

NHS WALES SHARED SERVICES PARTNERSHIP

Decarbonisation Action Plan 2024-2026



GIG
CYMRU
NHS
WALES

Partneriaeth
Cydwasaethau
Shared Services
Partnership



Foreword

We are delighted to write the opening lines to our updated Decarbonisation Action Plan for 2024/26.

Since the Welsh Government declared a Climate Emergency in 2019, NWSSP has been at the forefront of planning and implementing the NHS Wales response.

We've certainly seen some significant changes across the full range of our services, encompassing our approach to ways of working, transport, procurement and the estate and this has been achieved within challenging financial constraints as we seek to make our resources meet ever increasing demand for our services.

Building on last year's plan, our updated version for the coming year sets out some ambitious objectives which will again impact across the full scope of our operations, and success will be heavily reliant on staff support at all levels.

As many of you will know we have looked carefully at opportunities to rationalise our estate, and subject to securing Welsh Government approval to our recently submitted business case, we could see a significant body of staff in South East Wales moving to a central location and generating savings in revenue and carbon use.

You will notice that we have introduced a section on Climate Change Adaptation. We are working with colleagues across NHS Wales and with partner agencies to develop plans which will ensure our services are able to continue safely when extreme climate conditions arise.

In closing, we would like to thank our staff for all their support in developing and delivering our updated decarbonisation action plan and to encourage everyone to continue to drive this forward during 2024!

Thank you.



Neil Frow,
Managing Director



Tracy Myhill,
Chair

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Introduction

This document sets out an updated Decarbonisation Action Plan for NHS Wales Shared Services Partnership (NWSSP).

It demonstrates NWSSP's ongoing commitment to delivering a comprehensive programme of change from within the organisation and providing leadership and coordination of activity across NHS Wales where appropriate.

Background

The NHS Wales Decarbonisation Strategic Delivery Plan 2021-2030 (Strategic Plan) was published in March 2021 and provides a detailed road map for NHS Wales, built around 46 initiatives each of which has been assessed for the potential to help facilitate or directly reduce carbon emissions.

The Strategic Plan builds on the policy position developed within the Well-being of Future Generations (Wales) Act 2015, Environment (Wales) Act (2016), Prosperity for All: A Low Carbon Wales (2019) and Net Zero Wales (2021) and is in direct response and support of the Welsh Government's ambitions for the public sector in Wales to be net zero overall by 2030. The Strategic Plan has been structured into six main activity streams:



Carbon Management



Buildings



Transport



Procurement



Estate Planning and Land Use



Approach to Healthcare

The Strategic Plan includes an indicative timeline to help NHS Wales manage its activities over the period, reflecting the following:



Moving up a Gear
(2020-2022)



Well on our Way
(2022-2026)



Achieving our Goal
(2026-2030)

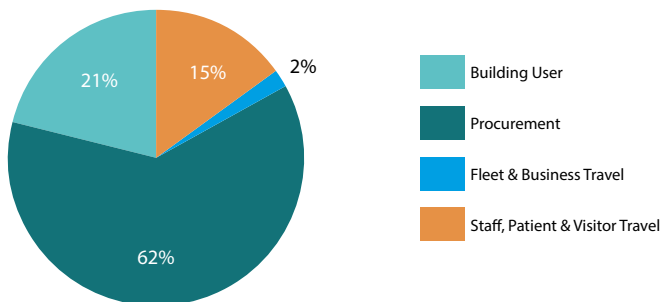
NWSSP's Decarbonisation Role

NWSSP has an essential role at both a national and local level in supporting the Strategic Plan. NWSSP recognises the key role it plays in both delivering on the decarbonisation of our own estate and activities, and in the role we play in providing technical, professional and transactional services to the wider NHS in Wales.

Our National Decarbonisation Role

Our contribution to support NHS Wales is best illustrated by the following graph, which shows that NWSSP is responsible for all NHS Wales procurement and has a substantial influence on areas such as transportation and the built environment.

NHS Wales Carbon Footprint by Category 2018/2019



Source: NHS Wales Decarbonisation Strategic Delivery Plan 2021-2030

Progress on this national enabling work is being monitored alongside all other initiatives in the Strategic Plan and reported through the Welsh Government's Health and Social Care Climate Emergency Programme Board. Some elements also fall within NWSSP Integrated Medium Term Plan (IMTP) progress reporting.

NWSSP leads for NHS Wales on 36 tasks in the Strategic Plan including all the procurement initiatives, many of the transport initiatives, and a number of initiatives distributed across the remaining work streams.

Specific examples of NWSSP led initiatives include the development of carbon management best practice guidance, the formation and integration into the design and build process of a net zero building standard, and developing an NHS-wide system to standardise fleet practices.

The national role includes the following:

NWSSP Specialist Estates Services

led the development and publication of the Strategic Plan and has an all-Wales lead role in Buildings, Transport Infrastructure, Estates Planning and Land Use, with additional responsibilities across other activity streams at both a National and Local level due to our significant direct influence on key aspects of the Strategic Plan.

The Decarbonisation Programme

Team was established in NWSSP as part of the Mobilisation activities within the Strategic Plan. The team's national role is to drive the focused implementation of all initiatives through its coordination reporting role. The team were established in early 2023 and are the formal interface between the Welsh Government Health and Social Care Climate Emergency Programme and NHS Wales. They provide leadership, oversight, coordination, monitoring, and reporting of the delivery of the Strategic Plan on an NHS Wales wide basis.

NWSSP Supply Chain, Logistics & Transport national role is to support the implementation and testing of several NHS Wales Transport initiatives including Electric Vehicle procuring and charging, Standardised system management, and capturing of data via the Estates and Facilities Property Management System. The role also includes piloting Pool Vehicles, and electric Heavy Good Vehicles in an Operational setting, Trailer Vehicle Solar system, and a Fleet IT System and reporting.

