tony Chatfield	Tony Chatfield	Transport	NWSSP decision may be required – What next steps should be taken? DfE and BEIS funded.	0	Operational
HDUHB11	Lack of engagement/desire to engage across some clinical environments	Problem / Concern	Open	Medium	Significant	Amber	Green	04/01/2023	31/07/2023	31/08/2023	TBC	TBC	Sharon Hughes	Sharon Hughes / Sarah Thorne	Approach to Healthcare	Certain departments/individuals are not consisetenyl engaging or see the activity as some else's problem to resolve	12	
HDUHB12	Uncertainty around strategic development timescales to inform Decarbonisation plans	Problem / Concern	Open	High	Significant	Red	Green	Unknown	Unknown	31/08/2023	TBC	TBC	Paul Williams	Lee Davies	All	AHMWW strategic planwill have a significant impact on the HB Decarbonisation performance as it will include new hospital, repurposed sites and community site developments	16	
HDUHB13	Unable to progress fesibility and design to inform future projects in line with Decarbonisation action plan requirements in line with delivery plan	Problem / Concern	Open	Very High	Significant	Red	Green	Unknown	31/03/2022	31/08/2023	TBC	TBC	Paul Williams	Paul Williams	Buildings, Estates & Planning	This is preventing preparation detail being completed so if Capital funding becomes available the department will not be in a position to take advantage of the funding and are unable to cost our delivery plan	20	
HDUHB14	Technology is implemented nd deployed to all intended users with relevant traising/support, however some departments are refusing to use/resiting use of such technologies e.g. Consultant Connect	Problem / Concern	Open	High	Significant	Red	Amber	31/03/2024	31/08/2023	31/08/2023	TBC	TBC	Carolyn Williams	Carolyn Williams	Approach to Healthcare	issue being dealt with via the appropriate Directroate Leads/Managers to ensure all relevant departments are universally utilising the same process/es	16	

Risk Register

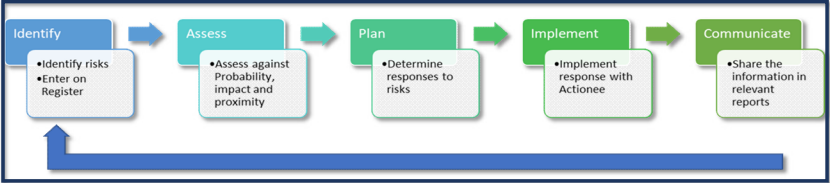
Guidance for users

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
- Complete each field in light blue, threat or opportunity, target met / yet to achieve. Risk scores and Risk Threshold will autocalculate based upon Likelihood / Impact designated
- Certain fields have guidance in the top right corner, indicated by a red triangle. Hover over this for further detail.

Impact						
Likelihood		Insignificant	Minor	Moderate	Major	Catastrophic
	Rare	1	2	3	4	5
	Unlikely	2	4	6	8	10
	Possible	3	6	9	12	15
	Likely	4	8	12	16	20
	Almost Certain	5	10	15	20	25



