

**PWYLLGOR ADNODDAU CYNALIADWY
SUSTAINABLE RESOURCES COMMITTEE**

DYDDIAD Y CYFARFOD: DATE OF MEETING:	25 June 2024
TEITL YR ADRODDIAD: TITLE OF REPORT:	Decarbonisation Taskforce Group Update
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lee Davies, Director of Strategy and Planning
SWYDDOG ADRODD: REPORTING OFFICER:	Sharon Hughes, Principal Programme Manager

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Sicrwydd/For Assurance

**ADRODDIAD SCAA
SBAR REPORT**

Sefyllfa / Situation

This report provides an overview and assurance that the Decarbonisation Task Force Group (DTFG) continue to monitor, review and progress delivery against the 46 initiatives set out in the HDUHB Decarbonisation Delivery Plan. The committee is asked to note the update for information.

Cefndir / Background

CARBON MANAGEMENT AND REPORTING

Q4 2023-24 submission of the Welsh Government (WG) Decarbonisation Report (DCR) is attached as **Appendix A**.

2024/25 Decarbonisation Reporting (DCR) is moving from quarterly to biannually (Oct 2024 and April 2025) with a new template and several key improvements. These include:

- Reducing the number of non-essential fields for completion
- Streamlining the risk register and issue entries
- Addition of initiative specific risk and issue prompt to ensure no entries are missed
- Changes to some initiatives, ratified by the Health and Social Care Climate Emergency (HSCCE) Request for Change process.

Sustainability Report 2024

The full report which is being presented at the Audit and Risk Assurance Committee (ARAC) as part of the broader Hywel Dda University Health Board (HdDUHB) Annual Report is attached as **Appendix B**.

BUILDINGS, ESTATES, LAND AND PLANNING

Energy Performance Contract

Vital Energy have been selected as a new partner from the refit framework to support the Health Board to develop and deliver on Phase I decarbonisation and energy efficiency projects via spend to save funding and alternative financing (where approved) to a value of £5m - £7m over a two-year programme. Next stage to develop a High-Level Assessment and Investment Grade Proposal to support internal and WG approvals.

Prince Philip Hospital (PPH) Heat Efficiency Optimisation Study

An optimisation study has been completed and output report developed to set out a 4-stage approach to improving energy efficiency and reduce carbon from the Boiler house.

The Stage 1 Hydraulic Optimisations will focus on reducing the pump consumption by 65% and increased the Combined Heat and Power (CHP) contribution from 14% to 31%. The adjustments will allow for energy cost savings, with a CO2 reduction of approx. 58 tonnes.

The delivery to form part of the new EPC Phase I scope of works and include a 50% match funded grant application bid to the Heat Network Efficiency Scheme. Further grant application to deliver further optimisation studies have been submitted for Glangwili Hospital (GGH) and Bronglais Hospital (BGH) sites, with a further bid planned for Withybush Hospital (WGH).

Private Solar Farm for PPH

the developer has received positive feedback on their submitted pre planning application and will shortly be submitting an application for full planning approval for their c. 8 MW solar farm development near PPH site. The proposal by 2026 is to provide a c. 2MW electrical supply to the PPH site at an agreed level below market rates.

TRANSPORT & SUSTAINABLE TRAVEL

Approval was sought to **transition away from existing departmentally led fleet management arrangements to a centralised approach** overseen by the Central Transport Unit. Departments were overwhelmingly supportive of the proposal with 100% of respondents supporting the change. The change provides cost avoidance, financial savings, enhanced operational efficiency, and improved organisational effectiveness through allowing managers and staff to focus on their core duty of delivering care to patients.

The **Transport for Wales (TfW) Free Bus Travel Initiative for Staff** has been a huge success, with approximately 3,000 passenger journeys undertaken by HDdUHB, NHS Wales Shared Services Partnership (NWSSP) and Welsh Ambulance Service Trust (WAST) staff members accessing free bus travel on the T1, T2 and T28 bus routes serving GGH and BGH hospitals during March, April and May. This equates to a carbon saving of approximately 6.4 tonnes (based on the DoT's CO2 emissions for a privately owned car). A discounted fare scheme for staff will be introduced by TfW from June onwards offering HDdUHB staff a 33% discount on bus fares to encourage long-term behavioural change with the discount also applicable for leisure journeys.

APPROACH TO HEALTHCARE

Activity has been focussed on organisation of the **All-Wales NHS Sustainability Awards** that took place on the 13 June 2024 at the Vale of Glamorgan Hotel. An update on the award winners and successes from across HDdUHB will be reported to SRC in August.

The **Gloves Off Campaign** commences roll-out across HDdUHB supported by our Communications Team, the campaign aims to help nursing staff reduce unnecessary glove use year-round.

Warp-It

Work is underway to formally roll out implementation of the WARP-IT system across HDdUHB which will promote the reuse of walking aids and other mobility supplies as well as office furniture and stationery. This includes firming up the governance process and the reintroduction of department visits. The intention is to absorb the WARP-IT system into the new storage and equipping function that is being established allowing economies of scale to be delivered across the whole system; greater promotion to encourage use of the WARP-IT system and increasing the volume of items being re-used or re-cycled across HDdUHB preventing the unnecessary purchase of new items. The new arrangements are planned to commence in October 2024.

AGILE WORKING AND ESTATE RATIONALISATION

We continue to work with WG to gain approval to acquire their building at Picton Terrace, Carmarthen. WG scrutiny has been undertaken and we have received a scrutiny grid to complete and return by mid-June 2024. Their proposed funding approach (which will require Cabinet Secretary approval) is that the acquisition and fit out works are supported in 2024-25 by the WG. However, and unexpectedly, the proposal is the **fit out works of £2.69m are deemed repayable brokerage from our existing discretionary capital funding allocation over a three-year period starting in 2025-26**. Negotiation is ongoing as this would have a significant impact on already oversubscribed funds and would likely make the scheme unviable despite the revenue and broader benefits to both the Health Board and Welsh Government.

Asesiad / Assessment

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

At the June Decarbonisation Community of Experts meeting hosted by WG, it was reported that the 'Invest to Save' fund has had a slight increase to the budget for 2024/25 but it remains a competitive fund and proposals must demonstrate both carbon and financial savings. **Wales Funding Programme** – those who can borrow from this fund will now have to **pay 2.04% interest on repayments**.

Datix risk 1544 is in the process of being worked up and a final decision to be made at an Executive Team meeting during July 2024 as to whether the risk will be added to the corporate risk register.

