

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)
- 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 30/04/2024

Organisational information

Organisation name	Digital Health and Care Wales
Period for reporting	Q4 2023/2024
Date of Organisational Approval	3rd April 2024
Date of report submission	4th April 2024
Person responsible for this report	Cameron Morgan
Email address of person responsible for this report	cameron.morgan@wales.nhs.uk

Methodology - RAG Status



Methodology - Delivery Confidence

Confidence of Delivery	
Highly Likely	Successful delivery of the action/initiative to cost and quality appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery.
Probable	Successful delivery appears probable. However, constant attention will be needed to ensure risks do not materialise into major issues threatening delivery.
Feasible	Successful delivery appears feasible but significant risks and issues already exist requiring management attention. These appear resolvable at this stage and, if addressed promptly.
In Doubt	Successful delivery of the action/initiative is in doubt with major risks or issues apparent in a number of key areas. Urgent action is needed to ensure these are addressed, and establish whether resolution is feasible.
Unfeasible	Successful delivery of the action/initiative appears to be unachievable. There are major issues which at this stage do not appear to be manageable or resolvable. The action/initiative may need rebaselining 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		5	Supplier awarded contract (MattMac) - Guidance final Draft expected end of June 23 - Final sign off target 7th September Red RAG due to date passed	Red
17.2	Health Boards and Trusts will engage with NWSSP to develop the best practice approach for EV charging infrastructure...	HB & Trusts	17.1	SES / Transport	National Clinical Logistics Manager	Director of Procurement & HCS	Red	Probable	2022		60	NWSSP has 21 chargers implemented to date Future requirements are being scoped Supplier awarded Feasibility project and back up power being considered, 1st Draft received May 23	
17.3	Explore localised opportunities for low carbon transport infrastructure as they arise (e.g. hydrogen) and implement if deemed feasible.	HB & Trusts		SES / Transport	National Clinical Logistics Manager	Director of Procurement & HCS	Green	Highly Likely	Ongoing		0	Currently reviewing Hydrogen / Hydrogen Cell / HVO 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	None	Estates and Compliance Team	Head of Corporate Services Estates and Compliance Manager	DHCW CEO	Blue	Complete		2022	100	We have appointed an Environmental Development and Estates Compliance Facilitator. This person will lead on delivery of operational decarbonisation initiatives and drive progress across all 6 focus areas. DHCW's Strategic Delivery Roadmap (Action Plan) has been created. Our Sustainability Strategy details roles and responsibilities for decarbonisation delivery (This document is regularly reviewed).		
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	None	Estates and Compliance Team	Estates and Compliance Manager Environmental Development and Estates Compliance Facilitator	DHCW CEO	Blue	Complete	Ongoing		100	Q1 The Estates and Compliance Manager and/or the Environmental Development and Estates Compliance facilitator attend both Waste and Energy WHEF meetings. Q2 WHEF Waste and Energy meetings are still being attended as required and relevant information is shared within the forum(s).		

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	None	Estates and Compliance Team	Head of Corporate Services Estates and Compliance Manager Environmental Development and Estates Compliance Facilitator	DHCW CEO	Green	Highly Likely	03/12/2021	Ongoing / Annually	80	Q1 Communications to all employees in relation to the climate emergency regularly take place in the form of TENTalks, virtual and physical noticeboards, monthly emails and monthly environmental awareness campaigns, in order to effectively contribute towards establishing an environmentally conscious working environment. Q2 Above arrangements are still in place with further a TENTalk was carried out to ninety staff, relating to Decarbonisation progress and plans. An arrangement with the DHCW Communications team is now in place to more effectively communicate relevant materials. DHCW also have an Environmental Awareness Group; the group brings together environmentally conscious individuals within the organisation to talk about how we can contribute to DHCW reducing its carbon footprint. Q3 Above communication arrangements are still in place. As per DHCW's membership of various Climate Emergency Project Boards, we have been collaborating on various projects in this area that are ongoing; Switch It Off campaign, Decarbonisation training package (ESR) and an interactive 'Waste' video. Q4 Engagement with other organisations takes place through the Decarbonisation team's attendance at various all Wales meetings, such as the Transport and Procurement Project Board, Approach to Healthcare/Service Design Project Board, Community of Experts Group etc. To promote best practice behaviour we have shared environmental focused training packages with employees, this has been met with a positive response with a number of employees having now completed Carbon Literacy and Road to Net Zero (e-learning) training. All employees continue to receive monthly environmental campaigns to further increase knowledge and awareness.	Green	Green
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				Exempt	Exempt		2022	-	DHCW does not employ 'Building Managers' as this role is undertaken by members of the Estates and Compliance team. Due to the nature of our tenancy arrangements, BMS comes under the control of our landlords.			

2.3	Develop a targeted approach to encourage and facilitate low carbon staff travel...	HB & Trusts	None	Estates and Compliance Team	Estates and Compliance Manager Environmental Development and Estates Compliance Facilitator	DHCW CEO	Green	Highly Likely	03/12/2021	Ongoing	50	<p>Q1</p> <p>A Travel Survey has been sent to staff, to help understand the travel habits of our staff. This helped to inform an updated DHCW Travel Plan.</p> <p>Communications/campaigns/intranet pages have been made available to staff informing them of various sustainable travel options.</p> <p>DHCW are also a part of the NHS Fleet Solutions Scheme, giving staff the option to lease ULEV vehicles (120 g/km or less of carbon).</p> <p>Q2</p> <p>Talks with our lease provider are currently underway, particularly in relation to a switch to EVs and the inclusion of a telematics service to be included within vehicles.</p> <p>Q4</p> <p>We have further analysed travel data relating to 'grey fleet', with the intention of reducing the number of journeys undertaken.</p>	Green	Highly Likely
2.4	Closely follow the guidance set out in the <i>Active Travel Action Plan for Wales</i> to ensure suitable considerations for active travel are factored into decision making...	HB & Trusts	None	Estates and Compliance Team	Estates and Compliance Manager Environmental Development and Estates Compliance Facilitator	DHCW CEO	Blue	Complete	03/12/2021	Ongoing	100	<p>Q1</p> <p>We have recently developed a refreshed Travel Plan which encourages staff active travel.</p> <p>We have not yet reviewed the Active Travel Plan for Wales.</p> <p>Q2</p> <p>Active Travel Plan for Wales still to be reviewed.</p> <p>Q3</p> <p>The Travel Plan has now been reviewed and relevant actions have been noted. We will look to review and undertake these.</p> <p>Q4</p> <p>We are now monitoring the number of bike users and car park usage at our main office in Cardiff. We will ensure that staff are aware of any active travel schemes that arise such as Cycle to Work.</p>		
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	None	Estates and Compliance Team	Head of Corporate Services Estates and Compliance Manager	DHCW CEO	Blue	Complete	03/12/2021	Mar 2022	100	<p>The Decarbonisation Strategic Delivery Action Plan (inc. Roadmap) and building priorities were shared with DHCW Directors who endorsed its content including all actions listed.</p>		

