

Health & Social Care Climate Emergency National Programme – NHS Wales Decarbonisation Action Plans

Organisation	Hywel Dda University Health Board	Date of Mid-Year Report	Sept 2022	Mid-Year Report Prepared By	Paul Williams, Head of Property Performance
		Date of End of Year Report	March 2023	End of Year Report Prepared By	Sharon Hughes, Principal Programme Manager
DAP Senior Sponsor	Lee Davies, Executive Director of Strategy and Planning	Finance Allocated to Support Delivery (£s)	EFAB – c. £2m allocated in 2021/22 & 2022/23 / Spend to save capital monies -	FTE Resource allocated to support delivery	Decarbonisation Task Force membership / Decarbonisation Programme Manager

Aims and objectives: Wales has legally binding targets to deliver the goal of Net Zero emissions by 2050, this target is underpinned by an ambition for the Public Sector to be collectively Net Zero by 2030. There is a significant opportunity for Wales’ health and social care system to lead the way on reducing carbon emissions. Action is needed not only because NHS Wales is the biggest public sector emitter (with a carbon footprint of around 1.00 MtCO₂e which represents approximately 2.6% of Wales’s total greenhouse gas emissions) but also because the health and social care system are at the forefront of responding to the impact of the climate and nature emergency on health outcomes. In response the Health and Social Care Climate Emergency National Programme has been established to support both National and Local action across the sector including the delivery of the *NHS Decarbonisation Strategic Delivery Plan 2021-2030*. A key enabling action within the Delivery Plan is the requirement for NHS Organisations to produce Decarbonisation Action Plans (DAP) which form the basis of how organisations are implementing Delivery Plan initiatives and more generally demonstrate the organisation’s contribution to the collective ambition and target. This qualitative monitoring return supports the implementation of DAPs and the aims of the National Programme by providing a mechanism for reporting on progress and improvements.

NHS Wales Organisations are asked to report detailing the progress of their contribution to the Climate and Nature Emergency and associated targets as outlined in the organisation’s plan (Priority Measure 31).

Reporting Schedule: Progress is to be reported bi-annually. This form is to be submitted on:

- 14 September 2022 (covering the period 1 April 2022 to 31 August 2022)
- 14 April 2023 (covering the period 1 September 2022 to 31 March 2023)

Completed form to be returned to: hss.performance@gov.wales

Please attach a copy of your organisation's Decarbonisation Action Plan which should form the basis of how your organisation is implementing initiatives within the NHS Wales Decarbonisation Strategic Delivery Plan and more generally demonstrate the organisation's contribution to the ambition for the Public Sector in Wales to be collectively Net Zero by 2030 (for NHS Wales this means collectively reducing emissions by at least 34% by 2030) and achieving Net Zero by 2050.

Alongside this qualitative reporting organisations should also report quantitative, organisation level emissions in line with the Welsh Public Sector Net Zero Carbon Reporting Approach and timeline (Priority Measure 30).

Please provide an update on the actions implemented during the current operational year. Reporting should focus on providing evidence of progress and improvement along with key risks to delivery. Reporting can also be provided using the organisation's own reporting dashboard or equivalent if agreed with the Programme Team in advance.

Executive summary of progress to date:

Hywel Dda University Health Board (HDdUHB) has included Decarbonisation as one of its priorities by committing to a Planning Objective (PO), 6G, to ensure this issue addresses Decarbonisation within its corporate commitment.

HDdUHB has established a Decarbonisation Programme with robust Governance and Delivery mechanisms to deliver the ambition. The programme is led by a Decarbonisation Task Force, driven by the Executive Leadership and progress is scrutinised by the Sustainable Resources Committee (SRC). There are four programme sub-groups (1. Approach to Healthcare, 2. Procurement, 3. Estates/Buildings/Land, 4. Sustainable Transport). In addition, there are established site based Green groups to drive green initiatives and we have started to build a network of 'Carbon Champions'.

The Decarbonisation Delivery Plan (The Plan) sets the strategic direction for HDdUHB over the next ten years, it was endorsed by the SRC and approved by the Board on the 28th September 2022. The plan provides a clear baseline, early target setting, initial assessment of funding need, good governance, a whole system approach and many examples of projects/initiatives and innovation and an action plan with indicative timescales from March 2022 to 2025.