Argymhelliad / Recommendation

Sustainable Resources Committee is asked to:

- **TAKE ASSURANCE** from the actions being progressed by the DTFG as part of the Health Board Decarbonisation Delivery Plan
- **NOTE** the response from Welsh Government on the Picton Terrace estate rationalisation proposal

Amcanion: (rhaid cwblhau) Objectives: (must be completed)	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	3.2 Seek assurance on delivery against all Planning Objectives aligned to the Committee, considering and scrutinising the plans, including the medium term financial plans, savings plans and decarbonisation plans, that are developed and implemented, supporting and endorsing these as appropriate (see Appendix 1).
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not Applicable
Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	Not Applicable Choose an item. Choose an item. Choose an item.
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	Not Applicable
Amcanion Strategol y BIP: UHB Strategic Objectives:	6. Sustainable use of resources
Amcanion Cynllunio Planning Objectives	8 Estates plans
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022	9. All HDdUHB Well-being Objectives apply

**Gwybodaeth Ychwanegol:
Further Information:**

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

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

**Cydraddoldeb:
Equality:**

Not Applicable

Introduction and Organisation Data

- This spreadsheet is the required format for NHS Wales organisations reporting quarterly against their designated decarbonisation initiatives being delivered through their Decarbonisation Action Plans. Data from this report will be shared at the Health and Social Care Climate Emergency Project and Programme Boards. The template requires each organisation to complete the following:
- Organisational Information (below)
 - Initiatives attributed to your organisation to complete will be light blue cells. Yellow cells are for information. Grey cells should not be edited. (See example data below)
 - If initiatives are incorrectly attributed / not attributed to your organisation, please contact nwssp.dcr_team@wales.nhs.uk to amend.
 - Carbon Impact for each initiative is as stated in the Strategic Delivery Plan.
 - Task percentage complete should be self-set by each organisation.
 - Using the methodology below, both an individual task and overall initiative RAG rating should be self-set by each organisation.

[See NHS Wales Decarbonisation Strategic Delivery Plan 2021 - 2030 for more information](#)

Please send the completed form to nwssp.dcr_team@wales.nhs.uk by 30/4/2024

Organisational information

Organisation name	Hywel Dda UHB
Period for reporting	Q4
Date of Organisational Approval	02/07/2024
Date of report submission	29/04/2024
Person responsible for this report	Sharon Hughes
Email address of person responsible for this report	sharon.hughes66@wales.nhs.uk

Methodology - RAG Status

Methodology - Delivery Confidence

Confidence of Delivery	Description
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		35	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 proactive approach for EV charging infrastructure...	HB & Trusts	17.1	SES / Transport	National Clinical Logistics Manager	Director of Procurement & HCS	Red	Probable	2022		60	NWSSP has 21 chargers implemented to date Future requirements are being scoped Supplier awarded Feasibility project and back up power being considered, 1st Draft received May 23	
17.3	Explore localised opportunities for low carbon transport infrastructure as they arise (e.g. hydrogen) and implement if deemed feasible.	HB & Trusts		SES / Transport	National Clinical Logistics Manager	Director of Procurement & HCS	Green	Highly Likely	Ongoing		80	Currently reviewing Hydrogen / Hydrogen Cell / HVD 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 has recently gone through a procurement exercise to award the Refit Contract to preferred provider.	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

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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	500%	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 dependant	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 dependant	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 1 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 REHIT project phase of works. Feasibility and design completed for community sites (EWC / Bynmai / Swm Y Gwynn / 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 GGH and WGH sites current on hold pending feedback on the AHMWW business case timescales to determine remaining life. Heat Network Efficiency Scheme (HNES) Grant funding approved and delivered at PPH site to deliver an optimisation scheme. Further applications submitted for BGH and GGH, further application to be submitted for WGH and possible Capital bid for PPH in future rounds of funding.	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 EFMS when inputs developed.	HB & Trusts	None	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Director of Estates, Facilities and Capital Management	Green	Highly Likely	Ongoing	Ongoing	N/A	CHPs units at PPH, WGH and BGH sites currently, circa 9 years in age		
8.2	Increase CHP metric reporting on EFMS to track CHPQA compliance and maintenance spend – this will be developed to understand compliance with this initiative.	NWSSP					Exempt	Exempt	2021		-			

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

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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 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. We have worked with transport for wales (TFW) to introduce a subsidised travel scheme for staff members travelling to and from their workplace in TFW electric bus fleet. This commenced on 1 March 2024 with a two month free travel period and will be assessed to analyse the useage and benefits post trial.		

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	Amber	Feasible	01.03.2022	2023	90	All HDUHB fleet vehicles are fitted with telematics monitoring equipment. However, proactive monitoring of driver behaviour is not feasible with the competing demands on CTU staff.		

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	15	HDUHB's Transport & Accessibility Plan 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
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 will consider the decarbonisation of fleet. Pod-	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
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	H DUHB	Green	Highly Likely	Ongoing	2023	<div style="width: 50%;"></div> 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	H DUHB	Amber	Feasible	Ongoing	2022	<div style="width: 30%;"></div> 30			
21.3	Evolve existing accounting systems to improve records of arev fleet joumevs...	HB & Trusts	Workforce	Mark Wilson	Huw Thomas	H DUHB	Green	Highly Likely	On-going	2022	<div style="width: 60%;"></div> 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
22.1	Determine the spare Authorised Service Capacity (kVA) available at each site, accounting for predicted future changes to the site...	WAST					Exempt	Exempt		2021	-		Exempt	Exempt
22.2	Continue to develop the existing WAST EV charging implementation plan in anticipation of plug-in hybrid and electric rapid response vehicle procurement from 2022 and electric emergency ambulances by 2028. It's acknowledged that in some rural areas this technology may not be feasible yet.	WAST					Exempt	Exempt		2022	-			
22.3	Apply for funding and install as appropriate to ensure the infrastructure is in place to accommodate electric rapid response vehicles by 2022 and electric emergency ambulances by 2028.	WAST					Exempt	Exempt		2022/2028	-			

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

Action	Task	Task Lead	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
23.1	Continue to engage with vehicle manufacturers to participate in trials and assess the suitability of battery-electric technology for rapid response vehicles (focusing on vehicle range, charge times, and battery longevity).	WAST					Exempt	Exempt		Ongoing	-		Exempt	Exempt
23.2	Transition procurement to battery-electric rapid response vehicles by 2022 as planned where possible. Where this is considered non-feasible, plug-in hybrid vehicles should be procured until fully electric vehicles can be reliably utilised.	WAST					Exempt	Exempt		2022	-			

Initiative 24 - The Welsh Ambulance Service NHS Trust will actively engage with vehicle manufacturers for research and development of low carbon emergency response vehicles and report annually, with the ambition to operate plug-in electric, or alternative low carbon fuelled, emergency ambulances by 2028. Carbon Impact 5/10.