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	None	Estates and Compliance Team	Head of Corporate Services Estates and Compliance Manager Environmental Development and Estates Compliance Facilitator	DHCW CEO	Green	Highly Likely	03/12/2021	Ongoing	80	<p>Q1</p> <p>Two of our sites are part of the All Wales Scheme (soon to be CCS contract) for gas and electricity.</p> <p>At our other sites energy forms part of our lease agreements and as such falls under the remit of the landlord. In these cases it is out of our control but we can continue to influence where appropriate and monitor.</p> <p>Q2</p> <p>Regular engagement with landlords is still underway regarding energy performance. At all sites where the landlord provides the electricity as part of the lease agreement, they all supply a form of green/clean energy, whether Green tariff, REGO or nuclear backed.</p> <p>Two sites are now included within the CCS (Crown Commercial Services) framework.</p> <p>Q3</p> <p>We do have the option of adding sites to our current CCS contract. This may be an option to explore in future where applicable.</p> <p>We will continue to engage with landlords and building management to understand their ambitions going forward.</p> <p>Q4</p> <p>As above, no updates.</p>		

3.2	Engage with technical and commercial support available such as the Welsh Government Energy Service.	HB & Trusts	None	Estates and Compliance Team	Head of Corporate Services Estates and Compliance Manager Environmental Development and Estates Compliance Facilitator	DHCW CEO	Green	Highly Likely	03/12/2021	Ongoing	80	<p>Q1 DHCW have engaged with management across organisations, in order to ensure effective collaboration, this has resulted in DHCW taking up membership to the following All Wales and Welsh Government Groups: Decarbonisation-Community of Experts on Climate Change, Transport and Procurement Workstream, Welsh Health Environmental Forum, Approach to Healthcare Project Board and the Estates Finance Advisory Board.</p> <p>Q2 Discussions for joining the Climate Change Adaptation Board have taken place with Welsh Government and DHCW will now be represented on the board.</p> <p>Q3 We have been made aware of funding opportunities via WGES. We will continue to examine as appropriate.</p> <p>Q4 We have measures in place so that key decarbonisation staff actively monitor any communications sent through to DHCW.</p>	Green	Highly Likely
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	Estates and Compliance Team	Head of Corporate Services Estates and Compliance Manager Environmental Development and Estates Compliance Facilitator	DHCW CEO	Green	Highly Likely	03/12/2021	Ongoing	80	<p>Q1 DHCW has created a Decarbonisation Working Group which is attended by senior individuals with areas of responsibility for the delivery of the DAP.</p> <p>Q2 Internal groups continue to meet regularly with increased representation from areas across the organisation.</p> <p>Q3 Internal Groups continue to meet regularly. We will also push for increased DHCW representation (from the relevant Leads) at external groups.</p> <p>Q4 Engagement with other organisations takes place through the Decarbonisation team's attendance at various all Wales meetings, such as the Transport and Procurement Project Board, Approach to Healthcare/Service Design Project Board, Community of Experts Group etc.</p>	Green	Highly Likely

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	None	Estates and Compliance Team	Estates and Compliance Manager	DHCW CEO	Blue	Complete	03/12/2021	2022	100	We have actively engaged with our landlords to influence them to install low carbon alternatives. We will continue to engage with them.		
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	None	Estates and Compliance Team	Estates and Compliance Manager Environmental Development and Estates Compliance Facilitator	DHCW CEO	Green	Feasible	03/12/2021	2026/2030	40	<p>Q1 We will continue to engage with landlords and seek low carbon heat alternatives. We will aim carry out heat studies at applicable sites to support this.</p> <p>Q2 Regular engagement with landlords is still underway regarding energy performance as a whole. Further investigation regarding low carbon heat will be needed.</p> <p>At sites where energy contracts form part of our rental/lease agreements we will seek to influence where appropriate.</p> <p>Q3 We will continue with the measures described above, however this initiative only relates to sites larger than 1000m2. As such only one of our buildings is applicable.</p> <p>At that building only a small proportion of heating is generated via natural gas. We will investigate low carbon methods.</p> <p>Q4 Regular engagement with our landlords continues to take place regarding energy performance as a whole, where required.</p>	Green	Feasible

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

Action	Task	Task Lead	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
8.1	Continue to certify all CHP plant to the CHPQA programme to ensure efficient operation. Health Board will also report CHPQA compliance information and CHP maintenance spend through EFPMS when inputs developed.	HB & Trusts					Exempt	Exempt		Ongoing	-	DHCW does not have any natural gas CHP on its office or data centre sites and has no intention of installing natural gas CHP in the future, therefore this initiative is not applicable to DHCW.	Exempt	Exempt
8.2	Increase CHP metric reporting on EFPMS to track CHPQA compliance and maintenance spend – this will be developed to understand compliance with this initiative.	NWSSP					Exempt	Exempt	2021		-			
8.3	No new natural gas CHP units will be considered going forward. For the existing known schemes, these will be subject to an options appraisal.	HB & Trusts					Exempt	Exempt	2021		-	DHCW does not have any natural gas CHP on its office or data centre sites and has no intention of installing natural gas CHP in the future, therefore this initiative is not applicable to DHCW.		
8.4	Decommissioning will be prioritised over refurbishment from 2025. Normal standard maintenance will continue; however, in the event of a CHP unit failing (for instance, engine replacement) decommissioning should be prioritised.	HB & Trusts					Exempt	Exempt	2022		-	DHCW does not have any natural gas CHP on its office or data centre sites and has no intention of installing natural gas CHP in the future, therefore this initiative is not applicable to DHCW.		
8.5	The ambition will be to decommission all CHPs by 2030 to support the transition away from fossil fuelled heating. For some installations, it is recognised that this 2030 ambition may need to tie in with timescales for new build hospital developments.	HB & Trusts					Exempt	Exempt	2030		-	DHCW does not have any natural gas CHP on its office or data centre sites and has no intention of installing natural gas CHP in the future, therefore this initiative is not applicable to DHCW.		

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

Action	Task	Task Lead	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
9.1	Install effective building management systems (BMS) across the building portfolio, allowing members of estates staff to optimise energy consumption in heating, cooling and ventilation (HVAC) systems. At smaller sites, a simple programmable intelligent heating control with remote access will suffice.	HB & Trusts	None	Estates and Compliance Team	Estates and Compliance Manager Environmental Development and Estates Compliance Facilitator	DHCW CEO	Green	Highly Likely	03/12/2021	2024	75	<p>Q1 We have engaged with our landlords to influence them to install low carbon alternatives including upgrades to BMS systems.</p> <p>At our Ty Glan-yr-Afon office, we have remote access control accessible by Estates staff to control the A/C.</p> <p>We will need to confirm if this approach can be used at other sites.</p> <p>Q2 This is to be confirmed with landlord/contractors at applicable sites. At the moment sites without remote control do have wall mounted panels for adjustment for HVAC.</p> <p>Q3 Wall mounted panels continue to be in place for sites without remote access. Due to lower numbers on site/plans to vacate premises/reduce occupied footprint, it is not feasible to install alternative methods for control.</p> <p>Q4 All of our offices have wall mounted AC control panels, in addition at our Ty Glan-yr-Afon office, Estates team members have access to a web-based AC control system. Comms are in place situated next to AC wall mounted controls, stating best practice guidance for use. AC controls have been configured at each site to office hours, ensuring that systems automatically switch off at the end of the working day.</p>		