Excellent progress in delivering aspects of the plan has been made over the past 12 months, however, continued successful implementation requires consistent step-change in decarbonisation activity that must be appropriately resourced and requires significant additional funding to enable achievement of outcomes and targets. A summary of the key outputs include:

- Addressing carbon emissions across all emissions scopes, (buildings, land, transport, waste, water and procurement).
- Impact made, where quantifiable (many potential initiatives remain unquantifiable at this stage i.e. Procurement, medical innovation etc).
- £8.7 million funding pot is required to support feasibility, design and early impact projects, along with a need to identify and develop cross organisation and ‘big ticket’ projects to create a radical impact to meet set targets.
- Low carbon alignment and how we transition existing funding for healthcare delivery, procurement, and capital projects that must align to HDdUHB capital investment plans, with a particular focus around our A Healthier Mid & West Wales Programme, Major Infrastructure investment plans and the ongoing Estate modernisation. New opportunities to decarbonise existing properties include Cross Hands & Aberystwyth Integrated Care Centres and Carmarthen joint public sector hub.
- The largest reductions arise from actions taken within procurement (62% of carbon footprint), working closely with NWSSP Sustainable Procurement leads/colleagues.
- Includes emissions data based on 1. Business as usual/doing nothing; 2. Initiatives – demonstrates impact of the actions in the plan (if delivered by 2025) – 16% target with a projection of c. 22% (where quantifiable and estimated); 3. Welsh Government NHS Wales “Strategic Delivery Plan” target; 4. “Net Zero 2030” is simply a linear pathway towards net zero carbon emissions in 2030, reflecting the NHS position at 34% reduction.
- The One Health approach to healthcare, a new Food Strategy and a Population Health based service design is embedded into the plan.
- A whole system approach, focussing on making Decarbonisation ‘everybody's business’ and we commit to raising greater awareness and increasing engagement/participation through a range of carbon reduction initiatives, such as the Green Team’s project, clinical innovation (via Tritech), staff communications and campaigns etc.

It is accepted that the NHS is at the start of this journey, with much uncertainty on how the 2030 target will be achieved particularly around the capital and revenue financial challenges, the uncertainty around the baseline position across the NHS and HDdUHB, and the how our wider strategic plans and investment plans can support and align to this agenda.

	Current RAG Status	Previous RAG Status
Progress RAG: Provide the RAG status of delivery against DAP	Amber	Amber
Delivery confidence RAG: Provide the RAG status of the organisations overall confidence of delivering a minimum of 16% reduction in emissions by 2025	Amber	Amber

Route to green including asks of WG

The Plan provides HDdUHB with a clear strategic intent and road map on how we can meet the interim targets, that will support us to embed Decarbonisation at our core of operation and business, but will rely on the following support:

- A clear plan around the financial planning and investment from both a capital and revenue perspective – a clear view on short, medium and long-term view of targeted decarbonisation investment, reflecting the initial support of c. £8.7 million ask to commence early feasibility, design and early win projects up to 2025;
- A programme review with WG on how all our strategic and investment plans can align to the decarbonisation ambitions, reflecting our AHMWW programme and Infrastructure business case plans;
- Reflecting ongoing work, a clear timeline on when a final baseline footprint will be set across the NHS in Wales, as currently based on 2018/19 baseline, so difficult to provide assurance that targets will be met;
- To set up a platform for all the NHS and wider public sector to allow all organisations to access best practice and case studies projects;
- To develop an all-Wales Carbon Awareness package, as all Health Boards will have similar challenges and opportunities, but development does come with a cost, so a joint approach is preferred.