									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 post ALL actions completed or mitigation applied			Comments	Risk Actionee	Risk Owner	Status	Risk Above Threshold	Project / Programme / Operational Risk
Risk Id.	Raised By	Description (Cause, Effect and Event that could occur)	Date Registered	Date last update	Category	Threat or Opportunity	Risk Response Category	Response Action	Likelihood	Impact	Proximity	Inherent Risk Score	Likelihood	Impact	Proximity	Residual Risk Score	Target Risk Rating	Target Date	Target Met or Yet to Achieve						
EXAMPLE DATA 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	Strategic	Threat	T-Reduce	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	Target Not Met	NHS are included in the Category Framework Group (NPS) (PS National Procurement)	National Clinical Logistics Manager	National Clinical Logistics Manager	Open	Above Risk Threshold	Project
HDUHB1	Transport Development Manager - Ceri Rees	Electrical capacity constraints & aged electrical infrastructure at numerous HDUHB sites. Upgrades to electrical infrastructure will be required at a number of sites before EV charge points can be installed.	22/08/2023	22/08/2023	Strategic	Threat	T-Reduce	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.	likely	major	6 to 12 months	16	likely	major	over 12 months	16			Target Not Met	Awaiting feedback from HDUHB Fire & Electrical Safety groups	Transport Development Manager	Deputy Director of Operations	open	Above Risk Threshold	Project
HDUHB2	Transport Development Manager - Ceri Rees	If funding is not made available to provide the chargers (capital) and for on-going operating costs HDUHB will be unable to transition its fleet vehicles to battery/electric	22/08/2023	22/08/2023	Strategic	Threat	T-Reduce	The only external funding source identified to date is WG's Assets Collaboration Programme Wales. The fund is oversubscribed in 2022-23 with no further funding available this FY.	likely	catastrophic	6 to 12 months	20	likely	catastrophic	over 12 months	20			Target Not Met	WG's Assets Collaboration Programme Manager is to provide updates on funding availability.	Transport Development Manager	Deputy Director of Operations	open	Above Risk Threshold	Project
HDUHB3	Development Manager - Ceri Rees	means that there will be a recurring cost every x years to replace or update the charging infrastructure.	22/08/2023	22/08/2023	Operational	Threat	T-Reduce	Lifespan of EV chargers need to be borne in mind in terms of long-term project costs.	likely	moderate	over 12 months	12	likely	moderate	over 12 months	12			Target Not Met					Below Risk Threshold	
HDUHB4	Transport Development Manager - Ceri Rees	If overall National Grid capacity is not increased at numerous sites, there may not be sufficient availability to support EV charging infrastructure. 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	22/08/2023	Strategic	Threat	T-Reduce	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.	likely	catastrophic	over 12 months	20	likely	catastrophic	over 12 months	20			Target Not Met					Above Risk Threshold	
HDUHB5	Transport Development Manager - Ceri Rees	Availability and suitability of current vehicles on the market. Vehicle delivery times may increase yet further as more organisations transition to battery electric in near future.	22/08/2023	22/08/2023	Operational	Threat	T-Reduce	Availability and suitability of vehicles to be considered as part of the fleet management and transition process to EV.	possible	moderate	over 12 months	9	possible	moderate	over 12 months	9			Target Not Met					Below Risk Threshold	
HDUHB6	Principal Programme Manager - Sharon Hughes	There is a risk that the programme will not be able to secure sufficient resource (internal staff/ external support) to drive the programme forward. This may be due to competing demands for internal resource or a lack of available budget to commission external support. This could lead to the business objective of decarbonisation & commitment to the circular economy (planning objective 6G) not being achieved within the timescales required by the organisation.	23/09/2021	22/08/2023	Strategic	Threat	T-Reduce	Executive Team support for the programme is in place and dedicated internal programme management resource has been allocated to drive the programme. Additionally budget has been allocated for specialist decarbonisation working support (external contract) in the development of decarbonisation implementation/ action plans.	likely	moderate	2 to 3 months	12	likely	major	over 12 months	12			Target Not Met					Below Risk Threshold	
HDUHB7	Principal Programme Manager - Sharon Hughes	There is a risk that the Decarbonisation & Circular Economy programme does not have the required traction/ buy-in across the entire organisation. As an example there may be perceived that the programme activity does not relate to certain staff groups due to their roles - this then impacting on organisation wide buy-in. There may also be cultural push back regarding new ways of working (e.g. sustainable procurement, waste management etc.). This could lead to the programme not having the required take-up/ adoption to be a success - and not achieving the overall programme aims.	01/09/2023	22/08/2023	Strategic	Threat	T-Reduce	Organisation wide engagement and communication plan/ activity as part of the Decarbonisation and circular economy programme. . Anticipated engagement and communication activity will sell the benefits to the workforce/ teams.	possible	moderate	over 12 months	9				12			Target Not Met					Below Risk Threshold	
HDUHB8	Principal Programme Manager - Sharon Hughes	There is a risk of not securing the capital funding to adapt existing estate to align with the decarbonisation agenda. This may be caused by a lack of capital funding within the system and/ or competing demands. This could potentially lead to the implementation of any decarbonisation and circular economy strategy/ plan not within anticipated timescales (or potentially require the amendment of said strategy/ plans).	23/09/2022	22/08/2023	Strategic	Threat	T-Reduce	Any requirement to access capital 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 agile	likely	moderate	over 12 months	12				12			Target Not Met					Below Risk Threshold	
HDUHB9	Principal Programme Manager - Sharon Hughes	There is a risk of not securing the revenue funding support the decarbonisation agenda. This may be caused by a lack of revenue funding within the system and/ or competing demands, leading to the delayed implementation of decarbonisation and circular economy initiatives within agreed timescales (and potentially will require the amendment of Decarb strategy/ plans).	23/09/2022	22/08/2023	Operational	Threat	T-Reduce	Any requirement to access capital 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.	likely	moderate	2 to 3 months	12				0			Target Achieved					Below Risk Threshold	