9.2	Develop standard operating procedures to optimise the efficient operation of buildings, this will include set schedules for time-clocks / operating setpoint / alarms.	HB & Trusts	None	Estates and Compliance Team	Estates and Compliance Manager	DHCW CEO	Red	Highly Likely	03/12/2021	2022	90	<p>01 Estates staff are trained in the use of remote access systems (Ty Glan-yr-Afon) and in conjunction with our contractors, set point(s) and timers are controlled on a seasonal basis at applicable sites.</p> <p>Our maintenance contractors also ensure that our gas boilers (Ty Glan-yr-Afon) are operating on a seasonally correct basis.</p> <p>We will need to confirm if this approach can be used at other sites.</p> <p>02 As per manufacturer guidance and internal PPMs, equipment is operated and maintained correctly and any defects are highlighted to Estates staff. Estates staff are aware of these procedures. SOP currently being developed.</p> <p>03 As above, this SOP to be developed.</p> <p>04 Building systems continue to be managed and maintained in an effective way. We are planning to produce a guidance document in 2024.</p>	Red	Highly Likely
9.3	Ensure trained resource is in place to optimise energy use by BMS control. Ensure a process is put in place to regularly manage and optimise BMS controls.	HB & Trusts	None	Estates and Compliance Team	Estates and Compliance Manager Environmental Development and Estates Compliance Facilitator	DHCW CEO	Blue	Complete	03/12/2021	2023	100	<p>01 We have engaged with our landlords in regards to upgrades/optimisation of BMS systems.</p> <p>These meetings will take place regularly to ensure consistency.</p> <p>02 Above approach is still in place.</p> <p>03 Control/maintenance of any BMS systems at our sites is undertaken by contractors appointed by the landlord(s).</p> <p>04 BMS systems are managed by the Estates and Compliance team. Contracts are in place with third party trained specialists to ensure that systems are operating effectively and to their optimum level.</p>	Red	Highly Likely

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

Action	Task	Task Lead	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
10.1	Conduct feasibility studies to establish the viability of onsite generation such as solar PV and solar thermal collectors (either roof-mounted or car port mounted) at each site.	HB & Trusts	None	Estates and Compliance Team	Estates and Compliance Manager Environmental Development and Estates Compliance Facilitator	DHCW CEO	Blue	Complete	03/12/2021	2023	100	<p>Due to the nature of our building leases, there are currently no onsite renewable energy opportunities for DHCW at its office buildings.</p> <p>Annual audits of both data Centres were carried out in late 2022.</p> <p>We will continue to engage with both DCs for progress on this.</p>	Green	Highly Likely
10.2	Proceed with renewable energy installation in all viable instances. 50% of identified viable potential to be installed by 2026. 100% of identified viable potential to be installed by 2030.	HB & Trusts	None	Estates and Compliance Team	Estates and Compliance Manager Environmental Development and Estates Compliance Facilitator	DHCW CEO	Green	Highly Likely	03/12/2021	2026/2030	50	<p>01 We can confirm that CDC currently has on site PV panels that provide circa. 8% of total power and have plans to install additional panels. We will continue to engage with both DCs for progress on this.</p> <p>02 Further visits to both DCs to take place this year to confirm the above is still planned.</p> <p>03 The nature of our estate means that we do not hold or control any additional land, therefore there are no immediate plans for renewable energy installation. We will however query this with landlords.</p> <p>04 At our (CDC) data centre we have PV panels in place that provide circa. 8% of the total power. As we occupy our premises under lease agreements it is not always possible to control renewable energy installations; however, we have continued to meet with our landlords to influence the potential for installations, where possible.</p>	Green	Highly Likely
10.3	Develop a strategy to ensure existing renewable energy systems remain well maintained (e.g. periodic cleaning schedule, schedule of consumable part replacement (e.g. inverters) in line with expected lifespans).	HB & Trusts					Exempt	Exempt		2023	-	Renewable Energy Systems do not come under our control.		

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

Action	Task	Task Lead	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
11.1	Continue in the short-term to ensure that all new buildings achieve a BREEAM 'Excellent' score and all refurbishments achieve a BREEAM 'Very Good' score.	HB & Trusts					Exempt	Exempt		Ongoing	-	DHCW does not carry out construction or major refurbishment of buildings. At this moment, Initiatives relating to New Builds and Major refurbishment are not directly applicable.		

11.2	All NHS organisations will adopt the agreed net zero approach for all new building designs and ensure new builds are certified to net zero...	HB & Trusts						Exempt	Exempt		Ongoing	-	DHCW does not carry out construction or major refurbishment of buildings. At this moment, Initiatives relating to New Builds and Major refurbishment are not directly applicable.	Exempt	Exempt
11.3	A net zero building standard framework for hospitals is being developed, and NWSSP should continue to engage with NHS partners and other organisations to support its development. Through these engagements NWSSP should stay sighted on updates.	NWSSP						Exempt	Exempt		Ongoing	-			

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

Action	Task	Task Lead	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
12.1	Ensure that each new build project has in place a suitably qualified client-side sustainability representative...	HB & Trusts	None	Estates and Compliance Team	Estates and Compliance Manager Environmental Development and Estates Compliance Facilitator	DHCW CEO	Exempt	Exempt	03/12/2021	2024	-	<p>Q1</p> <p>The Estates Team provide sustainability guidance on building leases, refurbishments and support the Net Zero Framework. Sustainability will be considered as part of all future projects.</p> <p>Our most recent refurbishment project, in Ty Glan-yr-Afon, was assessed for sustainability considerations in conjunction with the Estates Compliance Manager. Specific mentions of waste and environmental tender clauses have been made.</p> <p>Q2</p> <p>DHCW do not carry out new build work but do carry out refurbishments making alterations to demountable partitioning at our sites. The above is still valid and future projects will be considered in this way. EXEMPT AS PER NWSSP.</p>	Exempt	Exempt
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					Exempt	Exempt		2022	-	DHCW does not carry out construction or major refurbishment of buildings. At this moment, Initiatives relating to New Builds and Major refurbishment are not directly applicable.	Exempt	Exempt

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					Exempt	Exempt		2021	-	DHCW does not carry out construction or major refurbishment of buildings. At this moment, Initiatives relating to New Builds and Major refurbishment are not directly applicable.	Blue	Complete
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					Exempt	Exempt		2022	-	DHCW does not carry out construction or major refurbishment of buildings. At this moment, Initiatives relating to New Builds and Major refurbishment are not directly applicable.		
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	None	Estates and Compliance Team	Estates and Compliance Manager	DHCW CEO	Blue	Complete	03/12/2021	2022	100	<p>We have liaised with our landlords who have now installed EV charging points at 2 of our premises.</p> <p>DHCW have installed charging points at an additional 2 premises.</p> <p>In regards to the 2 remaining premises, one is able to access charging points as it is adjacent to another DHCW site and we have no plans to install charging points at our sixth and final premises, as we may vacate the premises.</p>		
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					Exempt	Exempt		2027/28	-	Action refers to ambulances, which DHCW do not operate.		