NWSSP chairs and facilitates **The All-Wales Transport Task and Finish Group**. The group has focused on all-Wales solutions for initiative 17 in the Strategic Plan, working with Health Organisations to develop the best practice approach for Electric Vehicle charging technology, procurement, and car park space planning. The group has published an all-Wales guidance document and will now focus on facilitating Health Organisations, developing their individual approach for Electric Vehicle charging infrastructure. The group will continue to work on additional initiatives to ensure a harmonised approach pan NHS Wales

NWSSP Procurement activity includes eight specific initiatives as set out in the Strategic Plan. Procurement is actively transitioning to a market-based approach for supply chain emission accounting. A template has been issued to circa 3000 suppliers to establish their carbon emissions, with a due diligence process in place to monitor supplier carbon emission calculations. Additional training for procurement staff is being provided across Wales to embed a framework for assessing the sustainability credentials of suppliers.

The Foundational Economy, Circular Economy and Social Value opportunities are also key areas for NWSSP, maximising value to the local supply chain, where possible, whilst maintaining high standards for goods and services. NWSSP continue to collaborate with stakeholders, procurement teams, and individual Health Organisations, to meet the decarbonisation targets as set out in the Strategic Plan and embed NHS Wales decarbonisation ambitions into procurement procedures across Wales.



Our Local Decarbonisation Role

We also have a wide ranging role within NWSSP to plan and deliver decarbonisation measures across each of the service divisions.

Our approach has been to develop plans which are compatible with the Strategic Plan and working within the following themes:

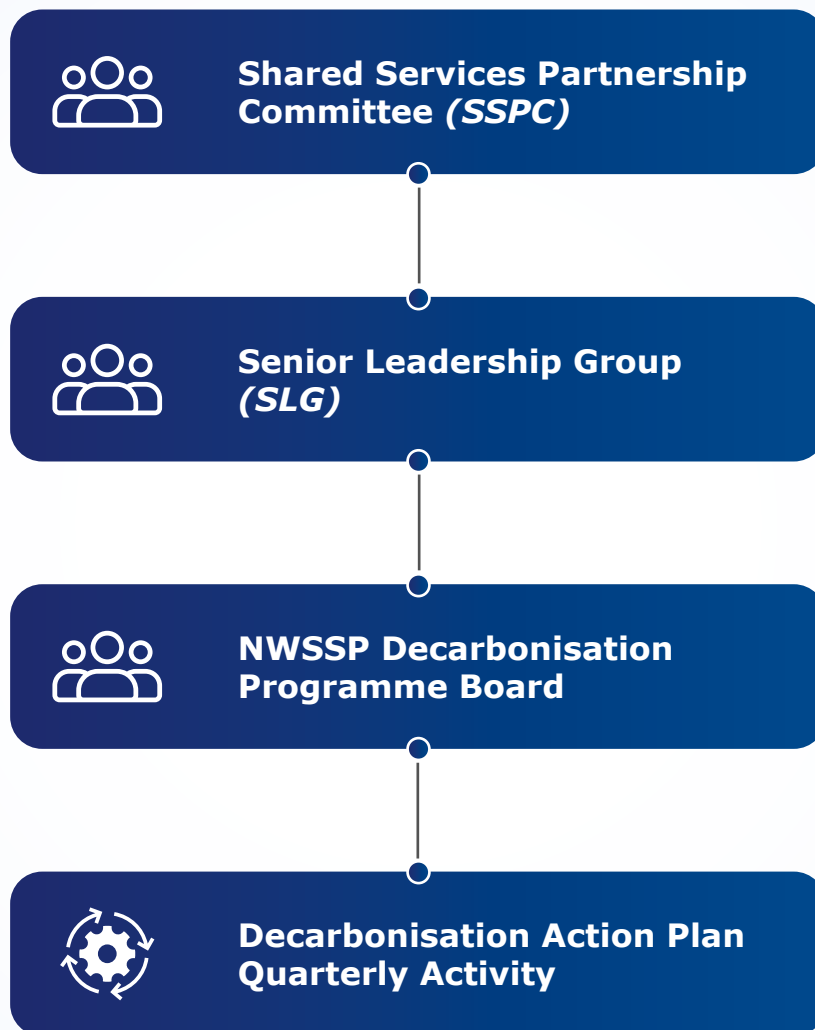
- Leadership / management
- Energy and buildings
- Laundry services
- Waste management
- Procurement, logistics and supply chain
- Transport and travel
- Clinical process
- Green infrastructure / biodiversity

Implementation across NWSSP is supported by our DCR team and subject matter experts within the related divisions.



NWSSP Decarbonisation Programme Governance

The Director of Specialist Estates Services is the nominated NWSSP lead for delivery against the Strategic Plan, chairing the quarterly NWSSP Decarbonisation Programme Board. The Shared Services Partnership Committee also receive quarterly updates on the national and local progress of NWSSP decarbonisation activities. Progress reporting is integrated into our IMTP monitoring process, and ISO 14001 accreditation.



NWSSP has in recent years expanded its services significantly, releasing Health Organisation partners to focus on frontline service delivery. Where services transfer from Health Organisations, or where services are brought in-house to release efficiencies, as part of any asset transfer, the associated carbon footprint needs to be factored into our baseline, along with appropriate plans for carbon reduction.

NWSSP Local Progression and Achievements to Date

NWSSP has already made some significant progress in implementing many of our own initiatives which contribute to the decarbonisation agenda. These are summarised below showing firstly our progress against our 2022/23 Workplan, and secondly an overview of some of our key achievements.

NWSSP Decarbonisation Action Plan / Work Plan Update December 2023

Our 2022/23 work plan contained actions and success measures linked to the Strategic Plan, which have been monitored and reported through our NWSSP Decarbonisation Programme Board. The table below draws together a wide and detailed catalogue of initiatives:

Please note the Status that refers to "Monitored and Reported to DCR", is the result of a review and alignment exercise completed in 2023, where NWSSP actions were aligned to the initiatives in the Strategic Plan and are now monitored and reported to the Decarbonisation Coordination and Reporting team to avoid duplication of reporting.

