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| Enw'r Grŵp / Name of Group | Decarbonisation Task Force Group |
| Cadeirydd y Grŵp/ Chair of Group: | Lee Davies, Director of Strategy and Planning |
| Cyfnod Adrodd / Reporting Period: | February 2024 |
| Penderfyniadau a Materion Allweddol a Ystyriwyd gan y Grŵp: / Key Decisions and Matters Considered by the Group: | |

Programme Updates & Carbon Management:

- The Decarbonisation Delivery Plan Q3 qualitative report return was submitted on the 30 January to the Decarbonisation Reporting (DCR) Team – there was limited progress or change from the Q2 submission (return attached as Appendix 1), however, several amber-rated initiatives have been changed to red since the plan expires in March 2025 and we still have no confirmation of funding in order to deliver outstanding initiatives.
- Achieving Net Zero Training – following a request by the Decarbonisation Task Force Group the Hywel Dda University Health Board (HDdUHB) Learning and Development Team has considered making this training mandatory for all staff, however at this stage it was deemed this was not appropriate.
- Decarbonisation Programme Internal Audit – limited assurance was given due to uncertainty of funding and lack of a fully-costed delivery plan. Management actions have been agreed and will be discussed or approved at the Audit and Risk Assurance Committee (ARAC) meeting on 20 February 2024.

Solar Farm Energy Performance Update:

- Following the implementation of the Solar Farm at Hafan Derwen, the Estates Team have captured the energy performance between April and December 2023. Compared with the same period the previous year, the Health Board consumed 33% or 134MWh less electricity and spent 33% or £38,200 less on our electricity bill. See Appendix 2 graph - the teal colour denotes this year's electricity consumption, the red denotes the previous year's performance illustrating the savings.

Sustainable Transport & Travel Workstream:

- In July 2023, HDdUHB applied to the Welsh Government Energy Service to fund the purchase and installation of Electric Vehicle (EV) charging pods across selected sites (where infrastructure permits). Despite being successful with our application, the formal notice confirming the award of £386,553.00 was not provided until 31 January 2024, with the expectation that the money must be spent by the 31 March 2024. Therefore, this funding award has been declined due to being unable to procure the supply and installation by this date.

Agile Working/Estate Rationalisation

- Approval (in principle) was received from the Public Board on the 25 January to proceed with the acquisition of the Welsh Government (WG) building in Picton Terrace,

Carmarthen. A series of engagement sessions have been held with the corporate staff impacted by this potential move and these will continue as we move into the detailed design and implementation phases. The Business Justification Case was submitted to WG in January, and we are currently awaiting the outcome.

**Materion y Mae Angen Ystyriaeth neu Gymeradwyaeth Lefel y Pwyllgor Adnoddau Cynaliadwy /
Matters Requiring Sustainable Resources Committee Level Consideration or Approval:**

- Endorsement of Q3 WG return (Appendix 1)

**Risgiau Allweddol a Materion Pryder /
Key Risks and Issues / Matters of Concern:**

- Datix risk no 1544 – Updated in January 2024

**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:**

15 February 2024

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:

- Organizational 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 **31/11/2024**

Organisational Information

| | |
|-----------------------------------------------------|----------------------------------------------------------------------------|
| Organisation Name | Hywel Dda UHB |
| Period for reporting | Q3 |
| Date of Organisational Approval | 15/02/2024 |
| Date of report submission | 25/01/2024 |
| Person responsible for this report | Sharon Hughes |
| Email address of person responsible for this report | sharon.hughes@wales.nhs.uk |