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	None	Estates and Compliance Team	Estates and Compliance Manager	DHCW CEO	Blue	Complete	03/12/2021	2021	100	Opportunity was taken at the new office, Media Point, Mold to switch away from using natural gas as the means of heating (and to purchase a renewable electricity tariff).	Blue	Complete

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					Exempt	Exempt		2022	-	DHCW does not carry out construction or major refurbishment of buildings. At this moment, Initiatives relating to New Builds and Major refurbishment are not directly applicable.	Exempt	Exempt
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					Exempt	Exempt		2022	-	DHCW does not carry out construction or major refurbishment of buildings. At this moment, Initiatives relating to New Builds and Major refurbishment are not directly applicable.		
16.3	Strategically plan the location of new sites to reduce private vehicle commuting requirements where possible.	HB & Trusts					Exempt	Exempt		2021	-	DHCW does not carry out construction or major refurbishment of buildings. At this moment, Initiatives relating to New Builds and Major refurbishment are not directly applicable.		
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					Exempt	Exempt		2023	-	DHCW does not carry out construction or major refurbishment of buildings. At this moment, Initiatives relating to New Builds and Major refurbishment are not directly applicable.		

Transport

Guidance for users

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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	-		Blue	Complete
17.2	Health Boards and Trusts will engage with NWSSP to develop the best proactive approach for EV charging infrastructure...	HB & Trusts	Action 17.1	Estates and Compliance Team	Estates and Compliance Manager Environmental Development and Estates Compliance Facilitator Client Services Business Lead	DHCW CEO	Blue	Complete	03/12/2021	2022	100	All DHCW premises are leased; as of May 2023 DHCW have installed x4 EVPCs at our North Wales office and x8 EVPCs at our Cardiff office. At our other premises where it is not possible for DHCW to install EVPCs, we have liaised with our landlords to request that they explore options for installing EVPCs. DHCW are now part of the Transport and Procurement Group that NWSSP have formed featuring NHS wide participation.		
17.3	Explore localised opportunities for low carbon transport infrastructure as they arise (e.g. hydrogen) and implement if deemed feasible.	HB & Trusts	None	Estates and Compliance Team	Estates and Compliance Manager Environmental Development and Estates Compliance Facilitator Client Services Business Lead	DHCW CEO	Blue	Complete	03/12/2021	Ongoing	100	Q1 DHCW currently have 3 out of our 11 fleet vehicles as EVs. Vehicle leases at DHCW operate on a year-by-year basis, each of these leases will be examined at the appropriate time. Q2 Talks with our lease provider are currently underway, particularly in relation to a switch to EVs and the inclusion of a telematics service to be included within vehicles. Q3 Current infrastructure (both where this is under our control and under the control of our landlords) is operated via green electricity contracts. We have participated in talks around a Green Hydrogen facility, while this was not viable for us we will continue to monitor and engage where necessary. Q4 Adoption of additional (leased) EV fleet vehicles has been considered but has not been acted upon at this stage due to the mileage limitations of EV's, as well as the lack of charging infrastructure in more remote locations across Wales (moving to Hybrid leased vehicles is unfeasible at this time due to their exponential costs).		

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	-		Red	Yellow
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	None	Client Services	Estates and Compliance Manager Environmental Development and Estates Compliance Facilitator Client Services Business Lead	DHCW CEO	Blue	Complete	03/12/2021	2023	100	DHCW lease a small number of (11) vehicles in line with best practice for NHS Wales. Our fleet is centrally controlled by one team. When a standardised system of vehicle management is communicated to us we will comply with its content.		

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	None	Finance and Business Assurance	Estates and Compliance Manager Environmental Development and Estates Compliance Facilitator Head of Financial Services	DHCW CEO	Blue	Complete	N/A	2023	100	<p>Q1</p> <p>DHCW employees are able to access BEVs/ULEVs via the Fleet Solutions scheme, which offers the leading salary sacrifice lease car scheme for the NHS and other public sector organisations.</p> <p>Parking for ICE vehicles has been decreased and spaces are now being used for EV charging.</p> <p>Sustainable travel pages have been developed on our intranet, that feature how to find a nearby charging point.</p> <p>Q2</p> <p>Staff continue to be notified of sustainable methods of transport available to them. EV charging facilities within our remit continue to be utilised by an increasing number of staff.</p> <p>Details of Fleet solutions lease schemes, which only include vehicles that emit 120g/km or less, are also regularly communicated.</p>	Blue	Complete
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	None	Estates and Compliance Team	Estates and Compliance Manager Environmental Development and Estates Compliance Facilitator	DHCW CEO	Blue	Complete	03/12/2021	2022	100	<p>A Travel Survey has been conducted.</p> <p>Data extracted from the results has been used to enhance our commuting reporting methodology.</p> <p>An updated Travel Plan has also been produced.</p>	Blue	Complete
21.3	Evolve existing accounting systems to improve records of grey fleet journeys...	HB & Trusts	None	Estates and Compliance Team	Estates and Compliance Manager Environmental Development and Estates Compliance Facilitator	DHCW CEO	Blue	Complete	03/12/2021	2022	100	<p>Fuel type, mileage, and type of vehicle are captured as part of data recorded by our internal Finance department. Emissions data is then generated and reported to Welsh Government.</p> <p>Any further developments that can be made will be considered at the appropriate time.</p>	Blue	Complete

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

Action	Task	Task Lead	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
22.1	Determine the spare Authorised Service Capacity (kVA) available at each site, accounting for predicted future changes to the site...	WAST					Exempt	Exempt	2021		-		Exempt	Exempt
22.2	Continue to develop the existing WAST EV charging implementation plan in anticipation of plug-in hybrid and electric rapid response vehicle procurement from 2022 and electric emergency ambulances by 2028. It's acknowledged that in some rural areas this technology may not be feasible yet.	WAST					Exempt	Exempt	2022		-			
22.3	Apply for funding and install as appropriate to ensure the infrastructure is in place to accommodate electric rapid response vehicles by 2022 and electric emergency ambulances by 2028.	WAST					Exempt	Exempt	2022/2028		-			

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

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

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

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

Procurement

Guidance for users

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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	-		Exempt	Exempt
29.2	Include in the Supplier Relationship Management (SRM) template a specific reference to NHS Wales's decarbonisation ambition and the role suppliers will have to take.	NWSSP Procurement					Exempt		2022	-			

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

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

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

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

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

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

Action	Task	Task Lead	Dependencies	Action Owner	Responsible	Accountable	RAG	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
32.1	Engage Health Boards to assess the need for specific frameworks, for example: <ul style="list-style-type: none"> • Electric vehicles and infrastructure • Renewable power • Low carbon heat... 	NWSSP Procurement					Exempt		2022	-		Exempt	Exempt
32.2	Collaborate with the Welsh public sector to put in place procurement mechanisms (such as frameworks) for the benefit of Health Boards and Trusts (and as appropriate the wider Welsh public sector)	NWSSP Procurement					Exempt		2022	-			