Action	Task	Task Lead	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
24.1	Continue to engage closely with vehicle manufacturers and the wider NHS to participate in trials and assess the suitability of low carbon technology (e.g. battery-electric) emergency ambulances.	WAST					Exempt	Exempt		Ongoing	-		Exempt	Exempt
24.2	Report annually on the readiness of emerging technologies in WAST's Sustainability Report.	WAST					Exempt	Exempt		Annually from Mar 2023	-			
24.3	Implement fully-electric emergency ambulances as soon as reasonably practicable and by 2028 if possible.	WAST					Exempt	Exempt		2028	-			

Procurement

Guidance for users

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

Action	Task	Task Lead	Dependencies	Action Owner	Responsible	Accountable	RAG	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
25.1	Undertake an analysis activity to understand the supplier emissions breakdown for pharmacy, which is >30% of total emissions.	NWSSP Procurement					Exempt		2022	-		Exempt	Exempt
25.2	Develop a template for approaching suppliers that provide services/products over a set value to establish product-specific carbon emission information. Approach suppliers annually from March 2022 to collect emissions data.	NWSSP Procurement					Exempt		2022	-			
25.3	Establish a system for engaging with major suppliers periodically (e.g. two-yearly) to undertake due diligence on supplier carbon emissions calculations.	NWSSP Procurement					Exempt		2022	-			
25.4	Introduce a standard procurement template for all procurements and tenders above Official Journal of the European Union (OJEU) requirements...	NWSSP Procurement					Exempt		2022	-			
25.5	Update the carbon footprint methodology to recognise the market based carbon emission data collection.	NWSSP Procurement					Exempt		2023	-			

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

Action	Task	Task Lead	Dependencies	Action Owner	Responsible	Accountable	RAG	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
26.1	NWSSP Procurement Services will work with the All Wales Medicines Strategy Group to develop a strategy to effectively ensure carbon emission reductions are accurately reflected in tender and other procurement documents...	All Wales Medicine Strategy Group & NWSSP Procurement					Exempt		2022	-		Exempt	Exempt
26.2	Develop guidance and provide additional training for procurement staff outlining best practice assessments of sustainability credentials specific to their procurement categories...	NWSSP Procurement					Exempt		2022	-			

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

Action	Task	Task Lead	Dependencies	Action Owner	Responsible	Accountable	RAG	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
27.1	Undertake an activity to determine air / shipping / land transport miles for services / products over a set value.	NWSSP Procurement					Exempt		2023	-		Exempt	Exempt
27.2	Target specific activities that are deemed suitable to champion the local supply chain. Challenge the local supply chain to produce sustainable products to encourage and develop the local circular economy. Score a reduction in transport mileage as a way of reducing carbon.	NWSSP Procurement					Exempt		Mar 2023	-			

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

Action	Task	Task Lead	Dependencies	Action Owner	Responsible	Accountable	RAG	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
28.1	Purchase 100% REGO-procured electricity by 2025, and continue to procure renewable electricity thereafter. (In 2018/19, 93% of all electricity purchased by NHS Wales was REGO certified).	NWSSP Procurement					Exempt		2025	-		Exempt	Exempt
28.2	In instances where it has not been possible to electrify heat by 2030, NWSSP Procurement and/or Health Boards and Trusts must purchase 100% offset gas from December 2030.	NWSSP Procurement					Exempt		2030	-			

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

Action	Task	Task Lead	Dependencies	Action Owner	Responsible	Accountable	RAG	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
29.1	Set threshold values to contractually mandate suppliers to proactively decarbonise. Embed this in procurement requirements for suppliers as deemed appropriate...	NWSSP Procurement					Exempt		2024	-			

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	-		Exempt	Exempt
29.3	Develop and regularly update an area of the website which expresses NHS Wales's goals and requirements, and signpost suppliers to use materials and resources.	NWSSP Procurement					Exempt		2021	-			
29.4	Undertake an outreach programme to engage with suppliers to create case studies of decarbonisation improvements to champion the message.	NWSSP Procurement					Exempt		2022	-			

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

Action	Task	Task Lead	Dependencies	Action Owner	Responsible	Accountable	RAG	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
30.1	Reflect progress made on the Delivery Plan within annual service reviews. This will be a key focus point for the governance of delivery.	NWSSP Procurement					Exempt		2022	-		Exempt	Exempt
30.2	Integrate progress against the Delivery Plan within annual reporting against the Well-being Objectives.	NWSSP Procurement					Exempt		2022	-			
30.3	Assign overall responsibility for Sustainable Procurement to a dedicated Senior Manager (with a support group as required)...	NWSSP Procurement					Exempt		2022	-			
30.4	Ensure the Procurement Services Management Team (PSMT) collaboratively work to support the ambition to decarbonise – for the key individual, this will be included within the formal responsibility within their job roles...	NWSSP Procurement					Exempt		2022	-			

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

Action	Task	Task Lead	Dependencies	Action Owner	Responsible	Accountable	RAG	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
31.1	Evolve stock management approach to utilise IP5 storage. Put in place a smart delivery system to minimise carbon emissions from transport.	NWSSP Procurement					Exempt		2023	-		Exempt	Exempt
31.2	Optimise deliveries to minimise supply chain transport emissions. Focus on maximising bulk deliveries to IP5 and improve onward distribution via Health Courier Service. Ensure effective engagement with suppliers is undertaken to support this.	NWSSP Procurement					Exempt		2023	-			

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

Action	Task	Task Lead	Dependencies	Action Owner	Responsible	Accountable	RAG	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
32.1	Engage Health Boards to assess the need for specific frameworks, for example: • 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

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

Action	Task	Task Lead	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
36.1	To effectively reduce emissions to a minimum, a new service model must consider a shift in the way that care is delivered. At the design stage, we will ensure that new acute sites will cater to the modern healthcare journey...	WG Capital, Estates & Facilities					Exempt	Exempt		2021	-		Exempt	Exempt
36.2	Strategic planning of non-acute healthcare will consider initiatives set out to modernise and improve health and social care in Wales...	WG Capital, Estates & Facilities					Exempt	Exempt		Ongoing	-			

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

Action	Task	Task Lead	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
37.1	Establish the proportion of the workforce that could feasibly work remotely (expected to predominantly be office-based staff). Actively encourage staff to work remotely where this can be feasibly achieved (it's recognised that in some parts of rural Wales this will not be possible without infrastructure upgrades).	HB & Trusts	Staff ability to work from home/others locations. Contractual issues of moving staff and base.	Corrinna Lloyd-Jones and Gina Callahan	Paul Williams	Lee Davies	Green	Complete	01/07/2022	2022	100	We have a board approved Agile Working Toolkit - Launched August 2023 and stored on the staff intranet. We also have a board approved Property Asset Strategic Plan that focuses on estate rationalisation. Note there are a significant proportion of staff in the LHB's that cannot work in an agile way. There are significant people issues and financial risks to changing all HDd staff contractual bases and we have taken this initiative as far as we can.	Green	Complete
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	Green	Complete	01/07/2022	2023	100	This is documented, progressed and will be managed via our new board approved Property Asset Strategic Plan. Office space and hot desks will be developed as/when capital monies allow and as per the estate rationalisation plans in the strategy and if/when our AHMWW PBC is approved.		
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	Green	Complete	01/07/2022	Ongoing	100	As above comment and as documented in our board approved Property Asset Strategic Plan.		
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	Green	Complete	01/07/2022	Ongoing	100	As per above comment/s and as documented in our Property Asset Strategic Plan. We have a number of good examples of this including Aberaeron and Cardigan ICC's. with Picton Tce acquisition and Carmarthen/Llanelli Hwbs in the pipeline as		