	Achievements	Risks to delivery
Procurement initiatives	<p>Appointment of a lead in NWSSP Procurement with a focus on carbon management has been completed they will provide a consistent All Wales strategic approach and will work closely with each HB.</p> <p>Starting to work with major suppliers to survey and move towards a market-based approach through engagement and surveys with key suppliers.</p> <p>Procurement Services has successfully completed the supply chain data provision to all HBs to facilitate their carbon reporting requirements as required by Welsh Government.</p> <p>Transport: Large Vehicles – all tender documents call for Euro 6 as a minimum requirement</p> <p>Procurement will transition to a market-based approach for supply chain emissions accounting and are already working towards this</p> <p>Procurement regularly meets with its top suppliers and identifies sustainability/decarbonisation opportunities</p> <p>Procurement include decarbonisation in all tender requirements</p>	<p>Current methodology is spend based therefore only way to evidence improvements is through spending less. This could impact on the measurement of “success”.</p> <p>Resource and knowledge within Procurement Services to prioritise and lead on this. A team is currently being assembled within NWSSP alongside a focus on developing that skillset internally within the HDd frontline team also.</p> <p>Procurement needs commitment from those producing specifications and scoring criteria within the Health Board to ensure EV requirements are taken into consideration</p> <p>HDd must agree to the inclusion of sustainability criteria within tenders, some departments feel criteria may deter SME’s from bidding</p>

	<p>Procurement confirm that we have a Sustainable Code of Practice that is regularly updated</p> <p>All WG papers contain reference to the Future Generations Act which includes decarbonisation & Sustainability.</p> <p>HDd frontline team participated in and won the Green Teams award which was a programme to support NHS staff to improve the sustainability of their service.</p>	
<p>Buildings, estates planning and land use initiatives</p>	<p>The following key initiatives have been achieved or are work in progress:</p> <ul style="list-style-type: none"> • Delivery of an Energy Performance Contract (EPC), currently in its 8th year of a 10-year contract. The HDdUHB has signed an Access Agreement for the Re:Fit 4 Framework programme to explore the opportunity to arrange a new EPC contract to support with the decarbonisation delivery; • Delivered c. £2 million WG investment as part of the Estates Advisory Board investment, Solar Farm project, Heat Pump Project, new LED lighting and Electric Fleet vehicle purchase (and charging) and existing site infrastructure review; • Delivered Spend to Save capital investment to deliver further roof mounted PV projects at 11 sites; • Currently delivering PV Projects at South Pembs (Car port project) and Brynmair sites. WG ‘Spend to Save’ investment secured for 2023/24 both sites. • Currently delivering Building Management System upgrades at multiple community sites and Bronglais Hospital as part of WG funding in 2023/24; • Secured Funding via Estates Advisory Board investment in 2023/24 to deliver an LPG project at 	<ul style="list-style-type: none"> • The Re:fit 4 programme is subject to review and development of projects, selection of partner and investment support. Currently at soft tender stage; • Complete. • Complete. • Complete. • Target completion by September 2023.

	<p>Glangwili Hospital, to reduce reliance on oil and reduce carbon;</p> <ul style="list-style-type: none"> • Working in partnership with the Energy Services Team to develop feasibility design on identified early win projects e.g., LED lighting schemes, Motor efficiency schemes etc; • Working with the Energy Services team and PSB partners to develop solar farm and PV opportunities at the following sites: <ul style="list-style-type: none"> ○ BGH – Public Sector Low Carbon Heat project in Aberystwyth; ○ PPH – developing a private wire solar farm to feed the hospital; ○ WGH – reviewing opportunities with Pembrokeshire Local Authority to link into a solar farm opportunity; • Delivered a Low Carbon heat design (RIBA 3) via WG grant funding at Elizabeth Williams, Brynmair and Wellfield Road sites in 2022/23. • Ensuring new build developments encompass best practice Decarbonisation e.g. additional work undertaken to enhance the carbon performance on the Cross Hands project. As part of future developments actively engaging with key partners, e.g. Active Building team, Energy and Shared Services etc. • A Property Strategy has been developed as part of the AHMWW Programme to deliver a programme of rationalisation (old and efficient estate, termination of lease estate etc) and acquisition (new hospital plans etc). The carbon impact of this strategy to be developed to support this delivery programme. • The organisation is promoting and supporting a transition to Agile Working practices. A key driver to improve carbon performance, in areas of travel, how and where we work. 	<ul style="list-style-type: none"> • Complete. • BGH scheme subject to grant funding to deliver detailed design. • PPH – meetings ongoing with the private developer. • Grant funding to be sought in 2024/25 to deliver the scheme, via Refit 4 programme or other delivery route. • Challenges around costs and value for money are a key risk. Any new developments will need to adhere to best practice carbon design but also reflect the embodied carbon implications on the footprint. • Key risks around delivery and timescales to estate change. • Disposal and co-location opportunities have been identified to reduce the volume of admin/clerical workspace across HDdUHB estates which underpins the delivery of agile/hybrid working practices and initiatives.
<p>Transport initiatives</p>	<ul style="list-style-type: none"> • As at 1st September 2022 there were a total of 163 EVs provided to staff via the Health Board’s lease 	<ul style="list-style-type: none"> • Both staff commuting and patient / visitor travel make up most of our transport CO² emissions.