Land Use

Guidance for users

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

Action	Task	Task Lead	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	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	-			
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	None	Estates and Compliance Team	Head of Corporate Services Estates and Compliance Manager Environmental Development and Estates Compliance Facilitator	DHCW CEO	Green	Highly Likely	03/12/2021	Ongoing	55	<p>Q1 As an output of our Estates Plan, an options appraisal for one of our sites was undertaken. The outcome of this was to recommend closure. This has now taken place. We will continue to monitor this.</p> <p>Q2 DHCW have vacated one site and have moved to a shared (with NWSSP) smaller location. Discussions with the landlord have indicated they are happy for us to reduce space at our site in Swansea. Plans are being developed to put this in effect.</p> <p>Q3 We still plan to reduce our footprint at our Swansea office. With completion expected early 2024/25. Due to cost pressures work at our Cardiff office is still in progress.</p> <p>Q4 We have refreshed our Estates Plan, which provides key information for DHCW's estates rationalisation planning. In 2023 we vacated Mamilad House and in 2024/25 we have plans to reduce of space at Technium 2 and refurbish the ground floor at Ty Glan-yr-Afon to create a collaborative space, as well as conference facility, in line with hybrid working practices.</p>	Green	Highly Likely

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	-			
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					Exempt	Exempt		2024	-	DHCW does not own or operate any land.	Exempt	Exempt
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					Exempt	Exempt		2024	-	Task refers to hospital sites.		

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

Action	Task	Task Lead	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	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					Exempt	Exempt		2023	-	DHCW will be open to any opportunities for private wire connections and/or renewable energy generation to any of its sites. However, this is currently not viable, given that DHCW does not own any of its properties.		
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					Exempt	Exempt		2026/2030	-	DHCW will be open to any opportunities for private wire connections and/or renewable energy generation to any of its sites. However, this is currently not viable, given that DHCW does not own any of its properties.	Exempt	Exempt
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					Exempt	Exempt		2023	-	DHCW will be open to any opportunities for private wire connections and/or renewable energy generation to any of its sites. However, this is currently not viable, given that DHCW does not own any of its properties.		

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	None	Estates and Compliance Team	Head of Corporate Services Estates and Compliance Manager	DHCW CEO	Blue	Complete	03/12/2021	2022	100	Approximately 94% of our employees worked remotely during 2021-2022. Approximately 87% of our employees worked remotely during 2022-2023. Approximately 91% of our employees worked remotely during Q1 and Q2 2023-2024.	Green	Highly Likely
37.2	Where suitable, create hot desk environments to provide smaller office space and facilitate meeting spaces when required.	HB & Trusts	None	Estates and Compliance Team	Head of Corporate Services Estates and Compliance Manager Environmental Development and Estates Compliance Facilitator	DHCW CEO	Green	Highly Likely	03/12/2021	2023	60	<p>Q1 Several areas across multiple sites have been re-organised and/or re-furnished to accommodate a hybrid way of working. This includes creating space for hot desks and formal/informal meeting spaces. Notably the third floor out our Ty Glan-yr-Afon office was recently refurbished and future plans for other floors are currently ongoing.</p> <p>Q2 Plans to create collaborative spaces, including conference facilities, meetings spaces and hot desks, within one of our Cardiff offices are ongoing.</p> <p>Q3 The above mentioned work is still being planned. Cost pressures and time constraints have been a barrier to progress thus far.</p> <p>Q4 In 2024/25 we plan to reduce our office space at our Technum 2 office as well as refurbish the ground floor at our Ty Glan-yr-Afon office to create a collaborative space, including meeting rooms and conference facility, in line with hybrid working practices.</p>		
37.3	Consider the future transformation of office space into additional healthcare facilities as required.	HB & Trusts					Exempt	Exempt		Ongoing	-	DHCW does not provide healthcare facilities.		
37.4	Consider opportunities to work with external partners to share and utilise office space to reduce travel requirements.	HB & Trusts	None	Estates and Compliance Team	Head of Corporate Services Estates and Compliance Manager Environmental Development and Estates Compliance Facilitator	DHCW CEO	Green	Highly Likely	03/12/2021	Ongoing	50	<p>Q1 We have been in contact with several HBs and public sector organisations in regards to sharing space at our sites. Conversations with Swansea Bay are currently ongoing. After discussions with NWSSP, we are now sharing some space in their Cwmbran House premises. We will continue to monitor and consider any opportunities that arise.</p> <p>Q2 Plans to create collaborative spaces, including conference facilities, meetings spaces and hot desks, within one of our Cardiff offices are ongoing.</p> <p>The aim is for this project is to benefit other NHS Wales organisations, the Welsh Public Sector and Welsh public.</p> <p>Q3 As per 37.2. We will continue to remain open to discussions with other organisations where applicable.</p> <p>Q4 The conference facility that we plan to create at our Ty Glan-yr-Afon office will be available to other organisations for use. At our Mold office another organisation lease desk space, there are plans to increase the number of desks as part of this arrangement. We have continued to engage with other organisations to identify further shared accommodation opportunities.</p>		

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

Action	Task	Task Lead	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
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38.1	Build upon the progress made during the Covid-19 pandemic and maintain the use of digital consultations and patient monitoring where possible to reduce the requirement for avoidable staff and patient travel...	HB & Trusts	None	Estates and Compliance Team	Assistant Director of Service Transformation Estates and Compliance Manager Environmental Development and Estates Compliance Facilitator	DHCW CEO	Blue	Complete	03/12/2021	Ongoing	100	<p>Q1 DHCW will continue providing technology services to primary and secondary care services enabling them to continue to utilise virtual services i.e. 'Teams' and 'Attend Anywhere', for online consultations.</p> <p>Q2 As above, DHCW will continue to facilitate these services.</p>		
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	None	Estates and Compliance Team	Assistant Director of Service Transformation Estates and Compliance Manager Environmental Development and Estates Compliance Facilitator	DHCW CEO	Blue	Complete	03/12/2021	Ongoing	100	<p>Q1 The Digital Services for Patients and Public (DSPP) team which was set up in March 2021 is responsible for development of the NHS Wales app.</p> <p>Q2 Development and rollout of the app continues.</p> <p>Q3 As above. DHCW is also able to provide services that demonstrate carbon benefits. An example is the use of the Welsh Nursing Care Record (WNCR) which reduces paper usage on wards.</p>		
38.3	Ensure healthcare professionals are provided with the appropriate technology to carry out these tasks effectively.	NWSSP, HB & Trusts	None	Estates and Compliance Team	Assistant Director of Service Transformation Estates and Compliance Manager Environmental Development and Estates Compliance Facilitator	DHCW CEO	Blue	Complete	03/12/2021	Ongoing	100	<p>Q1 DHCW are also responsible for developing, maintaining and supporting several other applications/software suites including but not limited to:</p> <ul style="list-style-type: none"> Welsh Clinical Portal (WCP) Wales Cancer Informatics Solutions (WCIS) Choose Pharmacy Test Trace Protect (TTP) Welsh Radiology Information System (WRIS) Welsh Emergency Department System (WEDS) Welsh Intensive Care Information System (WICIS) Cancer Network Information System (CaNISC) Welsh Patient Administration System (WPAS) Welsh Nursing Care Record (WNCR) <p>Q2 As above.</p> <p>Q3 DHCW will continue to provide/host/supply these services as such, this task will be marked as complete.</p>	Green	Highly Likely
38.4	Develop a best practice approach for the use of digital technology and further explore digital consultation technology...	HB & Trusts	None	Estates and Compliance Team	Assistant Director of Service Transformation Estates and Compliance Manager Environmental Development and Estates Compliance Facilitator	DHCW CEO	Green	Highly Likely	03/12/2021	2023	45	<p>Q1 DHCW will be at the forefront of digital technology and is expecting to increase its workforce to respond to a demand for virtual services and associated data management.</p> <p>There is currently work ongoing in two areas in relation to this task:</p> <ul style="list-style-type: none"> Digital Footprint creation with Dell in collaboration with Client Services. Microsoft Emissions Impact Dashboard for M365/Azure. <p>Q2 Work is set to be undertaken regarding a baseline for our digital footprint, as per our internal DAP. We are currently scoping the work to be undertaken.</p> <p>Q3 Good progress has been made to baseline our digital footprint (IT Estate). This work will continue and we will look to provide a template/tool for other organisations to follow.</p> <p>Q4 As above, this work is still ongoing. There is a possibility of using 3rd party software to achieve/supplement this.</p>		