Methodology - RAG Status

Governance Reporting RAG

- RED** - Requires Urgent Action: The project/initiative requires urgent corrective actions to meet its objectives. All the tasks or objectives related to the task are not being met. The critical element to set the task status to RED, the focus should be on the required actions to achieve a pathway to AMBER or GREEN.
 - Action/Key Escalation Plan is needed to recover scheme if possible and provide corrective actions in the Decarbonisation Summary Report.
- Amber** - Requires Attention: The overall aspects of an activity/initiative viability is at greatest risk such as: New/Revised Care/Visitor Home/Quality.
 - Action/Key Escalation Plan is needed to recover scheme if possible and provide corrective actions in the Decarbonisation Summary Report.
 - The overall element to set the task status to AMBER, the focus should be on the required actions to achieve a pathway to GREEN.
- GREEN** - Progress Not Reported Action - "Close on to Plan": The project performance is good, and all aspects of project/initiative viability are within tolerance and planned scheme.
 - Action/Key Escalation Plan is needed to recover scheme if possible and provide corrective actions in the Decarbonisation Summary Report.
- Blue** - Progress Not Reported Action - "Close off": The project has been closed and either delivered or the relevant Project Board have agreed to close. All closure activity required as a result of the closure stage must be completed.

Methodology - Delivery Confidence

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

Carbon Impact Scoring Matrix

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

Example - Completed Initiative 17.

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 | | 95 | Supplier awarded contract (MottMac) - 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, let 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 | | 0 | Currently reviewing Hydrogen / Hydrogen Cell / FNO 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 | Ongoing | 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 | Alex Fry-Williams | Alwena Moakes-Hughes | Red | In doubt | 20.02.2023 | Ongoing / Annually | Ongoing | Comms team is over-subscribed and related Comms and case studies have been developed where resource has allowed. We have a Sustainability Hub on SharePoint which is regularly updated with guidance, training, toolkits. All case studies are shared with WGov for their newsletters and Climate Action Wales and Green Health Wales Network, Sustainability Vault and via the Let's Not Waste campaign. A Comms lead represents on the Hdd decarbonisation taskforce group. Climate cafe's have not been delivered due to a lack of expertise and resource. HEIW training does not have enough funded spaces to create a 'champion network' and the training is too long and excludes many from attending. | Red | In doubt |
| 2.2 | Provide building and energy managers with additional training in best practice use of BMS for carbon reduction (more details included in Existing Buildings section). | HB & Trusts | Training is costly, no funding to procure. Staff time out of work to complete. | Paul Williams | Paul Williams | Rob Elliot | Red | Feasible | 2022 | | - | See Initiative 9.3 | | |
| 2.3 | Develop a targeted approach to encourage and facilitate low carbon staff travel... | HB & Trusts | Affordability - EV vehicles considerably more expensive and will cost staff more to purchase/lease. Electricity costs are currently high. Rurality - staff apprehensive due to lack of transport infrastructure and charging points. EV charging point installation has a revenue consequence due to ongoing licensing/maintenance. | Ceri Rees | Ceri Rees | Gareth Skye | Red | In doubt | 11.4.2022 | Ongoing | 10 | See 17.3 in Transport tab | | |
| 2.4 | Closely follow the guidance set out in the Active Travel Action Plan for Wales to ensure suitable considerations for active travel are factored into decision making... | HB & Trusts | Extremely poor public transport network and frequency across the Hdd region. CCC is reducing bus services. Cycle paths are not well lit and are not safe for active travel. Rural/semi-rural region is considerably complex and high risk. | Jason James/Ceri Rees | Jason James/Ceri Rees | Gareth Rees | Red | In Doubt | 01.4.2022 | Ongoing | 10 | The HB gives consideration to all means of sustainable travel and is working with external partners and organisations to promote these options and securing reduced costs for NHS staff. Alternative options for walk and cycle to work are promoted via the C2W scheme and promoting the facilities available to staff who cycle to work. This C2W scheme has been published across the HB in Aug 2023. | | |
| 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 | No resource/funding to procure the board/exec level training. No specialist expertise on low carbon principles and solutions to integrate across all directorates. Costs of low carbon solutions are high and do not offer value to the public purse. | Sharon Hughes & workstream chairs | Sharon Hughes & workstream chairs | Lee Davies | Red | Feasible | 01.04.2022 | Mar 2022 | 30 | Decarbonisation has a dedicated committee chaired by the Exec Director of Strategy/Planning. The Sustainable Resources Committee (SRC) has a mandatory section on the agenda for Decarb which is attended by other Exec Directors and board members. Next step is to implement a board development session on 'Sustainability/Decarb' if funding is identified. | | |