car schemes. This compares to a total of 31 identified in September 2021. The increase is evidence of the success of our efforts to promote EV lease car uptake.

- A system has been established to enable the routine reporting of CO² emissions resulting from the Health Board's fleet activities - Telematics data is enabling accurate reporting of CO₂ emissions.
- In addition to the 8 fully electric fleet vans pilot introduced in the previous quarter, we are now promoting/showcasing EV leased vehicles for all staff.
- The Health Board continues to enhance its active travel infrastructure, including the introduction of secure cycle compounds and changing facilities at our existing sites.
- A review of all sites has been completed to assess the potential EV charging capacity that could be introduced. We await completion of the EV charging framework by NPS to allow us to commence the process of installing units. This is a dependency on allowing the full transition of our internal fleet of vehicles to EV.
- As a part of the Health Board's 'A Healthier Mid and West Wales' Programme we are working closely with the Swansea Bay and West Wales Metro and Local Authority partners to assess the potential options for enhancing public transport access to our new and existing sites.
- The Health Board completed full rollout of its Telematics Tracking system across all fleet vehicles in April 2022. This includes piloting in a number of cases driver behaviour monitoring to support improved fleet efficiency.
- In April 2022 we introduced a cap on the emissions of all new fleet and lease vehicles of 130gCO²/km. While currently a generous level, we intent to review annually and reduce as appropriate.

While we can influence change it isn't possible for us to directly control the travel behaviours of these groups. This poses a potential challenge in respect of delivering the Health Board's CO² targets in respect of transport.

- Low staff engagement - A series of EV Roadshows are underway across the HDdUHB region to engage staff in the EV Leasing opportunities available to them.
- Feasibility of delivering electric cycle (EC) infrastructure installation in existing cycling storage facilities has been analysed. Several options were considered including detachable EC batteries that can be charged in offices/workspaces with the option of lockers on each key site. Unfortunately, due to the unknown electrical demand and risk posed to existing services this is on hold until detailed surveys are undertaken
- A delay in completion of the NPS framework for EV charging infrastructure would result in a knock on effect to our ability to transition of current fleet of vehicles to EV as planned.
- Duplication of effort- A 'sustainable transport/travel group' has been set-up as part of AHMWW Programme who are developing a Sustainable Transport/Travel Strategy, they will share information with the Decarbonisation Transport Sub-Group/Decarbonisation Task Force to avoid duplication.
- The Health Board's future transport CO₂ emissions will be highly dependent upon the outcome of the A Healthier Mid and West Wales Programme. We are seeking to mitigate any potential negative impacts but the location of future sites and supporting public transport infrastructure may shift travel patterns and our associated CO₂ profile.