38.5	Continue to digitalise clinical records and communications to increase resource efficiency and reduce printing resource requirements.	HB & Trusts	None	Estates and Compliance Team	Assistant Director of Service Transformation Estates and Compliance Manager Environmental Development and Estates Compliance Facilitator	DHCW CEO	Green	Highly Likely	03/12/2021	Ongoing	50	<p>Q1</p> <p>As in action 38.3</p> <p>Q2</p> <p>WNCR benefit evaluation data has been captured. We plan to use this data to highlight the carbon savings and/or avoided emissions arising from adoption of the platform specifically resulting from reduced paper usage.</p> <p>Q3</p> <p>Initial carbon benefits have been calculated relating to WNCR usage on wards. There is still work to be done to improve the accuracy of this, as well as the need for additional data for IT procurement offsetting.</p> <p>Q4</p> <p>Representation on the Approach to Healthcare Project Board is currently under transition.</p>		
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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	-			
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	None	Estates and Compliance Team	Estates and Compliance Manager Environmental Development and Estates Compliance Facilitator	DHCW CEO	Blue	Complete	03/12/2021	Ongoing	100	<p>Q1</p> <p>DHCW has an Environmental Awareness Group, which looks to implement campaigns around raising awareness amongst staff.</p> <p>The Decarbonisation Working Group work to achieve progress against decarbonisation aims.</p> <p>Key members of staff are also part of wider NHS Wales/public sector Groups; WHEF, EPRMG, Transport Task and Finish, Transport and Procurement, Estates Engagement Forum, BELP, CoE, Approach to Healthcare/Service Design, Health and Social Care Climate Emergency National Programme Board.</p> <p>Q2</p> <p>As above, we will continue to provide support within these groups.</p>	Blue	Complete
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		-			
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		-		Exempt	Exempt
40.3	Extend the existing WEAN engagement on the decarbonisation of medical gases to all acute Health Boards and Trusts.	All Wales Medicine Strategy Group					Exempt	Exempt	2022		-			
40.4	Closely monitor the outcomes of WEAN's research in N2O use and leakage rates. Appraise the use of piped medical gas infrastructure against bottled gas use and monitor consumption of medical gases closely.	All Wales Medicine Strategy Group					Exempt	Exempt	2023		-			

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

Action	Task	Task Lead	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
41.1	Conduct an activity to establish commercially available technologies for capturing medical gases and disposing of them responsibly – and implement at a trial site to establish feasibility.	All Wales Medicine Strategy Group					Exempt	Exempt	2024		-			

41.2	Ensure medical gas capture technology is integral to all new builds and major refurbishments.	HB & Trusts					Exempt	Exempt		Ongoing	-	Initiative not applicable to DHCW as it relates to the use of medical gases.	Exempt	Exempt
41.3	Actively engage with suppliers and disposal facilities to utilise suitable methods to capture left-over bottled nitrous oxide that is not used (estimated to typically be >30%) and ensure sensible disposal. It's not believed that technology is currently commercially available to enable re-use of this left-over gas.	All Wales Medicine Strategy Group					Exempt	Exempt		Ongoing	-			

Initiative 42 - Take a patient-centric approach to optimise inhaler use, focusing on a reduction in the over-reliance of reliever inhalers where possible and emphasising the importance of inhaler-specific disposal and recycling. Carbon Impact 3/10

Action	Task	Task Lead	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
42.1	Work with senior medical staff, the Welsh Respiratory Health Implementation Group, pharmacists, doctors and asthma nurses to create alignment and develop guidance for prescribers to encourage reviews of patients' requirements and ensure inhalers are suitably prescribed. Utilise current existing mechanisms such as national guidelines for COPD and asthma management, national apps and the national Welsh Standard educational packages to achieve this change through co-production...	All Wales Medicine Strategy Group / RHIG					Exempt	Exempt		2022	-		Exempt	Exempt
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				Exempt	Exempt		2022	-	Initiative not applicable to DHCW as it relates to the use of 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)	-			
43.2	Where appropriate, proceed with transitioning patients to low GWP inhalers (e.g. dry powdered inhalers (DPIs)), but only where patient care will not be impacted. Where a transition to a low GWP inhaler is not possible (e.g. patients' individual requirements), patients' treatments should not be changed. Low-GWP metered dose inhalers (MDIs) are expected by 2025 and a shift to a different type of inhaler should be revisited when these inhalers become available...	All Wales Medicine Strategy Group / RHIG					Exempt	Exempt		2025	-		Exempt	Exempt
43.3	Develop and provide education material to patients surrounding the carbon footprint of inhalers via patient apps to promote patient-driven change. Utilise Welsh Government, the national press and social media to drive the agenda...	All Wales Medicine Strategy Group / RHIG					Exempt	Exempt		2021	-			
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	-		Exempt	Exempt
44.2	Upon publication, implement best practice guidance across all Health Boards and Trusts.	HB & Trusts	Dependent on guidance 44.1				Exempt	Exempt		2023	-	Initiative not applicable to DHCW as it relates to reducing pharmaceutical waste.		