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

Action	Task	Task Lead	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
38.1	Build upon the progress made during the Covid-19 pandemic and maintain the use of digital consultations and patient monitoring where possible to reduce the requirement for avoidable staff and patient travel...	HB & Trusts	NHS Wales Video Consultation platform contract.	Digital Services	Carolyn Williams	Anthony Tracey	Amber	In Doubt	01/05/2020	Ongoing	100	Whilst the VC system was in use across the HB and was in BAU, TEC Cymru who managed the provision of the solution have advised that due to funding cuts this will end Sept 24. Scoping work to understand the impact of this is underway along with considering an alternative approach.	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	Highly Likely	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 safely consume this into the patient record. This will be once a E-Obs system is implemented across the HB.		

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
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). Staff time allowed to participate in gree/sustainability activity. This is further exasperated in HDd by targetted intervention.	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! HDdUHB Green Group has disbanded due to challenges relating to workplace pressures in substantive roles vs appropriate opportunities to engage in supported activities that feed into strategic program delivery. This has been further exasperated by targetted intervention.		
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
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 that include Schrader regulators and cylinder stands, as well as capacity & resource for staff training. Needs to be an 'all Wales' approach to purchase the regulators to maximise purchasing power and reduce individual budgetary burden.	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 the purchase of regulators is being discussed with budget holders. Additional acute site manifolds will not be leak tested due to resource constraints as unilaterally it has been shown that they leak 96%+ of gas. Instead, when test site transfer to cylinders is complete and budget capacity allows, other sites will switch to portable cylinders as appropriate However, new builds will incorporate medical gas capture technology as/when we build new accommodations.		

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		-			
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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	-			

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 and temporary/one off funding needed for dedicated resource to deliver a project that focuses on this as a task & finish. Clinicians not willing to make decisions to change to a different supplier/product.	AtoH workstream group	Sarah Thorne	Lee Davies	Red	Feasible	03/07/2023	2023	5	Mechanisms to address the issue are in place, requires baselining for quantities. New sustainability nurse lead & procurement have limited time/resource and currently only focussing on top few items with the highest carbon footprint.		

45.3	Health Boards and Trusts are encouraged to reduce waste of non medical equipment that is no longer required (e.g. furniture, consumables, etc.) by reusing it elsewhere or donating it, where permitted and safe to do so.	HB & Trusts	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	WarpIt platform being scrutinised to maximise benefits, alongside a scoping exercise to streamline storage which will optimise the reuse of items via this service. We recycle/reuse before purchasing new where it is cost-effective to do so.	Red	Yellow
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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.	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. Must be led nationally - same process is required for all HB's to follow and this should not be done in isolation.	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	Needs formal national guidance 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	-	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 acquisition and rationalisation ambitions linked to the HB strategic plans. The key aim to rationalise aging and poor performing estate, improve carbon & energy performance, implement agile working practices and collaborate with public sector partners.		

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

Action	Task	Task Lead	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	One Health / Public Health	Director of Public Health	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.		

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		

Risk Register

Guidance for users

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

Instructions for users

- Set a unique Risk ID for each identified Risk. This should start with your organisation acronym e.g. Swansea Bay University Health Board Risk 1 would be SBUHBR1 / Public Health Wales Risk 23 would be PHWR23
- Complete each field in light blue, threat or opportunity, target met / yet to achieve. Risk scores and Risk Threshold will autocalculate based upon Likelihood / Impact designated
- Certain fields have guidance in the top right corner, indicated by a red triangle. Hover over this for further detail.