Status of Action

Complete	Requires Urgent Action	Requires Action Mitigate Risk	Requires no Action Carry on as plan
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Actions	Action Status
Leadership / Management	
Establish NWSSP carbon footprint (baseline for 2020/21). Required for both external reporting and internal progress monitoring.	Complete
Identify a Director level lead for NWSSP Decarbonisation workstream.	Complete
Embed principles of decarbonisation across directorates	Complete
Maintain ISO 14001 certification for non Laundry activity and embed decarbonisation SDP within it.	Complete
Link in to and embed with Green Team (ISO 14001) and the network of champions	Complete
Encourage staff engagement and awareness through communications and awards	Complete

Actions	Action Status
Energy / Buildings	
Digital strategy - NWSSP is moving away from on-site servers to cloud based systems which will reduce the need for energy intensive server facilities - Phase 1 Companies House.	Monitored and Reported to DCR
Provision and use of EV Chargers at NWSSP sites (25 currently installed). 6x double chargers to be added in 2022	Complete
Use of roof space for solar PV (Picketston and IP5). First stage to complete feasibility assessments	Complete
Where possible NWSSP sites to utilise NHS Wales REGO electricity purchase arrangement	Monitored and Reported to DCR
Upgrade of lighting to LED across estate has been completed (with exception of recently acquired sites).	Complete
Laundry Services	
Look at feasibility to include scope of NWSSP ISO 14001 certification to incorporate Laundry Services	Monitored and Reported to DCR
Initiatives programme for energy efficiency at existing laundry estate to include LED lighting, pipework insulation upgrades, upgrading pumps and motors to VSD, increased use of data loggers and monitoring	Complete
Greenvale Laundry installing solar PV array which will generate zero carbon electricity	Complete
New laundry facilities will be designed and built to BREEAM Excellent Standard and adhering to the NHS Wales Decarb SDP	All Wales Laundry Programme on hold due to Capital Funding
Laundry Services to participate in Electric HGV pilot scheme (link to Supply Chain & Logistics below) and look at feasibility to install Waste Heat Recovery into all laundries	Monitored and Reported to DCR
Waste Management	
Moving towards paperless office principles	Monitored and Reported to DCR
Investigate / select a project to target single use plastics	Monitored and Reported to DCR
Purchase sustainably sourced materials where practicable (office supplies especially)	Complete
Introduce food waste recycling at all facilities. Working with other orgs to provide services "Where Possible"	Complete

Actions	Action Status
Water	
Provide drinkable water on each site to discourage the purchase of bottled water - source and issue NWSSP refillable bottles as an awareness raising measure	Complete
Continue programme of maintenance and fixes for water facilities (taps, WCs etc.)	Complete
Procurement, Logistics and Supply Chain	
Improve data reporting to enable NWSSP and other HBs to better report footprint. Provide procurement data in a format meeting the WG Public Sector Reporting Guide	Complete
Continued replacement programme of diesel engine vehicles with low emission / battery electric vehicles. 22 new Electric Vehicles from April 2022	Complete
NWSSP to participate in a UK programme to trial battery electric HGVs. 20 months duration, 10x vehicles for 2-month duration proposed from 4 locations	Monitored and Reported to DCR
Introducing systems to improve the efficiency of fleet through tracking technology, scheduling software and driver training (EVs)	Complete
Trial application of solar PV panels to vehicle roofs to provide auxiliary back up power and reducing engine idling	Complete
Strengthen formal link to the Procurement Services SD Group as a means for sharing good practice and encouraging innovation	Complete
People and Workforce	
Develop a blended approach to training and awareness raising for staff. NWSSP to target Carbon Awareness initiative. Work with Health Boards and Cynnal Cymru to develop	Complete
Roll out of Carbon Awareness training by identifying and upskilling "Trainers"	Complete
Make Carbon Awareness training available to staff (through online & "real time delivery" options)	Complete
NWSSP is developing an Agile Working strategy which will consider the NWSSP estate and measures to support staff to work in an agile fashion.	Complete
Communications - provide staff with links to tools for calculating own impacts and footprints	Complete

Actions	Action Status
Transport and Travel	
Salary sacrifice car scheme now has 2000 across Wales - continue to promote and offer to NWSSP staff	Monitored and Reported to DCR
Manage and increase the provision of electric car chargers to staff and fleet	Complete
Continue to operate and promote Bike to work salary sacrifice scheme	Monitored and Reported to DCR
Continue to roll out the provision of facilities to encourage cycling to work for staff	Complete
E-Expenses provision of accurate and robust data on fleet and business travel to enable NWSSP and other organisations to accurately calculate the transport footprint	Complete
Reduction in business miles travelled through application of agile working (IT systems, home working etc)	Complete
Clinical Process	
Monitor the potential positive impact of TRAMS i.e. In-house modern service will be better and more efficient than the current arrangement.	Transferred to Divisional IMTP
Green Infrastructure / Biodiversity	
NWSSP needs to assess what green spaces and opportunities we have. Link to below action:	Complete
Provide outdoor facilities to enable staff to interact with green spaces (e.g. benches etc)	Complete



Key Achievements:

2024





Overview of NWSSP Key Achievements for “Moving up a gear” 2020 – 2022

Our achievements include the following:

NWSSP Supply Chain, Logistics & Transport

- ↘ Trial application of Solar Photovoltaic panels to vehicle roofs to provide auxiliary back up power and reducing engine idling. Three vehicles have been fitted with the Trailar Vehicle Solar system in December 2023 for piloting future viability.
- ↘ Implementation of vehicle tracking, and analysis of vehicle routine schedules has helped inform where we get optimal use and location of the Electric Vehicle fleet. Tracking has been fitted to all known NWSSP Supply Chain, Logistics & Transport fleet and reporting has been developed and tested. Electric Vehicle familiarisation for staff has been developed online.
- ↘ The rollout of electric vehicles, now totalling 32, has generated savings of tens of thousands of miles per annum being otherwise undertaken in a diesel vehicle; this accounts for between 4% and up to 18% of total journeys (dependent on area), with an estimated 141,000kg tCO₂e (Tonnes of carbon dioxide equivalent) saved in 22/23.
- ↘ NWSSP are participating in a UK wide pilot to test feasibility of moving to electric powered Heavy Goods Vehicles. A Pilot commenced in September 23 for distribution of Supply Chain, with Piloting electric Heavy Goods Vehicles in Laundry Services proposed from Jan/ Feb 2024. NWSSP are currently operating four vehicles with restricted utilisation due to vehicle issues and limited range.
- ↘ NWSSP chair the All -Wales Task & Finish Group to complete the Strategic Plan Initiative 17: Development of an Electric Vehicle Charge Point Best Practice Guidance Document for use by NHS Wales organisations. The Transport Task and Finish Group continues to work on other initiatives to ensure a harmonised approach across NHS Wales.

Procurement

- NWSSP Procurement have integrated sustainable procurement practices in-house and improved our data availability to assist in measuring our carbon footprint.
- We have improved data reporting to enable NWSSP and other Health Boards and Trusts to better report carbon footprints. The Sustainability Team has provided procurement data in a format that meets Welsh Government Public Sector Reporting Guide.
- The establishment of a Sustainability Team within NWSSP Procurement has strengthened formal links to the Procurement Services Sustainable Development Group as a means for sharing good practice and encouraging innovation.
- NWSSP Procurement Team have several projects across Health Boards and Trusts to investigate and target single use plastics.
- The Sustainable Procurement Group, chaired by the Sustainable Procurement Team meets virtually pan-Wales on a quarterly basis.
- NWSSP report annually to Welsh Government public sector carbon reporting and will continue to do so in line with the Welsh Government Public Sector Reporting Guide.



Estates

- Electric Vehicle Chargers have been installed at several NWSSP sites. There are 25 single and 6 double chargers currently in place.



- Newport IP5 Storage and Distribution Centre has been fully converted to LED lighting. This has generated an annual saving in carbon of 14 tCO₂e.
- 90% of all NWSSP owned Properties have been converted to LED lighting.
- Feasibility Studies have been completed for provision of Photo Voltaic Solar Panel installations at Newport IP5 Storage and Distribution Centre and Matrix House.
- Working closely with the NWSSP Procurement Team we commenced working on design and tendering of works to provide a Photo Voltaic Solar Panel array and Electric Vehicle charge infrastructure at our IP5 Storage and Distribution Centre. It is anticipated that the project will be delivered by May 2024, with projected power generation of between 63,000 and 310,000 Kilowatt Hours resulting in carbon reductions of between 12 and 58 tCO₂e.

Finance

- ↳ E-Expenses have provided accurate and robust data on fleet and business travel to enable NWSSP and other organisations to accurately calculate the transport footprint.
- ↳ NWSSP administer the Lease Car Salary Sacrifice scheme for most Health Boards and Trusts. The Shared Services Partnership Committee have reduced the tCO2e limit for available cars to the extent that all new cars ordered are either Electric or Hybrid. There are currently over 3400 cars in the fleet, across NHS Wales, of which 92.5% are Electric Vehicles or Hybrids (as of Quarter 2 23/24).
- ↳ Work has been completed across Divisions to explore the feasibility of rationalising office accommodation serving South East Wales. This would see a sizeable reduction in floor area operated, and underpin a significant saving in staff travel, as they will work remotely from home for much of the time. A Business Case has been presented to Welsh Government and a decision is awaited.

People and Organisational Development

- ↳ A blended training approach has been developed with Health Boards and Cynnal Cymru for decarbonisation awareness training for staff.
 - » E-Learning awareness training 'Achieving Net Zero' Level 1 has been created and is available to all staff on the Electronic Staff Records (ESR) platform.

- » Two NWSSP staff members have successfully completed the Train the Trainer course and are now qualified to deliver face-to-face Level 2 training to a specific audience that require a higher level of training.

- ↳ Agile surveys have been developed to gather information of the number of NWSSP staff working Agile, this is to support the achievement of the 30% Welsh Government Agile target.

NWSSP Green Team

- ↳ Food waste recycling has been introduced at NWSSP facilities where more than 5kg is produced per week.
- ↳ NWSSP sites provide facilities for refillable water vessels and continue to discourage the use and purchase of bottled water, in-line with Initiative 45 in the Strategic plan phasing out single use plastics.
- ↳ NWSSP have provided outdoor facilities on NWSSP sites to enable staff to interact with green space.
- ↳ There is a 'Green Team' within NWSSP comprising of representatives from each Division covering all the main sites which meets regularly. The role of this group is critical to sustaining wider staff engagement in delivery of this plan.
- ↳ NWSSP has maintained ISO 14001:2015 certification for its commercial and distribution sites. A Feasibility study will be completed for inclusion of its newly acquired Laundry sites in 2024/25.



NWSSP Ambition for the future “Well on our Way” our new Action Plan

NWSSP has gained a substantial amount experience through delivering the previous action plan, however there is still a risk of not achieving NHS Wales targets. Our new action plan is both ambitious and deliverable and following a review in 2023 is now fully aligned to the Strategic Plan.

The new action plan integrates our all Wales duties and responsibilities as an NHS organisation that utilises building, plant and equipment, procures goods and services, employs staff, and manages systems and operating processes. By utilising the Strategic Plan, it will enable NWSSP to accurately monitor the impact of each activity against the Carbon savings outlined within the document.