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

Action	Task	Task Lead	Dependencies	Action Owner	Responsible	Accountable	RAG	Delivery Confidence	Start	Implemented	% Complete	Comments	Initiative Overall RAG	Overall Delivery Confidence
45.1	Consult industry partners, clinicians, recycling experts and literature to develop initiatives to reduce the use of single-use plastics in healthcare where possible and increase the potential for recycling and reuse. Ideally, this will be partially addressed through a shift in procurement practices where feasible, as outlined in initiatives 26-30.	NWSSP					Exempt	Exempt		2022	-			

45.2	Upon completion, implement best practice initiatives across all Health Boards and Trusts.	HB & Trusts	Dependent on 45.1	Estates and Compliance Team	Estates and Compliance Manager Environmental Development and Estates Compliance Facilitator	DHCW CEO	Blue	Complete	03/12/2021	2023	100	<p>Q1 DHCW will participate and contribute to all strategies delivering single use plastics and packaging waste, without compromising patient or staff safety. DHCW will adopt all relevant guidance from NHS Wales. We will aim for our waste to be as close to zero to landfill as possible.</p> <p>Q2 Meetings with our main IT supplier have taken place. We have advised that single use plastics should be reduced within products we purchase.</p> <p>Q3 Our supplier has confirmed that measures are now in place to reduce unnecessary packaging with an emphasis on plastic.</p> <p>Q4 We will continue to work with our suppliers and utilise any lessons learned to ensure that any unnecessary packaging is eliminated.</p>	Blue	Complete
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	None	Estates and Compliance Team	Estates and Compliance Manager	DHCW CEO	Blue	Complete	03/12/2021	2022	100	Less than 1% of our waste was sent to landfill in 2021/2022.		

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					Exempt	Exempt		2022	-	Initiative not applicable to DHCW as it relates to the use of inhalers.	Exempt	Exempt
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					Exempt	Exempt		2021	-	Initiative not applicable to DHCW as it relates to the use of inhalers.		
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					Exempt	Exempt		2022	-	Initiative not applicable to DHCW as it relates to the use of inhalers.		

Issue Log

Guidance for users

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

Instructions for users

- Set a unique Issue ID for each identified issue. This should start with your organisation acronym e.g. Swansea Bay University Health Board Issue 1 would be SBUHB11 / Public Health Wales Issue 23 would be PHWI23
- Complete each field in light blue and target rating. Autocalculated Rating and Score will formulate based upon Priority / Severity designated

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

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

Issue Ref	Description/Issue	Issue Type	Status	Priority	Severity	Autocalculated Rating	Target Rating	Target Date	Date Identified	Date of Last Update	Decision Date	Closure Date	Raised By	Responsibility / Owner	Workstream	Comments/Notes	Autocalculated Score	Category
EXAMPLE DATA NWSSP11	E-HGV's – UK GOV will not currently approve vehicles for use due to significant safety issue.	Problem/Concern	Open	Medium	Significant	Amber	Yellow	01/10/2023	06/04/2023	06/04/2023	TBC	TBC	Tony Chatfield	Tony Chatfield	Transport	NWSSP decision may be required – What next steps should be taken? DfE and BEIS funded.	0	Operational
DHCW11	The current electric vehicle charging National infrastructure is not currently fit to support the needs of DHCW fleet vehicles.	Problem / Concern	Open	Medium	Moderate	Amber	Yellow	31/12/2024	25/05/2023	17/01/2024	TBC	TBC	Environmental Development and Estates Compliance Facilitator	Client Services Business Lead	Transport	Progress will need to be monitored closely as part of the DHCW Decarbonisation Working Group and TaP project board. The same issues are being experienced across NHS Wales. Opportunities to progress with up to date charging solutions have been investigated internally. Cost pressures and/or funding opportunities continue to be an issue.	9	Operational
DHCW12	Current EV lease options are not feasible due to limiting factors such as vehicle ranges, battery charging speeds and lack of Hybrid options available from suppliers under current framework.	Problem / Concern	Open	Medium	Moderate	Amber	Yellow	31/12/2024	25/05/2023	17/01/2024	TBC	TBC	Environmental Development and Estates Compliance Facilitator	Client Services Business Lead	Transport	Progress will need to be monitored closely as part of TaP project board and internal DHCW Decarbonisation Working Group meetings. Whilst current cost pressures may inhibit progress a decision will need to be made to swap remaining ICE vehicles for ULEVs. There is still ambiguity around the decision to switch. At the very least, charging infrastructure at our sites will need to be upgraded.	9	Operational
DHCW13	Pan-initiative progress is somewhat inhibited due to limited internal resources availability.	Problem / Concern	Open	High	Moderate	Red	Amber	31/12/2024	25/05/2023	18/03/2024	TBC	TBC	Environmental Development and Estates Compliance Facilitator	Estates and Compliance Manager	All	This will need to be discussed internally in the DHCW Decarbonisation Working Group to decide on steps to be taken. Progress being made across initiatives. Good progress is being made, with an increased 'interest' in decarbonisation generally. There are potential plans to recruit a Head of Sustainability to aid this.	12	Strategic
DHCW14	Current fleet vehicles do not have telematics installed, it is not fully understood if the current vehicle type support such a function.	Problem / Concern	Open	Medium	Moderate	Amber	Green	31/12/2024	25/05/2023	18/03/2024	TBC	TBC	Estates and Compliance Manager	Client Services Business Lead	Transport	Client services who are currently managing our leased fleet will need to liaise with suppliers to progress this issue. Awaiting finalised quote & decision prior to installation. This is currently being trialled in one of our fleet vehicles. The results of our trial are due to be presented to the Transport Task & Finish Group. We will continue to take cues from the group.	9	Operational
DHCW15	The current methodology for calculating Supply Chain (Procurement) Emissions is not fit for purpose as it is based only on value and generic not always appropriate SIC codes. Without developments in this key area then emissions will continue to rise.	Request for Change	Closed	Medium	Significant	Amber	Amber	31/12/2024	25/05/2023	17/01/2024	TBC	TBC	Environmental Development and Estates Compliance Facilitator	Estates and Compliance Manager	Transport	Continue to discuss potential changes to methodologies within our internal Decarbonisation Working Group, COE meeting and also the Transport and Procurement Board. Meetings are held regularly. Progress has now been made in this area and a significant number of suppliers are now utilising a tier 2 methodology. There is still work to be done to ensure that further suppliers are able to report in this way. Still work to be done here to bring all suppliers on board to the newest methodology but a lot of progress has been made resulting in large carbon savings for DHCW.	12	Operational
DHCW16	The Active Travel Action Plan for Wales has not been reviewed.	Problem / Concern	Open	Low	Minor	Yellow	Green	31/12/2024	03/08/2021	18/03/2024	TBC	TBC	Environmental Development and Estates Compliance Facilitator	Estates and Compliance Manager	Carbon Management	A review of the Active Travel Action Plan for Wales will need to be undertaken in order to make progress against Initiative 2. The plan has been reviewed and actions arising from that have been noted. We will look to fully implement these measures at the earliest opportunity. The Plan has now been reviewed and work is in place to monitor the situation.	4	Operational
DHCW17	The aim to have converted 50% of heat to low carbon heat by 2026 relies on co-operation of landlords due to the nature of our leases.	Problem / Concern	Open	High	Moderate	Red	Amber	31/12/2024	03/08/2023	17/01/2024	TBC	TBC	Environmental Development and Estates Compliance Facilitator	Estates and Compliance Manager	Buildings, Estates & Planning	We will need to re-engage with landlords/building management to ensure that a clear plan of action is.	12	Operational