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 | Highly Likely | | Ongoing | N/A | The HB has an EPC in place currently 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 | | 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 | | 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

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- 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 | Funding/resource to conduct every two years | Director of Estates, Facilities and Capital Management | Director of Estates, Facilities and Capital Management | Director of Estates, Facilities and Capital Management | Amber | Probable | 01/04/2022 | 2021 | 5000% | 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 | Red | 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 on a number of Health Centres, as outlined below. 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 are T5s so with manufacturing of T5s ceasing through legislation a scheme to urgently replace is needed to maintain services. | Red | 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 | Red | In Doubt | Ongoing funding dependant | 2025 | 0% | See 5.1. A feasibility is needed to develop the scheme but also review the viability of replacing T5 lighting post 2025 reflecting 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 | Red | Feasible | 2022 | 2023 | Est 10% | The Low Carbon Heat project (Design) is approved and was delivered by March 2023 but works currently on hold pending funding. 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 but currently on hold pending funding to support detailed design. The option to secure funding to explore feasibility will be explored via RE:Fit, capital development funding or other decarb funding opportunities. Future review at at GGH and WGH sites current on hold pending feedback on the AHMWW business case timescales to determine remaining life. Heat Network Efficiency Scheme (HNES) Egrant funding approved at PPH site to deliver an optimisation study to confirm options around low heat provision. | 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% | See 6.1. HB to utilise the Refit and HNES programmes to inform future development in this area. 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 | Red | In Doubt | Ongoing funding dependant | 2022 | 5% | Refer to comments 6.1 & 6.2 | 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% | Refer to comments 6.1 & 6.2 | | |

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

| Action | Task | Task Lead | 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 EFPMS 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 | CHPs units at PPH, WGH and BGH sites currently, circa 8 years in age | | |

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| 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 | Red | Feasible | 2014, 2022, Ongoing funding dependant | 2024 | 75% | The HB secured monies as part of the EPC Phase 1 and annual capital support to upgrade the BMS systems at WGH (Trend), GGH (Trend) and BGH (TAC), in 2014 but further investment needed at PPH, Acutes and community sites. A feasibility exercise is needed. Where possible upgrades to be arranged via targeted investment or capital developments, but subject to estate plans for each site. The option to replace the BEMS at PPH to be explored as part of REFIT programme phase 1 and future phases. WG investment secured in 2022/23 to upgrade the TAC BEMS at BGH and smaller community sites (c. £150k). Options for funding to be explored include RE:Fit 4, DCP, capital development opportunities or targeted decarb monies. | Red | Feasible |
| 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 | Red | 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. Possible PPA agreement being explored with Pemb LA on their airport site for WGH. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 10.2 | Proceed with renewable energy installation in all viable instances. 50% of identified viable potential to be installed by 2026. 100% of identified viable potential to be installed by 2030. | HB & Trusts | 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 | 80% | <table border="1"> <thead> <tr> <th>Site</th> <th>Capacity (kW)</th> <th>Mounting</th> </tr> </thead> <tbody> <tr><td>Glangwilli 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> </tbody> </table> | Site | Capacity (kW) | Mounting | Glangwilli 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 |
| Site | Capacity (kW) | Mounting | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Glangwilli 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 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 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 | Probable | As required | 2023 | 25% | Two further sites possible and being scoped. Acute sites, GGH and WGH on hold pending review of repurposing plans. Further A 5 year maintenance contract being established on the new solar farm project at Hafan Derwen. No services contracts exist on the roof mounted but O&Ms in place and future review to be undertaken. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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

| Action | Task | Task Lead | 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 | | |
| 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 | | - | | | |