Impact					
	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
Likelihood	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				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	Comments		Risk Actionee	Risk Owner	Status	Risk Above Threshold		
EXAMPLE DATA NWSSPR1	National Clinical Logistics Manager - Tony Chatfield	If market constraints do not change then types of vehicles that require replacement now are not suitable or available for lease or purchase. This will impact upon longer term fleet replacement plans.	06/04/2023	06/04/2023	Strategic	Threat	T-Reduce	Meetings with vehicle suppliers to review monitor changes in vehicle technology. Require a reduced capital depreciation period of newly purchased diesels to avoid their operational use beyond 2030.	likely	catastrophic	over 12 months	20	likely	catastrophic	over 12 months	20	10	01/09/2023	Target Not Met	NHS are included in the Category Framework Group (NPS) (PS National Procurement)	National Clinical Logistics Manager	National Clinical Logistics Manager	Open	Above Risk Threshold	Project		
HDUHB1	Transport Development Manager - Ceri Rees	Electrical capacity constraints & aged electrical infrastructure at numerous HDUHB sites. Upgrades to electrical infrastructure will be required at a number of sites before EV charge points can be installed.	22/08/2023	29/04/2024	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	29/04/2024	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	29/04/2024	Operational	Threat	T-Reduce	Lifespan of EV chargers need to be borne in mind in terms of long-term project costs.	Almost certain	moderate	over 12 months	15	almost certain	moderate	over 12 months	15			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	29/04/2024	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	29/04/2024	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	29/04/2024	Strategic	Threat	T-Reduce	Unable to mitigate this risk, no funding has been received from WGov to deliver a significant programme of works and competitive funding applied for has been denied. Executive Team support focus is currently targetted intervention which has put additional pressures on all corporate and operational staff. The Decarb programme remains ongoing, however, work against delivering the plan is not being prioritised because we have no revenue funding to staff the programme or release expertise from their existing roles and our TI position means there is no dedicated internal programme management resource.	Almost certain	major	over 12 months	20	almost certain	major	over 12 months	20			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	29/04/2024	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	possible	moderate	over 12 months	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	29/04/2024	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	Almost certain	Major	over 12 months	20			over 12 months	12			Target Not Met							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
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	29/04/2024	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.	Almost certain	Major	over 12 months	20	Almost certain	Major	over 12 months	20			Target Not Met					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. This 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	29/04/2024	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	over 12 months	12	possible	moderate	over 12 months	9			Target Not Met					Below Risk Threshold	
HDUHB11	Principal Programme Manager - Sharon Hughes	Work close will NWSSP Sustainability Lead to understand how the NHS Wales supply chain will prepare for/respond to the Decarbonisation of NHS suppliers.	23/09/2022	29/04/2024	Strategic	Threat	T-Reduce		likely	moderate	over 12 months	12	possible	moderate	over 12 months	9			Target Not Met					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	29/04/2024	Strategic	Threat	T-Reduce	We formally wrote to WGov/the Minister to express concerns and was sent in September 2023. A written response received that offered no solution and therefore we cannot mitigate this risk locally and are looking to WGov to provide financial support which does not require competition.	Almost certain	Major	over 12 months	20	Almost certain	Major	over 12 months	20			Target Not Met					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	29/04/2024	Strategic	Threat	T-Reduce	Apply to various revenue grants to leverage funds to support some of the programme delivery. We applied to a couple of WGov revenue grants and were denied funding. We will apply again during the year 24/25 however a lot of resource goes into competitive grant funding applications and because of this we are currently unable to mitigate this risk which is being further exasperated by our TI status	Almost certain	Major	over 12 months	20	Almost certain	Major	over 12 months	20			Target Not Met					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	29/04/2024	Strategic	Threat	T-Reduce	It is still unknown as to if this risk will be mitigated and it is dependent on approval of our AHMWW Programme Business Case which is significantly delayed	Almost certain	Major	over 12 months	20	Almost certain	Major	over 12 months	20			Target Not Met					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	29/04/2024	Strategic	Threat	T-Reduce	Continue to work with wg to refine the footprint and baseline	likely	moderate	over 12 months	12	possible	moderate	over 12 months	9			Target Not Met					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	29/04/2024	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 exploring partnerships with Pems/Carms/Ceredigion CC's, and private sector. The HB will continue to explore any opportunities that arise for collaborative Decarbonisation projects. Encourage WGov to give more autonomy to PSD's along with a budget to deliver multi-public sector projects on net-zero.	likely	moderate	over 12 months	12	likely	moderate	over 12 months	12			Target Not Met					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	29/04/2024	Operational	Threat	T-Reduce	To be addressed as part of strategic and infrastructure investment plans and Property Asset Strategy.	likely	major	over 12 months	16	likely	moderate	over 12 months	12			Target Not Met					Below Risk Threshold	
HDUHB18	Sharon Hughes PPM	WGov Funding Awards - risk to delivery relating to significantly late awards of commissioned funds providing only two months to purchase and invoice for decarbonisation products/projects!	29/02/2024	29/04/2024	Financial & delivery	Threat	T-Reduce	Return funds with clear mitigating narrative as to why we cannot spend the funds and invoice for the spend within a two month period. Request that WGov do not allocate funding too late in the financial year which makes it impossible to spend.	possible	major	over 12 months	12	likely	moderate	over 12 months	12			Target Not Met					Below Risk Threshold	
R20	Paul Williams & Eldeg Rosser	Risk to all future Capital Projects due to WGov not accepting the increased capital costs of Decarbonisation products/initiatives	26/04/2024	29/04/2024	Financial & delivery	Threat	T-Reduce	WGov representatives to listen to local capital scheme leads and understand the inflated costs of Decarbonising new build/refurbishment schemes and be willing to interrogate the realities of being early adopters of low carbon/zero carbon products	likely	major	over 12 months	16	likely	moderate	over 12 months	12			Target Not Met					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	

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
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	

Narrative for the Annual Report in line with the NHS Wales Manual for Accounts, as required by WG. Sections in yellow cannot be removed/altered. We have been picked up on this previously by shared services audit.

Sustainability Report

Introduction

Sustainable Development (SD) is a 'central organising principle' of the Welsh Government. Although not directly applicable to devolved governments, the Welsh Government request public bodies in Wales who report under the FReM to produce a Sustainability Report. Accordingly, this section of our annual report covers the environmental performance of the organisation, written in line with public sector requirements set out in the FReM and supplementary HMT Guidance 'Sustainability Reporting in the Public Sector'.

Description of organisation

HDUHB has an estate covering circa 52 hectares containing 57 freehold and leasehold premises totalling circa 187,977m². This includes 4 acute hospitals, 7 community hospitals and administration, health centre and clinic, mental health and accommodation facilities.

Environmental Management Governance

Board assurance on environmental and sustainability performance is provided via the Business Planning and Performance Assurance Committee, with work coordinated by the Estates, Capital sub committee. Action is delivered inline with the environmental management standard 'ISO 14001'. A monitoring system is in place to gather the data required for sustainability reporting. This system is audited by the NHS Wales Shared Services Partnership Audit and Assurance Services and periodically as part of ISO 14001 audits.

Summary of Performance

The Health Board has successfully continued its programme of installing energy efficiency technologies to reduce its carbon footprint, contributing to WG's 2030 net carbon neutral ambition over the last year. Waste Management compliance has also been a key priority, with measures taken to reduce food waste, improve recycling rates and recover waste from landfill.

'Total Waste' produced has increased slightly this year and the overall recycling rate has remained at 49% despite an increase in recycling by 40 tonnes compared to 22/23, following the roll out of source segregated recycling and Absorbent Hygiene product (AHP) recycling. This is due to food waste being reduced by 40 tonnes (13% reduction) on previous year. Resource efficiency through the procurement of goods and services and encouraging the use of 'WARP IT' has continued to be a key objective.

Utilities costs have decreased by 15% from 2022/23, primarily due to decreasing energy prices but also due to increased biomass and LPG consumption displacing oil consumption due to changes at Glangwili Hospital, increased gas consumption displacing electricity consumption via improved CHP boiler performance and increased renewable electricity generation.

Business travel costs have increased by 17% compared to 2022/23 due to an increase in business mileage as the Health Board returns to 'business as usual' following the covid pandemic. Electric charging points for Hywel Dda fleet vehicles remains on the agenda of the Central Transport Unit (CTU) in 2024/25, funding dependant. Furthermore, the Transport Unit is aiming for a minimum of 15% of the Health Board's fleet vehicles to be EV by the end of 2024/25 and will continue to promote uptake of the Health Board's lease car scheme amongst staff groups and encourage the transition to electric vehicles.

It is worth noting that when collating Business mileage emissions the 'unknown average' emissions factor has been utilised from 'use DEFRA 'Greenhouse Gas Emissions for Company Reporting' for calculating carbon emissions.

Renewable electricity generation increased this year, as large solar PV systems installed in 2022-23 had their first full year affecting the figures and a new system was commissioned in 2023-24 at Brynmair Clinic, Llanelli.

Water costs have increased this year in line with energy prices and inflation despite a reduction in consumption by 1% due to the decommissioning of the laundry in Glangwili.