Our new 2024-2026 Action plan (Appendix 1) demonstrates our commitment to maintaining momentum for the next 2 years, and will be reported quarterly to the Decarbonisation Programme Board, NWSSP Senior Leadership Group and Shared Service Partnership Committee. They will continue to scrutinise and challenge delivery, and where necessary positive amendments will be made to actions to facilitate innovation and changes to the delivery environment we must respond to.

Overview of our “Well on our Way” ambition

Depending on availability of funding, NWSSP will:

Corporate

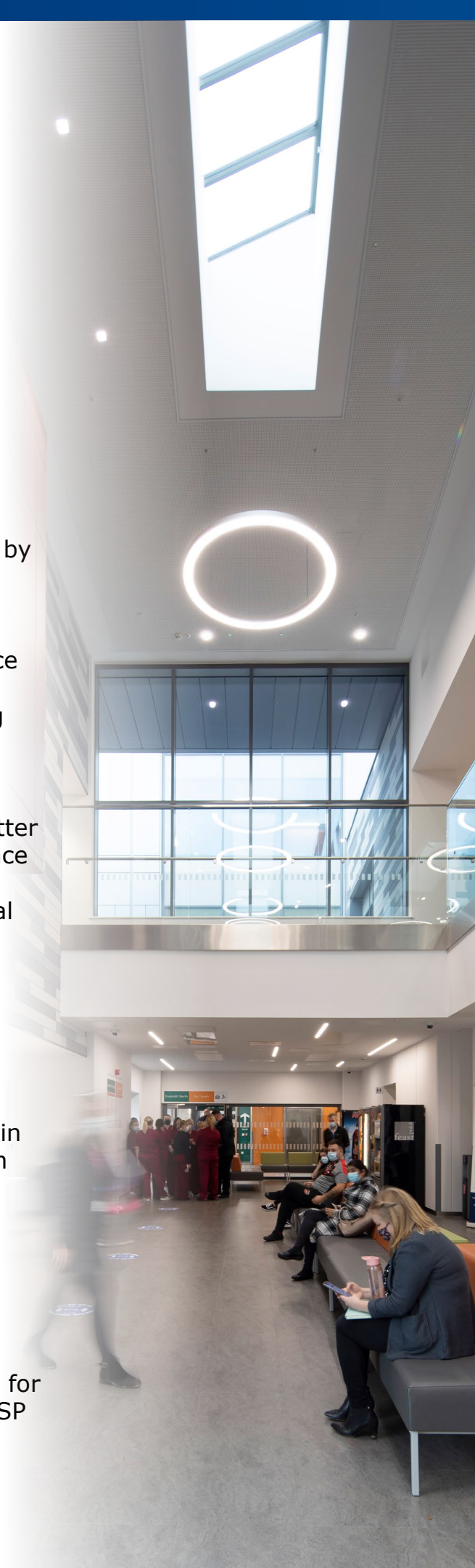
- NWSSP will continue with the ongoing commitment to embed the principles of Decarbonisation across all Divisions, through Engagement and Education.

Specialist Estates Services

- Complete Feasibility studies for upgrade of energy and heat provision in buildings owned by NWSSP.
- Subject to Welsh Government approval of our recently submitted business case, reduce office space to reflect modernised ‘agile’ working arrangement, reducing carbon use for heating and lighting. If approved implementation is anticipated in Autumn 2024.
- NWSSP will review our Carbon footprint to better reflect the growth of the services provided since the last formal 2018 baseline was completed. We will also take this time to forecast potential increases in tCO₂e due to expanded services provided to NHS Wales.

Green Team

- To further develop the capabilities of the Data Analyst role to promote increased confidence in the accuracy of the environmental data, which can then be used to inform decision making.
- NWSSP will maintain the ISO 14001 NWSSP certification for all its owned commercial and distribution sites excluding Laundries (see below).
- Laundry Services will complete a gap analysis for feasibility of inclusion on the ISO 14001 NWSSP certification.