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 liaise with industry leaders e.g. Active Building team, WGES etc. As part of the Cross Hands Integrated Decarbonisation design advice was sought from WGES team. A targeted Decarbonisation study has been undertaken. | Green | Feasible |
| 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 decarbonisation 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 for 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. | Red | Feasible |
| 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 Travel | 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 car parks are arranged. As examples we have also included EV infrastructure as part of the Hafan Derwen solar farm project and at the | | |
| 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 | Red | Feasible | Ongoing funding dependant | 2022 | Ongoing | An initial feasibility completed to confirm capacity availability on existing sites via WGES team and EFAB commissioned study. Further feasibility and development needed, as current HB infrastructure is a significant 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 Travel | Estates & Facilities/Transport & Sustainable Travel | Estates & Facilities/Transport & Sustainable Travel | Red | Feasible | 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 | Capital Project leads | Capital Project leads | Capital Project leads | Green | Highly Likely | Ongoing funding dependant | 2021 | ongoing | Any new projects will plan to incorporate best practice decarbonisation design, that avoids fossil based fuels, where feasible. This will form part of business case development and funding approval submissions. Where linking into existing infrastructure, this may not be possible. Any new design to be designed in accordance with current guidance and with support from industry links such as WGES, Active building teams etc. Exploring ASHP and GSHP at Crosshands ICC. | 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 | - | | Default | 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 | 2023 | 100 | 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 | Amber | Feasible | 2022 | Ongoing | 30 | 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 | - | | Amber | Feasible |
| 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 | Amber | Feasible | 04.01.2023 | 2023 | 20 | Vehicle User Group has been set up and will work towards developing a central fleet management approach. Fleet analytics have been collated and will form the basis of a report to executives to centralise HB fleet management. | | |
| 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 | Highly Likely | 01.03.2022 | 2023 | 90 | 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 | HDUHB Vehicle User Group / Cost premium for being early adopters of EV's | Jason James | Gareth Rees | HDUHB | Red | In Doubt | Ongoing | 2022 | 15 | 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. Without significant WG funding the transition to an EV fleet is improbable. Whilst the HB continue to acquire Hybrid vehicles EV's are out of reach without the required financial support for the | Red | In Doubt |
| 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 / Rurality of and geographical spread of services and the workforce / High costs of setting up and licensing of car share digital platforms | Ceri Rees | Lee Davies | HDUHB | Red | In Doubt | Ongoing | 2022 | 10 | HDUHB's Transport & Accessibility Plan, which is currently being developed, will consider community transport, including community car clubs where feasible and appropriate to do so. | | |

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 |
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| 20.1 | Develop an approach to decarbonise fleet emissions... | HB & Trusts | AHMWW Transport Workstream Group | Ceri Rees | Lee Davies | HDUHB | Amber | Feasible | Ongoing | 2023 | 15 | HDUHB's Transport & Accessibility Plan, which is currently being developed. will consider the | Amber | Feasible |
| 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 | Gareth Rees | HDUHB | Amber | Feasible | Ongoing | 2025 | 5 | 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 |
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| 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 | HUHB | Green | Highly Likely | Ongoing | 2023 | | 50 | We actively promote the internal car lease scheme via regular staff benefits and vehicle roadshows, incentivising ULEVs and vehicles with a low CO2 cap. A business travel policy has been developed and a pool car scheme is in place. Recent addition includes travel reimbursement for cycling. Grey fleet mileages collated by the Workforce Dept. | Default | Default |
| 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 | HUHB | Amber | Feasible | Ongoing | 2022 | | 30 | | | |
| 21.3 | Evolve existing accounting systems to improve records of grey fleet journeys... | HB & Trusts | Workforce | Mark Wilson | Huw Thomas | HUHB | Green | Highly Likely | On-going | 2022 | | 60 | | | |

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 |
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| 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 |
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| 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 |
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| 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

- 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.
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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 |
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| 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 |
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| 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 |
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| 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 |
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| 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 |
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| 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 |
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| 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 |
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| 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 | - | | | |

Approach to Healthcare

Guidance for users

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

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

Instructions for users

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- Please use bullet points in comments relating to an action