Risk Id.	Raised By	Description (Cause, Effect and Event that could occur)	Date Registered	Date last update	Category	Threat or Opportunity	Risk Response Category	Response Action	Likelihood	Impact	Proximity	Inherent Risk Score	Likelihood	Impact	Proximity	Residual Risk Score	Target Risk Rating	Target Date	Target Met or Yet to Achieve	Comments	Risk Actionee	Risk Owner	Status	Risk Above Threshold	Project / Programme / Operational Risk
HDUHB10	Head of Property Performance - Paul Williams	The is a risk that the planning (capital build) process/ regime may impact on the ability to drive forward the changes to our estate or impact on our ability to income/ energy generate e.g. renewables on sites – solar, wind etc.	23/09/2022	22/08/2023	Strategic	Threat	T-Reduce	Estates/ facilities colleagues engage with planning (capital build) systems and processes on a regular basis - as such will be able to monitor/ note if potential planning constraints will exist	likely	moderate	3 to 6 months	12				0			Target Achieved					Below Risk Threshold	
HDUHB11	Head of Procurement	There is a risk that the supply chain is not as committed/developed to align and progress with sustainable procurement approaches (whether that be products or services e.g. transport, recycling etc.)	23/09/2022	22/08/2023	Strategic	Threat	T-Reduce	Work closey will NWSSP Sustainability Lead to understand how the NHS Wales supply chain will prepare for/respond to the Decarbonisation of NHS suppliers.	possible	moderate	6 to 12 months	9				0			Target Achieved					Below Risk Threshold	
HDUHB12	Principal Programme Manager - Sharon Hughes	There is a risk that the lack of national NHS Decarbonisation systems/structures/processes will inhibit/slow down the implementation of decarbonisation/sustainable healthcare initiatives. Furthermore, there is a risk that the Decarbonisation agenda will not be considered a priority by HB's due to the lack of systems/ sytuctures to deliver the programme of works <i>effectively/successfully</i>	23/09/2022	22/08/2023	Strategic	Threat	T-Reduce	Formally write to WGov to express concerns, the communication is currently in draft with the aim to send by the end of September 2023.	likely	minor	1 month	8				0			Target Achieved					Below Risk Threshold	
HDUHB13	Principal Programme Manager - Sharon Hughes	There is a risk that operational pressures impact on the ability to deliver the programme within planned timescale e.g. resource aligned to operational pressures rather than delivery of a strategic programme. This has been further exasperated by 'Targetted Intervention'.	23/09/2022	22/08/2023	Strategic	Threat	T-Reduce	Apply to AWCP3 revenue grant to leverage funds to support some of the programme delivery.	likely	moderate	3 to 6 months	12				0			Target Achieved					Below Risk Threshold	
HDUHB14	Principal Programme Manager - Sharon Hughes	There is a risk that existing organisational transformational plans do not align to the health boards decarbonisation ambitions. This may then have the potential to negatively impact on both decarbonisation and transformational agendas.	15/09/2022	22/08/2023	Strategic	Threat	T-Reduce	Colleagues associated with transformational plans are part of the Decarbonisation & Circular economy taskforce group and can guide the programme on planned transformational activity and work to ensure alignment across organisational strategic objectives.	possible	moderate	2 to 3 months	9				0			Target Achieved					Below Risk Threshold	
HDUHB15	Principal Programme Manager - Sharon Hughes	There is a risk that the baseline will continue to change due to refinements by WG of footprint boundary so this will impact on target setting.	15/09/2022	22/08/2023	Strategic	Threat	T-Reduce	Continue to work with wg to refine the footprint and baseline	likely	moderate	6 to 12 months	12				0			Target Achieved					Below Risk Threshold	
HDUHB16	Principal Programme Manager - Sharon Hughes	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	22/08/2023	Operational	Opportunity	O-Exploit	hignight in letter to wgs to encourage WGov departments to consider a multi-public sector approach to common 'big ticket' Decarbonisation Several opportunities e.g. Renewable Energies, Energy Plans etc. Locally exploring partnerships with Pembs/Carms/Ceredigion CC's, and private sector. The HB will continue to explore any opportunities that <i>arise for collaboration</i>	possible	moderate	over 12 months	9				0			Target Achieved					Below Risk Threshold	
R18	Head of Property Performance - Paul Williams	Risk that our aging estate and current building infrastructure conditions at some sites will prevent Decarbonisation initiatives from being delivered.	31/03/2023		Operational	Threat	T-Reduce	To be addressed as part of strategic and infrastructure investment plans and Property Asset Strategy.	possible	major	over 12 months	12				0			Target Achieved					Below Risk Threshold	