Supply Chain, Logistics & Transport

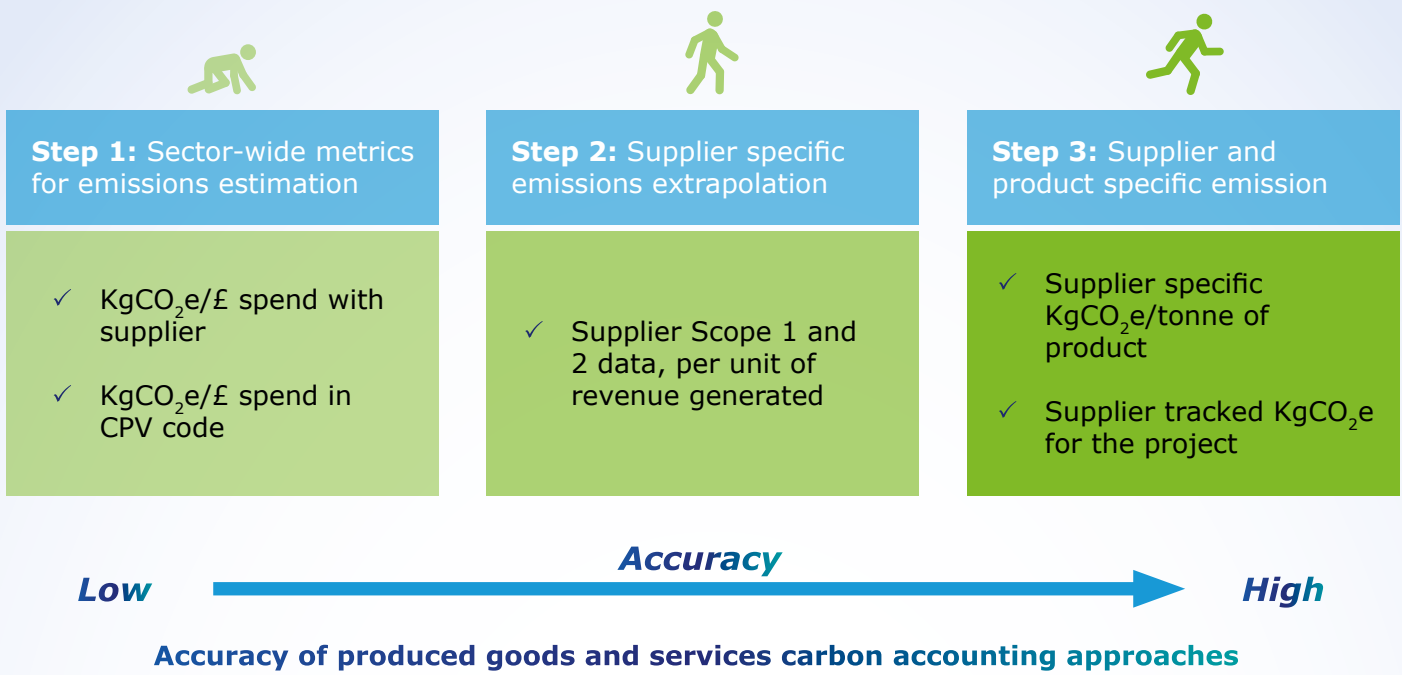
- ↘ Increase our Electric Vehicle fleet and infrastructure.
- ↘ Re-gas existing Euroengel temperature Controlled Systems to new environmental standards.
- ↘ Solar Technology - Dependent on the Trial outcome, increase use of Trailar Vehicle Solar system and fitting to additional fleet will be implemented to reduce tCO₂e by approximately 6% of the vehicles emissions.
- ↘ Review the journey of our Consolidation Home Care Waste and Consumables and increase in service operation pan Wales to reduce variation, risk, and harm.
- ↘ A revised distribution programme for Vaccines/Medicines Management in line with our National Pharmacy Programme, including:
 - » Working to reduce external suppliers and consolidate distribution with vaccinations for co Delivery of Covid, Flu, Shingles, Anti-Viral Antidotes etc.
 - » Supporting Transforming Access to Medicines with a review of Home Care Pharmaceuticals, Pharma Distribution and Specialist medicines.
- ↘ Review of Clinical Waste Management – Welsh Ambulance Service Trust/Home Care/Disposal.
- ↘ Review Supply Chain Stock Consolidation for Receipt & Distribution Sites, to reduce vehicles queuing to offload, and reducing unnecessary engine idling, and optimising site access.
- ↘ Explore agreements with external delivery companies for delivery slots for delivering non-stock items to NWSSP Receipt and Distribution Sites to optimise delivery times outside of peak hours.
- ↘ Review Supply Chain Recycling at Warehouse sites, via waste consolidation e.g. Cardboard reduction, Plastics, in line with revised recycling regulations.
- ↘ Undertake a commitment to reduce distribution packaging within our supply chain
- ↘ Exploration of the feasibility of using Hydrogenated Vegetable Oil/ Biofuel in Heavy Goods Vehicles and other fleet.
- ↘ Review of our NWSSP Supply Chain, Logistics & Transport Estate at Health Courier Services Samlet Road in Swansea, and Brecon House in Mamhilad.
- ↘ Review feasibility of undertaking Primary Care (General Practice) Clinical Waste Management in community setting and establish viability of supporting General Practices with Clinical Waste Management. This Proposal would remove significant third-party provider utilisation and potentially reduce cost.
- ↘ For our Laundry Services distribution, undertake a review of Route Consolidation, aligned to local sites for laundry distribution once laundry service is fully transferred to NWSSP.

- ↘ Review and re-alignment of vehicles to closer Operating Bases to reduce carbon output.
- ↘ Undertake a review for Primary Care Service working alongside colleagues to undertake service re-Design (Medical Records etc.) with view of optimising distribution to/from Primary Care sites to the closest Primary Care Support Services Centre.

Procurement

- ↘ NWSSP Procurement will continue to lead the implementation of initiatives 25 – 32 on a national level working with Health Boards and Trusts.
- ↘ The Sustainable Procurement Group meetings will continue on a quarterly basis. Projects arising from that group will continue also.
- ↘ NWSSP Procurement will seek all opportunities to strengthen the Foundational Economy, embed Circular Economy principles and maximise decarbonisation prospects through procurement activities wherever practically possible.
- ↘ NWSSP to report annually to Welsh Government public sector carbon reporting and will continue to do so in line with the Welsh Government Public Sector Reporting Guide.
- ↘ Emissions reduction requirements will be mandated as part of new procurement contracts with major suppliers.
- ↘ The approach to accounting for emissions in procurement will continue to transition to a 'market-based' method.