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 |
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| 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 |
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| 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 | Red | Feasible | 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. Unless our PBC is approved and we are able to modernise our estate through the acquisition of appropriate accommodation then it will inhibit progress to deliver this | Red | Feasible |
| 37.2 | Where suitable, create hot desk environments to provide smaller office space and facilitate meeting spaces when required. | HB & Trusts | Capital funding and revenue consequences. Aging estate, leased estates - both restrict internal space/design to create the appropriate agile working environments. | Paul Williams | Paul Williams | Lee Davies | Red | Feasible | 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 the pipeline and aligned to the Property Asset Strategic Plan but this is dependant on capital funding. | | |
| 37.3 | Consider the future transformation of office space into additional healthcare facilities as required. | HB & Trusts | Capital Funding / high costs / no capital funds for interior design & fit out | Paul Williams | Paul Williams | Lee Davies | Red | Feasible | 01/07/2022 | Ongoing | 30 | Estate rationalisation opportunities being explored and exploited where we have limited capital monies available. Biophilic design is proving to be costly and there is a lack of expertise unless provided by external supplier. Existing estate is not appropriate for internal re-design (e.g. Glangwili) 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 | Red | Feasible | 01/07/2022 | Ongoing | 30 | Aberaeron and Cardigan ICC's are both multiple sector hub. In the process of developing the same for Carmarthen in partnership with CCC and in Cross Hands with multiple partners. | | |

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 |
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| 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. | Amber | Probable |
| 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 | Digital Services | Carolyn Williams | Anthony Tracey | 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 digital. | | |
| 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 | 01/04/2024 | 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 | 01/07/2022 | 2023 | - | We have established a Digital Inclusion Programme to help improve digital confidence and skills across our workforce. With reference to care closer to home please see 38.1 for an update on digital consultations. With reference to remote monitoring this is currently on hold until we are able to source funding to support this work. | | |

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| 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 200k 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 |
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| 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 | - | | Red | Feasible |
| 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 a small part of one person's time to engage in this). | Sarah Thorne | Sarah Thorne | Lee Davies | Red | Feasible | 01/01/2023 | Ongoing | - | Resource is very limited, attendance is not appropriate in many of these groups! There needs to be a formal structure and framework for these groups with nominated leads/chairs. Currently, ST is an honorary lead for Green Health Wales. SH programme manager only gets invited when they want to apply for funding! | | |
| 39.3 | Public Health Wales will continue to positively influence public behaviours, champion low carbon healthcare options, and prevent ill health... | PHW | | | | | Exempt | Exempt | | Ongoing | - | | | |
| 39.4 | Engage with NHS England to provide input and expertise into the development of the best practice blueprint for low carbon digital care. | HEIW | | | | | Exempt | Exempt | | Ongoing | - | | | |

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

| Action | Task | Task Lead | Dependencies | Action Owner | Responsible | Accountable | RAG | Delivery Confidence | Start | Implemented | % Complete | Comments | Initiative Overall RAG | Overall Delivery Confidence |
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| 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 | - | | Red | In Doubt |
| 41.2 | Ensure medical gas capture technology is integral to all new builds and major refurbishments. | HB & Trusts | Funding for the additional technologies. Need for 'regulators' to transition and no funding to purchase the regulators. Needs to be an 'all Wales' approach to purchase the regulators. Issues with refurb due to being unable to revise existing framework requirements or agreements. | Chris Brown | John Harris | Lee Davies | Red | In Doubt | 01/02/2023 | Ongoing | 10 | We don't have any major builds or refits at this time. 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. Not a statutory maintenance requirement and so not being prioritised due to capacity/resource. | | |

| | | | | | | | | | | | | | | | |
|------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|--|--|--|--|--------|--------|--|---------|--|---|--|--|--|
| 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 | Implemented | % 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 | Amber | Probable | 01/07/2022 | 2022 | - | National guidelines on management of Asthma and COPD have been developed and shared with all prescribers and respiratory nurses. Use of MART recommended for number of patients and now becomes first-line option. QAIF QI project within primary care for all practices to review their SABA use and identify patients that are over-reliant on reliever inhalers. | | |

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 | Implemented | % 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 | - | | | |
| 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 | - | | | |
| 43.4 | Measure the change in inhaler prescribing through national data collection and report in the carbon footprinting report. | NWSSP | | | | | Exempt | Exempt | | 2022 (annually) | - | | | |