**Approach to health care
(service design/models of
care, medicines, waste)**

- Agile Working Task Force is well-established with a clear delivery plan and governance structure. A toolkit has been developed for implementation and a formal toolkit launch is being planned that will support a reduction in carbon e.g. home working, reducing estate, reduced travel.
- One Health Planning Objective to Exec Board Sept '22 which will establish principles across interdisciplinary approach and embed in sustainable recovery & development, including framework, outcome measures & training package. Revised PO will also include a Sustainable Travel Charter & Green Strategy
- 'Green Teams Competition' Sustainable QI program complete; event in planning to create a platform to share best practice nationally & annually – supported by WG & FGC office.
- Sustainability video for mandatory induction package and accessible to wider staff awareness in development. To include information to support individual and service improvements.
- An All Wales e-learning module 'Achieving Net Zero' has been created as part of the carbon awareness initiative and is accessible to staff via ESR. Each HB can also add specific content, KPI's have been developed & shared by WG/PHW/HEIW. All board members will be trained and need to develop a training plan and reporting on % of front-line staff trained in carbon literacy.
- 'Sustainability Hub' resource page on the intranet includes resources to engage and educate staff on carbon awareness, sustainability, One Health, equity, and other related/topical issues. Focus on influencing behavioural change and supporting service review.
- Group established with public sector partners (PHW, HEIW, GHW, NWSSP & HB's) and 3rd sector to develop and deliver climate awareness training; resources scoped.
- Conflicting priorities and clinical pressures slowing down progress due to having no dedicated resource/expertise
- Complexity around development of framework & outcome measures may compromise effectiveness; need for balance between simplicity of approach and breadth of scope for innovation NB PO's currently being revised & streamlined and are subject to Board approval.
- Pressure on frontline/clinical teams limits engagement and uptake; missed opportunity for facilitated learning; loss of funding. Lack of skills/resources to access carbon footprint calculations.
- Delays in production have extended deadline. once complete we will have two full 8+ minute videos in English & Welsh with subtitles, plus video shorts that we can use on our social media channels
- Adding to mandatory training portfolio unlikely to be approved due to organisational pressures therefore alternative routes need to be identified to rollout. PADR documentation will need to be amended to include sustainability pledge.
- Not all staff can access intranet (approx. 10% do so regularly) therefore messaging diluted/minimal impact. Slow progress due to lack of resource and no 'Sustainability Manager/Lead role
- No lead organisation to set agenda, make decisions; conflicting needs/outcomes; need for accessible platform; clarity required on responsibility for delivery of nationally developed training, where to report issues and delivery

	<ul style="list-style-type: none"> • A Decarbonisation working group to be established to develop a One Health Decarbonisation Delivery and Action plan which contributes to the HDUHB Decarbonisation plans and the Sustainable Development Plans 	<ul style="list-style-type: none"> • capacity; duplication occurring, not ascribed to the Once for Wales principles. • Dependant on 'One Health Practitioner' substantive role – lack of resource/funding/expertise to develop.
Further initiatives	<ul style="list-style-type: none"> • Develop the opportunities to work with external partners to share and utilise office space that have already been identified (e.g. Carmarthen Hub, Local Authority Office hub Llandeilo etc) 	<ul style="list-style-type: none"> • Duplication with other public sector bodies – currently engaging/mapping cross-sector to identify available space in patches based on most urgent priority locations and accommodation/parking pressures.

Relevant Strategies and Guidance

- [Net Zero Wales](#) sets out the actions needed to meet Wales's second carbon budget (2021-2025).
- [Prosperity for All; A Climate Conscious Wales](#) is the climate change Adaptation Plan for Wales. This plan provides the overarching framework for Adaptation Planning within Health and Social Care.
- [NHS Wales Decarbonisation Strategic Delivery Plan](#) provides an ambitious mandate for National and Local action across NHS Wales including the requirement for NHS organisations to produce Decarbonisation Action Plans.
- The requirement for NHS Wales to develop plans in response to the Climate Emergency is referenced in the [NHS Wales Planning Framework 2022-2025](#). NHS Wales Chairs have also been briefed on the need for plans to reflect the milestones that need to be achieved to respond to climate change and achieve the goal of the Public Sector being collectively carbon neutral by 2030.
- Best practice and case studies from NHS Organisations can be found:
 - [Home | Green Health Wales | Iechyd Gwyrd Cymru | Sustainable Healthcare Network](#)
 - [How NHS Wales is responding to the climate emergency | NHS Confederation](#)
- The [Public sector net zero reporting guide](#) provides a guide and reporting requirements for the public sector in Wales to estimate their net carbon footprint, including direct and indirect emissions.