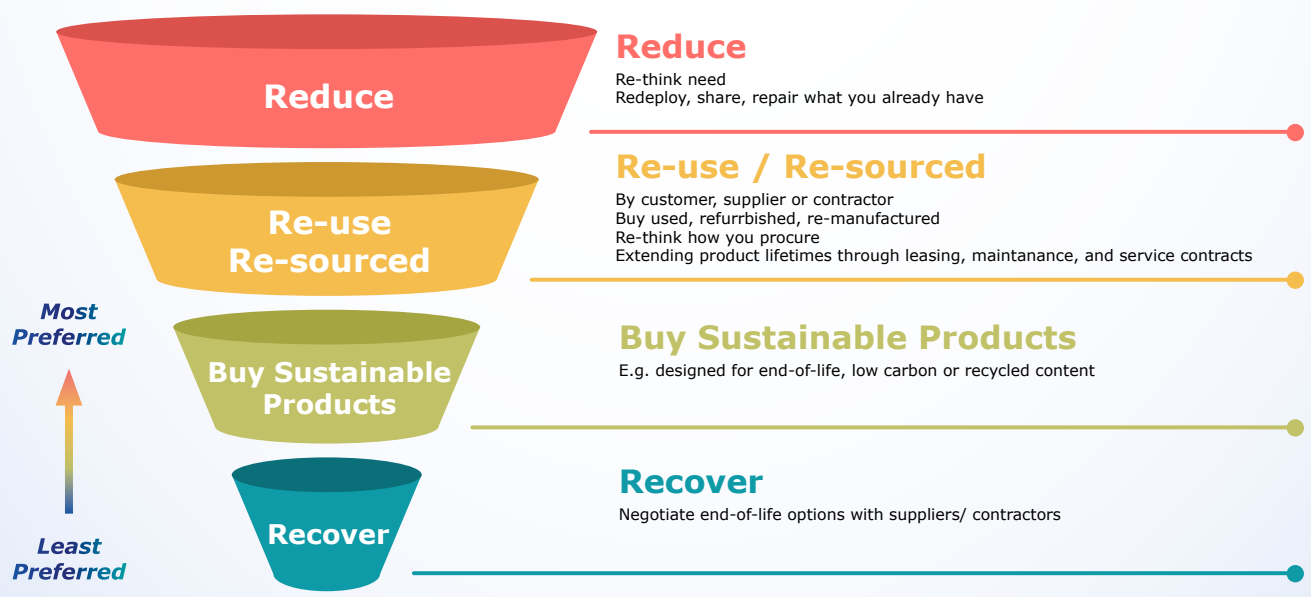




Source: NHS Decarbonisation Strategic Delivery Plan pg.75

- NWSSP Procurement will engage with procurement professionals along the procurement cycle, promote carbon accounting upskilling, and communicate it as a key part of their role. Central support will be required to produce advanced carbon accounting training material in preparation for informed supplier engagement in the medium term.
- NWSSP Procurement will embed the principle set out in the Sustainable Procurement Hierarchy.

Sustainable Procurement Hierarchy



Source: Wrap Cymru (2021)

People and Organisational Development

- E-Learning awareness Level 1 training 'Achieving Net Zero' has been created and is available to all staff on the ESR platform. A reporting functionality in ESR will allow us to track and report the number of staff members who have accessed and completed the awareness training. The Service are gathering recommendations to propose that the awareness training becomes mandatory for all staff.
- Two NWSSP staff members have successfully completed Carbon Awareness Level 2 the "Train the Trainer course" and are now qualified to deliver face-to-face training to a specific audience that requires a higher level of training.
 - » The Service to work collaboratively to identify roles within the organisation that require real time training by 2024.
 - » Roll out of Carbon Awareness Level 2 face-to-face training to 80% of identified staff, to be undertaken between 2024 and 2026.
 - » The Service will gain insights to staff perspectives, knowledge and ideas, engagement activities will be conducted as part of the Level 2 learning programme. The information will be shared to facilitate meaningful discussions to identify staff involvement in achieving decarbonisation goals.
- As part of the project lifecycle, include Decarbonisation with areas such as impact assessments, benefits assessments in Q1 2024/25.
- As part of revised Benefit realisation principles, include decarbonisation and capture within the four main classifications to support consistent evidence and reporting for both positive and negative benefits in Q2 2024/25.
- Include within the Project Brief, Project Initiation Document and Business Case, a section which tests the decarbonisation impact of any initiative which ensures every project "asks the question" in Q1 2024/25.
- As part of our Service Improvement, ensure that all planned improvements and associated benefits are captured using the common benefits/disbenefits realisation classifications typically within the "I" Improve stage of DMAIC in Q1 2024/25.
- The Service will ensure we integrate decarbonisation into the work of the NWSSP Future Generations Group, inclusive of increasing knowledge and awareness of the group, whilst also utilising the different viewpoints the group can bring to decarbonisation initiatives across the organisation within 2024/25.
- We will identify and support any green initiatives and sustainability innovations that are submitted through the NWSSP Innovation Hub, engaging directly with all relevant stakeholders, during 2024/25 and beyond.

Planning, Performance and Informatics

- As part of the initial project assessment, within the request from the Service, include questions around initiative impacts decarbonisation in positive or negative way in Q1 2024/25.



Climate Change Adaptation

The Welsh Government's 5-year plan; A Climate Conscious Wales, sets out a national adaptation programme to respond to climate impacts. It shares a vision for a 2030 Wales which has the resources, is prepared, has the knowledge to understand the risk and challenges ahead, and has the capacity to adapt to the impact of climate change.

The Climate Change Committee published a report in June 2023 which assessed the progress of delivering this adaptation plan. The report set out recommendations for the health and social care sector which include developing a long-term cross sector approach to address risks, developing a health and social care indicator suite, and ensuring a joined-up approach between mitigation and adaptation. Local Partnerships LLP has been appointed to by the Health and Social Care Climate Emergency Adaptation Project Board to deliver these recommendations.

They are assessing cross-sector readiness across the Welsh health bodies, with the aim to embed climate risk assessment and adaptation planning into the delivery of health care, and for the improvement of health outcomes. They expect to make these tools available in 2024.

Our Director of Planning, Performance, and Informatics chairs the Adaptation Project Board, and NWSSP are supporting and facilitating the work of Local Partnerships LLP by sharing our own approach to adaptation and utilising our established network of customers and partners to facilitate engagement.

NWSSP understands the need for NHS Wales to be well-adapted to climate change, which means the direct impacts of climate change on people's health are minimised, and the delivery of health care is not disrupted by weather extremes. We also recognise the actions taken for decarbonisation and adaptation are connected and have potential co-benefits. For example, Special Estates Services are already working to support the review of Health Memorandum-Making Energy Work in Health Care to develop best practice guidance for NHS Wales, which includes recommendations to improve the fabric efficiency of buildings, which can also make them more resilient to future changes in climate.

Our activities to address climate change adaptation include:

- Continuing to report adaptation activities and progress through the NWSSP Decarbonisation Programme Board.
- Reviewing our new action plan (Appendix 1) to establish where planned decarbonisation activities also support adaptation.