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 | Implemented | % Complete | Comments | Initiative Overall RAG | Overall Delivery Confidence |
|--------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|----------------------------|---------------|-------------|-------------|--------|---------------------|------------|-------------|------------|-----------------------------------------------------------|------------------------|-----------------------------|
| 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 impose. | NWSSP | | | | | Exempt | Exempt | | 2022 | - | | Amber | Feasible |
| 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 | Feasible | 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 | - | | Red | 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 | Red | 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. Resource, high costs of recycling/refurbishing items versus buying new which is cheaper | Decarbonisation Estates and AZH Workstream Groups | Paul Williams (Furniture) Gareth Skye (WARPIT) Sarah Thorne (everything else) | Lee Davies | Red | Feasible | 28/11/2022 | 2022 | 20 | We use WARP It across a couple sites but not HB wide due to no resource. We recycle/reuse before purchasing new where it is cost-effective to do so however purchasing new is often considerably cheaper. | Red | Yellow |
|------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|-------------------------------------------------------------------------------|------------|-----|----------|------------|------|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|--------|

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. | Owain Williams | Chris Brown | Lee Davies | Red | In Doubt | 01/07/2022 | 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 | 01/07/2022 | 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 | 01/07/2022 | 2022 | 5 | Should be led nationally by HB's/PHW as it's behaviour change and population health prevention | | |

Land Use

Guidance for users

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

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

Instructions for users

- 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 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 | Implemented | % 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 | - | | Amber | Feasible |
| 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 | Amber | Feasible | 01/07/2023 | Ongoing | 0 | The HB is implementing a Board approved Property Asset Strategic plan. This plans sets out the planned acquisition and rationalisation plans linked to the HB strategic plans. The key aim to rationalise aging and poor performing estate, improve carbon & energy performance, implement agile working practices and collaborate with public sector partners. | | |

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

| Action | Task | Task Lead | Dependencies | Action Owner | Responsible | Accountable | RAG | Delivery Confidence | Start | Implemented | % 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 | - | | red | in doubt |
| 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 , Funding & investment | Director of Estates, Facilities and Capital Management | Director of Estates, Facilities and Capital Management | Director of Estates, Facilities and Capital Management | Amber | In Doubt | 01/07/2022 | 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 Re:Fit 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 / Funding | One Health / Public Health / Environment Team | One Health / Public Health / Environment Team | Director of Estates, Facilities and Capital Management | Red | Feasible | 01/07/2022 | 2024 | - | The HB has delivered on a range of green space initiatives where funding has been sought and has included governance and structure for future projects as part of a 'One Health', PHW and environment team.. | | |

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 | Implemented | % 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 | Amber | Feasible | 01/07/2022 | 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. | Amber | Feasible |
| 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 | red | In Doubt | 01/07/2022 | 2026/2030 | - | Refer to 10.2 comments. Previous work around wind generation did not identify any opportunities on HB estate. The option to link to private or public sector schemes will continue to be explored and options to develop energy generation on retained estate will be explored. | | |
| 35.3 | Develop a strategy to ensure existing renewable energy systems remain well maintained (e.g. periodic cleaning schedule, schedule of consumable part replacement (e.g. inverters) in line with expected lifespans). | HB & Trusts | Resources & funding | Director of Estates, Facilities and Capital Management | Director of Estates, Facilities and Capital Management | Director of Estates, Facilities and Capital Management | Amber | Feasible | 01/07/2022 | 2023 | - | Refer 10.3 comments | | |

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 SBUHB1 / 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, budget 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 NWSSPI1 | 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 |
| HDUHB1 | 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 consistently engaging or see the activity as some else's problem to resolve | 12 | |
| HDUHB2 | 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 plan will have a significant impact on the HB Decarbonisation performance as it will include new hospital resources etc and community etc | 16 | |
| HDUHB3 | Unable to progress feasibility 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 meet our delivery plan | 20 | |
| HDUHB4 | Technology is implemented and deployed to all intended users with relevant training/support, however some departments are refusing to use/resisting 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 Directorate Leads/Managers to ensure all relevant departments are universally utilising the same process/es | 16 | |
| | | | | | | #N/A | | | | | | | | | | | 0 | |
| | | | | | | #N/A | | | | | | | | | | | 0 | |
| | | | | | | #N/A | | | | | | | | | | | 0 | |
| | | | | | | #N/A | | | | | | | | | | | 0 | |
| | | | | | | #N/A | | | | | | | | | | | 0 | |
| | | | | | | #N/A | | | | | | | | | | | 0 | |
| | | | | | | #N/A | | | | | | | | | | | 0 | |
| | | | | | | #N/A | | | | | | | | | | | 0 | |

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 '1.5+' will be shared with the Health and Social Care Climate Emergency Project and

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.