The Health Board partners with a company to manage and monitor water consumption. Estimated consumption and financial savings in 2023/24 are £80k (cost avoidance) and 36,205m³ respectively. The consumption saving has saved 6.4tCO₂e, an increase on 2022/23 due to the change in water's carbon factor (kgCO₂e/m³).

Overall total CO₂ emissions have increased by 4% from last year, primarily due to an increase in gas consumption, an increase in business mileage and an increase in the emission factor used to calculate grid electricity emissions.

The Environmental Team has continued to maintain the Environmental Management System in line with the ISO 14001 standard with no major or minor non-conformances.

The Health Board is exploring a number of other sustainability initiatives in 2024/25 including but not limited to various energy efficiency and decarbonisation opportunities that may be identified by our ReFit energy performance contract partner, roof-mounted solar PV installations, procurement and subsequent physical installation of EV charging infrastructure where funding allows.

The data used to provide the information in this report has come from verified, invoiced data which is recorded and monitored via internal management systems.

Greenhouse Gas Emissions

Gas consumption increased by 2GWh (4%) year-on-year while electricity consumption decreased by 1GWh (4%). These changes are due to improved combined heat and power (CHP) boiler performance compared to 2022/23 leading to greater gas consumption and reduced electricity consumption, as well as variability due to weather, estate utilisation and so on. Oil consumption decreased while LPG and biomass increased. LPG consumption increased due to the fuel-switching of the main boiler at Glangwili from oil to LPG. Biomass consumption increased due to improved availability and efficiency of the biomass boiler at Glangwili following a major boiler refurbishment, which also led to reduced oil consumption.

Renewable electricity generation increased this year, as large solar PV systems installed in 2022-23 had their first full year affecting the figures and a new system was commissioned in 2023-24 at Brynmair Clinic, Llanelli. Renewable electricity generation is expected to increase further next year following the installation of solar carports at South Pembrokeshire Hospital, as well as potential roof-mounted schemes dependent on funding at 79 Bro Myrddin in Carmarthen, Hafan Hedd Resource Centre in Newcastle Emlyn, and Haven Way building at South Pembrokeshire Hospital.

Business mileage this year has increased from circa 6 million miles per annum in 22/23 to approximately 6.8 million miles per annum 23/24. The CO₂ emissions for 2023/24 totalled 1.9 million kgCO₂/km. An increase in the number of fuel-efficient fleet vehicles has meant fewer journeys are made in staff owned vehicles but primarily the increase is due to return to 'business as usual' following covid. Electric charging points for Hywel Dda fleet vehicles remains on the agenda of the Central Transport Unit (CTU) with the aim of a minimum of 30 EV charging units to be installed by the end of 2024/25, funding dependant. Furthermore, the Transport Unit is aiming for a minimum of 15% of the Health Board's fleet vehicles to be EV by the end of 2024/25 and will continue to promote uptake of the Health Board's lease car scheme amongst staff groups and encourage the transition to electric vehicles. As of April 2024, the scheme comprised a total of 252 EVs with a target to increase this number to 320 by March 2025.

Scope 1 emissions increased by 7%, reflecting increased heating fuel consumption and inclusion of Health Board fleet emissions for the first time, while scope 2 emissions (electricity) increased by 7% despite the drop in consumption due to an increase in the UK Government CO₂e emissions factor for grid electricity. Scope 3 emissions (Business mileage) have also increased this year due to an increase in business mileage as the Health Board returns to 'business as usual'. Overall CO₂e emissions have increased by 4% from last year.

The Health Board's target across the sum of Scope 1, 2 and 3 emissions is a 16% reduction by 2025 and a 34% reduction by 2030, from the Health Board's Decarbonisation Delivery Plan published August 2022.

Utilities costs have decreased by 15% on 2022/23, primarily due to decreasing energy prices but also due to increased biomass and LPG consumption displacing oil consumption due to changes at Glangwili Hospital, increased gas consumption displacing electricity consumption via improved CHP boiler performance and increased renewable electricity generation. Business travel costs have increased by 17% on 2022/23 due to an increase in business mileage as the Health Board returns to 'business as usual' following the covid pandemic.

The unknown average emissions factor has been utilised from DEFRA 'Greenhouse Gas Emissions for Company Reporting' for calculating Business mileage carbon emissions.

Greenhouse Gas Emissions		2021-22	2022-23	2023-24
Non-Financial Indicators (1000 tCO ₂ e) [†]	Total Gross Emissions	19.13***	18.34***	19.27
	Gross Emissions Scope 1 from Gas, Oil, Biomass & Health Board Fleet	13.81***	12.32***	12.85
	Gross Emissions Scope 2 & 3	5.32	6.01**	6.41**



	from electricity and business mileage			
Related Energy Consumption (million kWh)	Electricity: Non Renewable	18.68	22.23	21.02*
	Electricity: Renewable	0.30	0.42	0.66*
	Gas	55.57	49.54	51.48*
	LPG	0.43	0.410	4.16*
	Oil	16.75	16.01	10.66*
	Biomass	3.88	3.86	7.54*
	Travel (million miles)	Business	4.67	5.94
Fleet		1.65***	1.56***	1.80
Financial Indicators	Expenditure on Energy	£8,003,438	£14,315,499	£11,236,807*
	Expenditure on official business travel	£2,071,862	£2,806,784	£3,272,156
	Expenditure on Grey Fleet	£186,055***	£247,665***	£329,704

*estimated data based on end of year meter readings have been used where actual data is not available.

** Due to technical issues with the software collating Business mileage emissions the unknown average emissions factor has been utilised from DEFRA 'Greenhouse Gas Emissions for Company Reporting' calculations for carbon emissions for 2023

*** Historical Grey fleet costs, mileage and emissions have been included in this year's report which have not been included previously and have been reflected in the overall emission totals.

Waste Management

Recycling rates have remained at 49% from last year despite an increase in recycling by 40 tonnes compared to 22/23, following the roll out of source segregated recycling and the roll out of AHP recycling. This is due to food waste being reduced by 40 tonnes (13% reduction) on previous year, following introduction of methods to reduce food waste such as cook freeze. Food waste has historically been included in the Health Boards recycling figures. As a result, the waste strategy target to achieve 52% recycling overall by 2023-24 has not been met.