DHCW18	Confirmation will need to be sought regarding remote access heating control at our sites.	Problem / Concern	Open	Low	Minor	Yellow	Green	31/12/2024	03/08/2023	17/01/2024	TBC	TBC	Environmental Development and Estates Compliance Facilitator	Estates and Compliance Manager	Buildings, Estates & Planning	We will need to re-engage with landlords/building management for confirmation.	4	Operational
DHCW19	Whilst the ability to perform automated functions with operating setpoints and time-clocks etc. Exists at one of our sites currently, we will need to confirm if this is viable at other sites.	Problem / Concern	Open	Low	Minor	Yellow	Green	31/12/2024	03/08/2023	18/03/2024	TBC	TBC	Environmental Development and Estates Compliance Facilitator	Estates and Compliance Manager	Buildings, Estates & Planning	We will need to re-engage with landlords/building management for confirmation. This is still to be done. Using the current wall mounted panel solutions, this could be set up. Estates Officer(s) to investigate. A Standard Operating Procedure (SOP) to be created.	4	Operational
DHCW20	Currently progress against tasks within the initiative are not reported to to Decarbonisation Reporting Leads.	Problem / Concern	Open	Medium	Moderate	Amber	Yellow	31/12/2024	03/08/2023	17/01/2024	TBC	TBC	Environmental Development and Estates Compliance Facilitator	Assistant Director of Service Transformation	Approach to Healthcare	A communication link between relevant colleagues will need to be established prior to the next reporting window. A process for this will need to be put in place, however there has been good progress against the initiatives as a whole. Generally this has improved. Continue to monitor.	9	Strategic
DHCW21	Full adoption of ULEV vehicles, wether EV, Hybrid or HVO may lead to increased capital or revenue costs making the position untenable.	Problem / Concern	Open	High	Significant	Red	Green	31/12/2024	17/01/2024	17/01/2024	TBC	TBC	Environmental Development and Estates Compliance Facilitator	Client Services Business Lead	Transport	Availability of funds will need to be confirmed if we are to continue to make progress in line with targets.	16	Financial

Risk Register

Guidance for users

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

Instructions for users

- Get 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
Likelihood	Rare	1	2	3	4	5
	Unlikely	2	4	6	8	10
	Possible	3	6	9	12	15
	Likely	4	8	12	16	20
	Almost Certain	5	10	15	20	25



Risk Id.	Raised By	Description (Cause, Effect and Event that could occur)	Date Registered	Date last update	Category	Threat or Opportunity	Risk Response Category	Response Action	Risk Assessment and Score Prior to Risk Response and Actions completed				Risk Assessment on current position with some actions completed or mitigations applied				Target Risk Detail -Target score post ALL actions completed or mitigation applied			Comments	Risk Actionee	Risk Owner	Status	Risk Above Threshold	Project / Programme / Operational Risk	
									Likelihood	Impact	Proximity	Inherent Risk Score	Likelihood	Impact	Proximity	Residual Risk Score	Target Risk Rating	Target Date	Target Met or Yet to Achieve							
EXAMPLE DATA NWSSPR1	National Clinical Logistics Manager - Tony Chatfield	If market constraints do not change then types of vehicles that require replacement now are not suitable or available for lease or purchase. This will impact upon longer term fleet replacement plans.	06/04/2023	06/04/2023	Strategic	Threat	T-Reduce	Meetings with vehicle suppliers to review monitor changes in vehicle technology. Require a reduced capital depreciation period of newly purchased diesels to avoid their operational use beyond 2030.	likely	catastrophic	over 12 months	20	likely	catastrophic	over 12 months	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	
DHCWR1	Environmental Development and Estates Compliance Facilitator - Cameron Morgan	There is a risk that if EV capabilities do not improve ie battery capacity, journey length ability etc by 2030, that DHCW may need to retain using fossil fuelled fleet vehicles. However the 2025 minimum of Hybrid vehicles may still be achieved through amendments to current framework, allowing for hybrid fleet leasing.	25/05/2023	07/03/2024	Operational	Threat	T-Fallback	We have engaged with several All Wales groups to discuss this and while additional adoption of EVs/ULEVs has been thoroughly considered it will not be acted upon at this stage.	likely	moderate	over 12 months	12	likely	moderate	over 12 months	12	8	31/12/2024	Target Not Met	Regular internal reporting and communication with suppliers and stakeholders. This is still the case and the use cases for potential ULEV vehicles is being examined internally so that the best option is chosen. The limitation (range, charging infrastructure, cost) of electric vehicles and/or ULEVs has not improved. We have examined the use case for these vehicles and at this moment in time it is not feasible to replace more ICE vehicles within our fleet. We will endeavour to monitor the situation closely and any improvements made will be reflected within our fleet.	Environmental Development and Estates Compliance Facilitator	Environmental Development and Estates Compliance Facilitator	Closed	Below Risk Threshold	Project	
DHCWR2	Environmental Development and Estates Compliance Facilitator - Cameron Morgan	Contingency measures may need to be put in place in the event of power outages so that fleet vehicles are able to operate effectively.	18/01/2024	07/03/2023	Operational	Threat	T-Reduce	UPS or portable battery banks may need to be deployed. It is suggested that we hold a fully charged stock of these. To be investigated.	unlikely	major	over 12 months	8	unlikely	major	over 12 months	8	3	31/12/2024	Target Not Met	Further investigation needed. As above consideration will need to be given to the needs of our fleet i.e. with no immediate plans to increase the EV portion of our fleet there may be no additional need. Electrical maintenance of charging units and building systems takes place regularly and in the event of a power outage we will need to identify alternative charging locations.	Environmental Development and Estates Compliance Facilitator	Environmental Development and Estates Compliance Facilitator	Open	Below Risk Threshold	Operational	
DHCWR3	Environmental Development and Estates Compliance Facilitator - Cameron Morgan	The outcome of the most recent Fire Risk Assessment at TGA means that the additional EV charging infrastructure needed to support uptake is not viable.	18/01/2024	07/03/2024	Operational	Threat	T-Reduce	If this is the case, further adoption will be unfeasible and alternative ULEV options will need to be sought. Further investigation needed.	possible	moderate	3 to 6 months	9	possible	moderate	3 to 6 months	9	6	31/12/2024	Target Not Met	Internal meetings are taking place to gain further understanding. It is already the position that we are in need of additional infrastructure. While the decision to not increase the proportion of our EV fleet (at the moment) has been made, these actions may not need to be pursued with such urgency. However, we do still have EV charging units situated within our basement carpark. Work is currently ongoing to complete these actions.	Environmental Development and Estates Compliance Facilitator	Environmental Development and Estates Compliance Facilitator	Open	Below Risk Threshold	Operational	
DHCWR4	Environmental Development and Estates Compliance Facilitator - Cameron Morgan	Risks raised here are not present on the DHCW Risk Register. This may give the impression of a lack of decarbonisation importance.	18/01/2024	07/03/2024	Governance	Threat	T-Avoid	We will need to investigate the possibility/feasibility of getting these risks added.	likely	moderate	Immediate	12	rare	insignificant	Immediate	1	0	31/12/2024	Target Achieved	Further investigation needed. Risks raised within DCR now present within Corporate Risk Register.	Environmental Development and Estates Compliance Facilitator	Environmental Development and Estates Compliance Facilitator	Closed	Below Risk Threshold	Programme	
						Opportunity						0							Target Achieved					Below Risk Threshold		
						Opportunity						0								Target Achieved					Below Risk Threshold	
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