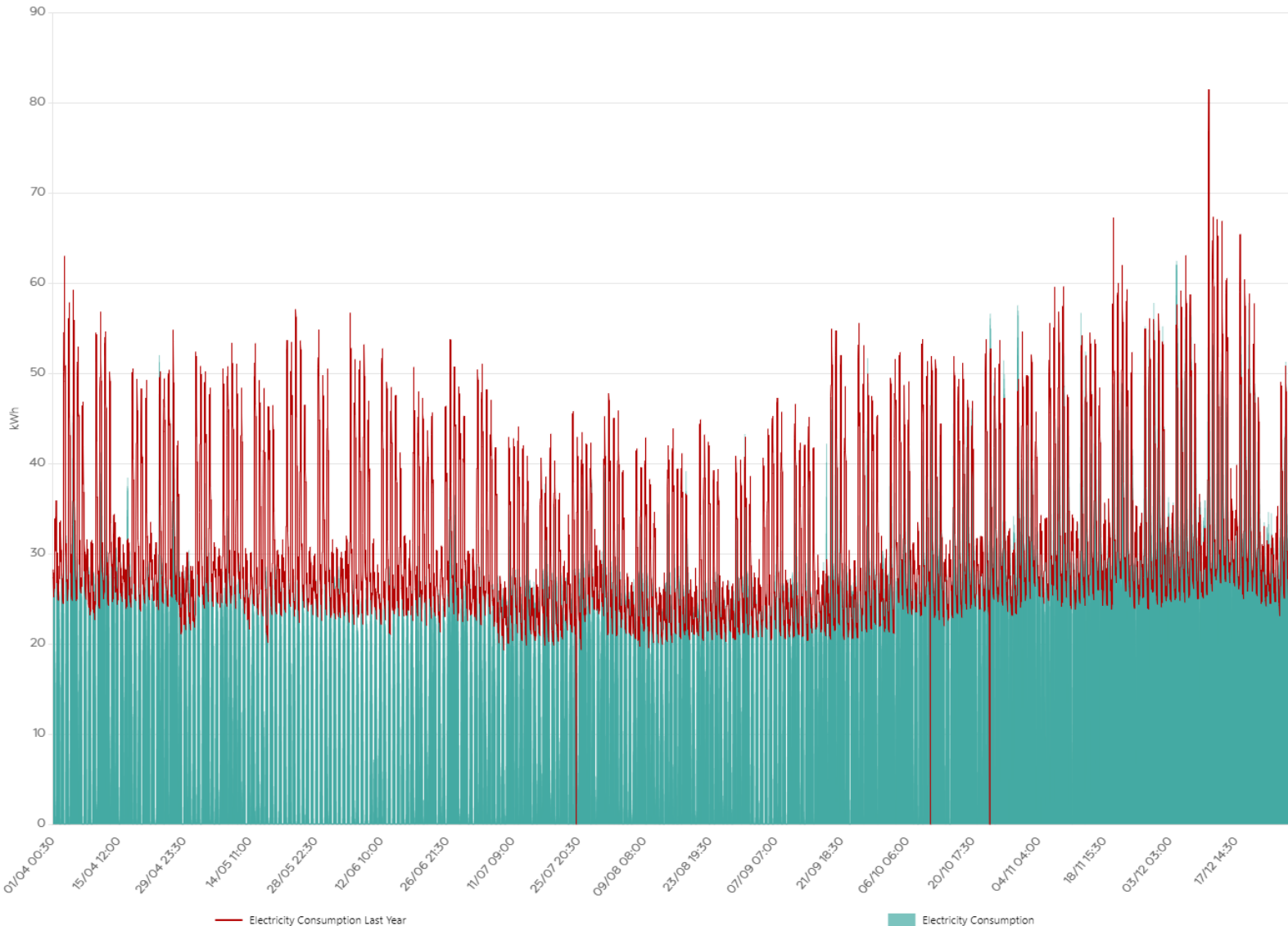
| Likelihood | Impact | | | | |
|----------------|---------------|-------|----------|-------|--------------|
| | Insignificant | Minor | Moderate | Major | Catastrophic |
| Rare | 1 | 2 | 3 | 4 | 5 |
| Unlikely | 2 | 4 | 6 | 8 | 10 |
| Possible | 3 | 6 | 9 | 12 | 15 |
| Likely | 4 | 8 | 12 | 16 | 20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