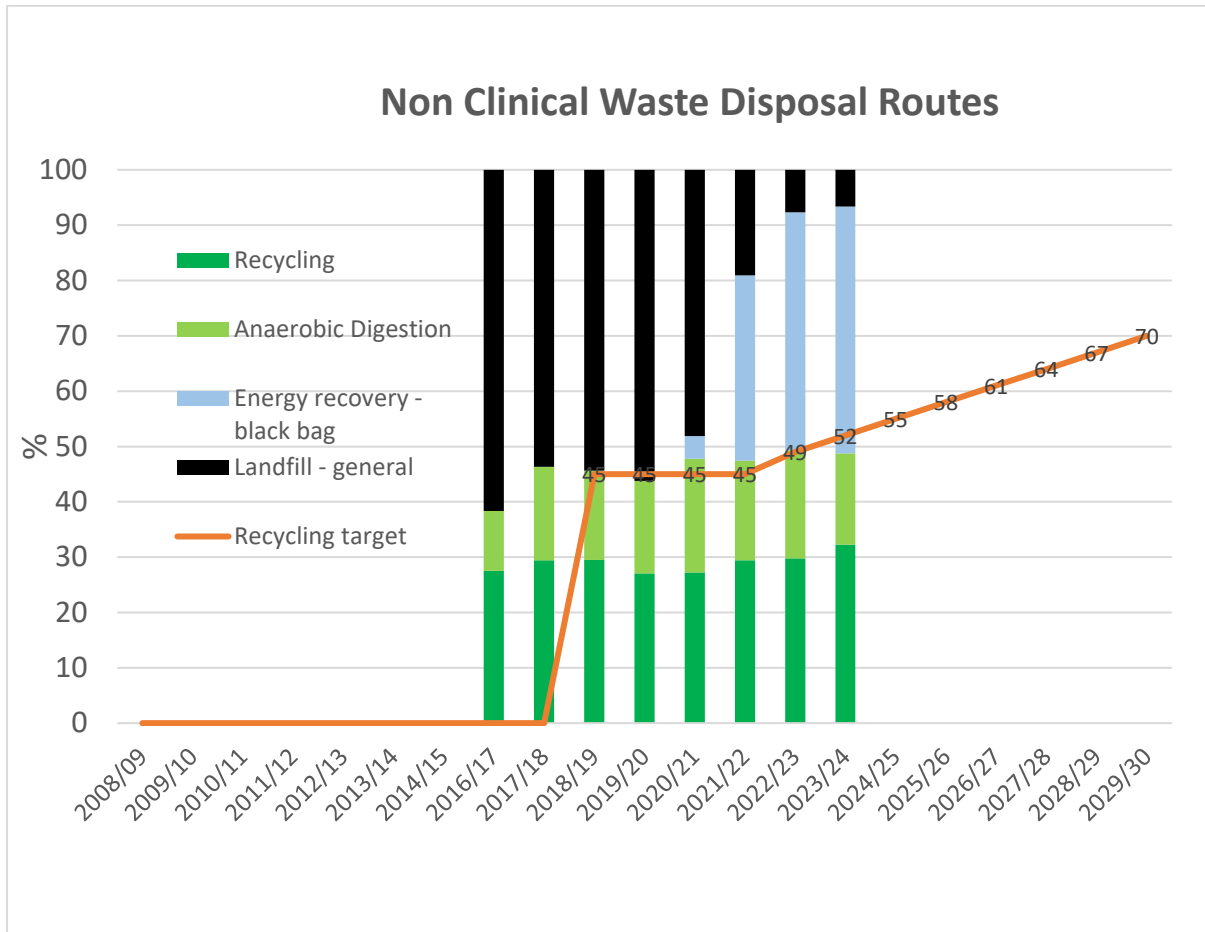
The percentage of waste recovered has increased slightly from last year, with only 13% of general waste going to landfill. This has predominantly been due to working with the waste contractor to provide data on the percentage of waste that they have been able to recover from the general waste stream.

In line with the Waste Separation Requirements (Wales) Regulations 2023 that came into force in April 2024, the health board is compliant on all sites except for Glangwilli, which is exempt until April 2026. This site is currently a mix of source segregated and mixed recycling.

The Health Board have continued to roll out the introduction of recycling of Absorbent Hygiene products (AHP) across the Health Board. This waste is being diverted from the tiger bag waste stream which currently goes to landfill. This in addition to the roll out of source segregation recycling is likely to be the reason for the increase in recycling tonnage in 23-24 compared to 22-23. We will continue to roll out this facility over the next year and expect these measures to increase recycling rates further.

The total amount of waste recycled is now circa 799 tonnes, made up from circa, 529t from source segregated recycling, 271t from food waste. In comparison to 2022-23, more waste has gone for recovery than landfill, this is predominantly due to the outlets available to the waste contractor. In 2023-24, an average of 13% of general waste was going to landfill and 87% was being sent for recovery either as waste to energy or for reuse derived fuel. This has exceeded our waste strategy target to recover 25% of waste being sent to landfill by 2023-24. There has been a slight increase in overall waste produced compared to the previous year, however total waste per 10,000 patients in 23/24 was 22.4 exceeding the Health Board's Waste Strategy KPI to reduce total waste by 1.5% per 10,000 patients to 25.5 by 23/24. This is likely to be due to an increase in the Health Board's footprint increasing from new sites becoming operational and an increase in patient admissions.

Waste costs have increased this year compared to the previous year which is primarily due to waste rate and landfill charge increases.



Waste		2021-22	2022-23	2023-24
Non Financial Indicators (tonnes)	Total Waste	2695	2674	2701
	Landfill (Black Bag)	313	123	109
	Energy Recovery (Black Bag)	549	687	731
	Reused/Recycled***	482	476	532
	Composted*	295	311	270
	Landfill (Hygiene Bag)	333	338	325
	Alternative Treatment (Clinical)	593	597	591
	Incinerated with energy recovery**	130	141	142



	Incinerated without energy recovery	0	0	0
Financial Indicators	Total Disposal Cost	£756,192	£871,126	£987,145
	Landfill/Energy Recovery (Black Bag)	£189,807	£191,393	£215,454
	Reused/Recycled	£110,969	£139,753	£149,163
	Composted*	£36,166	£35,120	£41,096
	Landfill (Hygiene Bag)	£111,878	£121,679	£179,740
	Alternative Treatment (Clinical)	£226,960	£277,223	£322,625
	Incinerated with energy recovery**	£80,412	£100,854	£125,940
	Incinerated without energy recovery	£0	£0	£0

*includes Anaerobic Digestion

**provides steam to a nearby facility

*** includes ICT recycling figures

Use of resources

Water consumption decreased by 4,000m³ (1%) from 2022/23, due to reductions in consumption of the laundry unit at Glangwili Hospital likely in preparation for its decommissioning in March 2024. Despite this, costs increased by £104k (13%) on the previous year due to water price increases attributed to rising energy prices and inflation. The Health Board partners with a company to manage and monitor water consumption. Estimated consumption and financial savings in 2023/24 are £80k (cost avoidance) and 36,205m³ respectively. The consumption saving has saved 6.4tCO₂e, an increase on 2022/23 due to the change in water's carbon factor (kgCO₂e/m³).