| Risk 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 | 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 |
|-------------------------|------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|------------------|-------------|-----------------------|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|--------------|----------------|---------------------|----------------------------------------------------------------------------------------|--------------|----------------|---------------------|-----------------------------------------------------------------------------------|-------------|------------------------------|--------------------------------------------------------------------------------------------|-------------------------------------|-------------------------------------|------------|----------------------|----------------------|----------------------------------------|
| | | | | | | | | | 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 | 10 | 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 | 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 | 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 | Transport Development Manager - Ceri Rees | The lifespan of electric vehicle chargers 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 | over 12 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 | | 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 | | 12 | | | | 0 | | | Target Achieved | | | | | Below Risk Threshold | | |
| 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 | | 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 |
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| HDUHB11 | Principal Programme Manager - Sharon Hughes | 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 NWSPP Sustainability Lead to understand how the NHS Wales supply chain will prepare for/respond to the Decarbonisation of NHS suppliers. | possible | moderate | | 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/ structures to deliver the programme of works effectively/successfully. | 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 | | 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 | | 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 | | 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 | | 12 | | | | 0 | | | Target Achieved | | | | | Below Risk Threshold | |
| HDUHB16 | Paul williams | 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 | 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 | possible | moderate | over 12 months | 9 | | | | 0 | | | Target Achieved | | | | | Below Risk Threshold | |
| HDUHB17 | 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 | |
| R19 | | | | | | Opportunity | | | | | | 0 | | | | 0 | | | Target Achieved | | | | | Below Risk Threshold | |
| R20 | | | | | | Opportunity | | | | | | 0 | | | | 0 | | | Target Achieved | | | | | Below Risk Threshold | |
| R21 | | | | | | Opportunity | | | | | | 0 | | | | 0 | | | Target Achieved | | | | | Below Risk Threshold | |
| R22 | | | | | | Opportunity | | | | | | 0 | | | | 0 | | | Target Achieved | | | | | Below Risk Threshold | |
| R23 | | | | | | Opportunity | | | | | | 0 | | | | 0 | | | Target Achieved | | | | | Below Risk Threshold | |
| R24 | | | | | | Opportunity | | | | | | 0 | | | | 0 | | | Target Achieved | | | | | Below Risk Threshold | |
| R25 | | | | | | Opportunity | | | | | | 0 | | | | 0 | | | Target Achieved | | | | | Below Risk Threshold | |
| R26 | | | | | | Opportunity | | | | | | 0 | | | | 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 |
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Consumption

| | |
|---------------------------------|------------------|
| Maximum Half Hourly kWh | 62.4 |
| Date and Time of Maximum | 04/12/23 @ 11:00 |
| Minimum Half Hourly kWh | 0.0 |
| Date and Time of Minimum | 01/04/23 @ 12:30 |
| Average Half Hourly Consumption | 20.9 |
| Total Consumption | 275,801.5 |

Previous Consumption

| | |
|-----------------------------|------------|
| Total Consumption Last Year | 409,560.0 |
| Difference (kWh) | -133,758.6 |
| % Difference | -32.66 |

Data Health

| | |
|----------------------|--------|
| Data Completeness % | 100.00 |
| Actual Data % | 99.96 |
| Total Zero Intervals | 1,205 |