Finite Resource Consumption			2021-22	2022-23	2023-24
Non Financial Indicators (m³)	Water Consumption (Office)*	Supplied	277,217	280,737	280,547*
		Abstracted	0	0	0
		Per FTE**	28.68	27.76	26.83***



	Water Consumption (Non - Office)**	Supplied	26,485	26.018	22,255**
		Abstracted	0	0	0
Financial Indicators					
	Water Supply Costs (Office)*		£332,610	£352,452	£390,202
	Sewerage Costs (Office)*		£376,809	£401,255	£468,196
	Water Supply Costs (Non - Office)**		£24,157	£23,731	£23,468
	Sewerage (Non -Office)**		£29,718	£30,594	£30,234

*All estate except the main laundry at Glangwili, estimated data based on end of year meter readings have been used where actual data is not available.

** Main laundry at Glangwili, estimated data based on end of year meter readings have been used where actual data is not available.

*** FTE Staff at 31st March 2024.

An online platform 'Warp It' helps us to reuse furniture and equipment across the organisation, avoiding unnecessary purchases and reduced emissions from waste disposal.

Environmental Management System (EMS) - Implementation

The Environment Team has continued to maintain the Environmental Management System in line with the ISO 14001 standard, including the production of annual Objectives and Targets and presenting a Management Review of performance via formal committee. The Health Board had their surveillance visit in October 2023 and successfully maintained the accreditation with no major or minor non-conformances raised.

Other Sustainability Initiatives

Decarbonisation/Energy Efficiency initiatives

The Health Board's Energy Performance Contract with Centrica, which is going into its tenth year and due to end 31st March 2025, continues to deliver

guaranteed annual savings and carbon reduction. Since its commencement in March 2015, a total reduction in carbon emissions of circa 30,129 tonnes has been achieved at the time of writing. The Estates team is currently pursuing a further Energy Performance Contract (EPC) via the Re:Fit 4 Wales Framework route, with the call-off contract with the successful bidder to be signed April 2024. The successful bidder will then partner with the Health Board to develop and implement phases of work.

The Health Board's Decarbonisation Delivery Plan sets out a work programme to meet the targets established in the NHS Wales Decarbonisation Strategic Delivery Plan in the areas of carbon management, buildings, transport, procurement, estate planning and land use, and its approach to healthcare including promoting clinical sustainability. Through the Decarbonisation Task & Finish group all the opportunities identified in the action plan are being considered.

Over the last year, the Health Board has continued its programme of installing energy efficiency technologies to reduce its carbon footprint, contributing to WG's 2030 net carbon neutral ambition.

Examples include,

- the installation of solar PV at Brynmair Clinic
- fuel switching of the primary boiler from gas oil to LPG at Glangwili Hospital, and;
- production of a digital twin model of Prince Philip Hospital's energy centre and heating system to aid efficient use of plant.

The Estates Team will explore the following in 2024/25:

- Various energy efficiency and decarbonisation opportunities that may be identified by our ReFit energy performance contract partner, for example upgrades to LED lighting.
- Solar carport PV installation at South Pembrokeshire Hospital and roof-mounted solar PV installations at Hafan Hedd Resource Centre, Haven Way Day Hospital, and 79 Bro Myrddin.

- Improvements to the efficiency of Prince Philip Hospital's energy centre and heating system, via small-scale works informed by a digital twin model and large-scale works if successful with a Heat Network Efficiency Scheme capital bid.
- Digital twin models of the energy centres of Glangwili, Withybush, and Bronglais hospitals.
- New ways of identifying efficiencies through utilities consumption data analysis, following procurement of a utilities management software package.
- Private wire solar farm projects to supply Prince Philip Hospital and Withybush Hospital.
- Onsite treatment opportunities for clinical waste
- Continued roll out of AHP recycling across the Health Board.
- Procurement and subsequent physical installation of EV charging infrastructure across Health Board owned assets.
- Developing and incorporating social value as well as decarbonisation and sustainability, into all procurements.

Carbon Awareness

We have introduced several energy efficiency/decarbonisation initiatives, including switching on our [award-winning solar farm development](#) in Carmarthen. Our 'Switch It Off' campaign encourages staff to switch off electrical items not in use and has been showcased by Climate Action Wales as an example of good practice.

Our approach to agile working continues to be developed and we are reviewing our health board estate to make the best use of our resources, including changing to a fleet of electric vehicles.

Carbon Literacy and Sustainable Healthcare training is available to all staff via [HEIW's Climate Smart Champions](#) with several staff members obtaining their accreditation. The 'Achieving Net Zero' e-learning module is also available, though this is not currently a mandatory training requirement. Our 'Sustainability Hub' on SharePoint (our intranet) provides staff with access to general information, case studies and links to other sources.

Looking ahead to 2024-2025, we plan to explore more opportunities to achieve our decarbonisation aims, for a better sustainable future. We aim to embed good practice and behaviours at the heart of our organisation's core business and day-to-day activities, so that we can bring to life the benefits of carbon reduction activities, while maintaining high quality services.

Green Spaces

At South Pembroke Hospital in collaboration with Pembrokeshire Council and funded by the Local Places for Nature fund, a green space has been developed for use by patients, visitors and staff and the green space developed as part of the Hafan Derwen solar farm scheme is now open for staff and patients to enjoy complete with a seating area, planted trees and bulbs, and measures to encourage biodiversity including birds, bats and insects.

In addition to these previous success stories, the Health Board has also partnered with the National Botanic Garden of Wales and this partnership has been successfully awarded Shared Prosperity Funding through Carmarthenshire County Council. This project aims to develop areas of underutilised green spaces across our Carmarthenshire estate portfolio to provide areas for rest and relaxation for our staff and patients, improve biodiversity and provide opportunities to engage with local communities and those we serve. Work is underway at Glangwili hospital in the mental health garden, adjacent to the Gwili Railway, as well as the Clinical Research Unit and Gwenllian Ward Stroke Unit Garden. In Prince Philip Hospital, a large, wooded area by the new Day Surgery Unit and the grassy embankment by the nursery and office blocks are also being enhanced. Collaborations with our Future Workforce team have seen us recruit 20 additional gardening volunteers to be trained up to work across our sites, and a new framework for supporting community engagement is in development. This pilot project is the first stage in attempting to retrofit our existing estate to embed the principles of biophilic design, and the formal evaluation by Swansea University will provide a compelling case for change and reinvigorate our Green Health Groups across our counties.

Other initiatives include the improvement of the gardens at Wellfield Road CMHT site to provide service users with recreational space and to provide opportunities for vocational rehabilitation. The installation of five commemorative benches at Hafan Derwen and the four main hospital sites by the estates team in collaboration with the Armed Forces Staff Network to provide areas to recuperate in nature. There are also a multitude of other, smaller staff-led initiatives that seek to improve the green spaces in workplaces across all our estates.