- Developing and supporting an approach working with the Welsh Government Health and Social Care Climate Emergency Programme, and Local Partnerships LLP to support the management of our risks, and those of our partners and customers.
- Procurement will continue to look at Life Cycle Analysis, Technology and Innovation, Incorporating Climate-Resilient Technologies, Capacity Building, Training and Awareness Monitoring and Evaluating Performance Metrics. By integrating climate adaptation into procurement processes, we can contribute to building resilience against climate change, reduce risks, and promote sustainable practices across NHS supply chains.
- Prioritising and identifying the data and skills we need, ensuring appropriate governance is in place, educating and engaging with our workforce, and identifying the funding necessary to deliver the activities required.





Concluding Comments

This being our second action plan, initiatives are far reaching and are being led from the top of the organisation. The plan seeks to embed a low to zero carbon culture to enable us to maximise available carbon efficiencies. In essence, its part of our Duty of Quality for the services we provide.

The climate is changing, getting warmer and wetter, not just in far reaches of the world, but locally. Action taken to address climate change will lead to many co-benefits for the Welsh population a more physically active population, cleaner air, and improved well-being.

NWSSP recognises its pivotal role at both local and national level, and looks forward to supporting our customers and partners, to also deliver these changes. However, this is being progressed within a challenging and constrained funding position and NWSSP will constantly be reviewing the situation to maximise delivery potential.

Finally, NWSSP is looking to expand its influence and recognises the future challenges around climate change adaptation and the need to take action to support the management of the risks to our partners and customers. We will be developing and supporting an all-Wales approach to adaptation, working with the Welsh Government Health and Social Care Climate Emergency Programme.

Appendix 1

NWSSP's Detailed Decarbonisation Action Plan 2024-26:

Strategic Plan Initiative	NWSSP Reference	NWSSP Action	Strategic Plan Implementation Date	NWSSP Delivery Date	Success Measure
Building Estates and Land Use					
Initiative 1 - Implement best practice carbon management with dedicated roles in place to undertake Delivery Plan initiatives. Carbon Impact 1/10	1.1	SES will support the development of EnCO2de HTM 07-02 with the devolved nations 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. Expected release in Sept 2024 and for adoption in Wales by Dec 2024	2022	2024	Encode Published - SESN sent to the service, WHEF agenda item
Initiative 2 - Proactively communicate the Climate Emergency to staff and the public with the aim of stimulating low carbon behaviours and growing engagement in the decarbonisation agenda. Carbon Impact 1/10	2.1	People and Organisational Development will conduct engagement sessions relating to the Decarbonisation agenda. Alongside delivering consultations to support and engage in projects and encourage best practice behaviour.	Ongoing	Ongoing	Increased staff participation, improved understanding, areas for improvement identified and engaged with, positive behaviour change towards decarbonisation
Initiative 4 - Progress a transformational energy and water efficiency retrofit programme across the estate – every building with a long-term future will have undergone a multi-technology energy-efficient upgrade by 2030. Carbon Impact 5/10	4.3	NWSSP will compile a list of sites with a long-term future, with 'Action Plans' for Programme Board to agree appropriate multi-technology energy-efficient upgrades by 2030.	2030	2030	Submetering of sites for operational Vs Non-Operational energy - Energy/Carbon tracked
Initiative 7 - Progress low carbon heat generation for all non-acute sites larger than 1,000m2 by 2030. Carbon Impact 5/10	7.1	NWSSP will commission low carbon heat specialists to evaluate the potential to convert non-acute sites, identified as having a long-term future, to low carbon heat by 2030. Programme Board to agree appropriate technology at each site such as heat generation, heat distribution, heat emitters, and building fabric upgrades.	2022	2023	Completed high level feasibility surveys for owned / long term occupation sites (reflecting limited funds available).
	7.2	NWSSP buildings will transition to full low carbon heating solutions by 2030. Aim to have converted 50% of heat to low carbon heat by 2026 providing funding is secured.	2026/2030	2026/2030	Completed high level feasibility surveys for owned / long term occupation sites (reflecting limited funds available).

Strategic Plan Initiative	NWSSP Reference	NWSSP Action	Strategic Plan Implementation Date	NWSSP Delivery Date	Success Measure
Building Estates and Land Use					
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	9.1	NWSSP will install effective building management systems (BMS) where applicable buildings which are identified as having a long-term future. Programme board will consider appropriate technology including 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.	2024	2025	Implementation of agreed strategy for Building Energy Management.
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	10.1	NWSSP will continue to 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.	2023	2024	Tracker of total viable energy (total energy produced, and potential cost saving)
	10.2	Where funding allows, buildings will proceed with renewable energy installation in all viable instances.	2026/2030	2026/2030	Implementation of agreed strategy.
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	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.	2022	2024	Awaiting guidance - SESN Sent to the service, WHEF agenda item
Initiative 35 - NHS Wales will explore and progress large scale renewable generation with private wire connection to our sites. Carbon Impact 4/10	35.2	Where funding allows, buildings and estates will proceed with large scale renewable energy installation in all viable instances.	2026/2030	2026/2030	Tracker of total viable energy (total energy produced, and potential cost saving)

Strategic Plan Initiative	NWSSP Reference	NWSSP Action	Strategic Plan Implementation Date	NWSSP Delivery Date	Success Measure
Transport					
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	17.2	Following the publication of EV charging best practice approach, NWSSP will continue to follow the agreed guidance where suitable network capacity allows and where funding is available for upgrade. The priority will be operational fleet and it is recognised that the necessary infrastructure to support this will be considerable. As one of the largest fleet operators in the Public Sector, NWSSP will also monitor developments in Hydrogen and other alternative fuel options.	2022	2025/2028	Implementation of suitable infrastructure.
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	18.1	Development, implementation and testing of a standardized fleet management system, to capture vehicle details, mileage, fuel use, servicing, MOT/Tax, Co2, Insurance to support management of data. This will support our programme of planning and progression of Hybrid and EV fleet	Ongoing	2024/2025	Detailed regular reporting on fleet management that can be automated, meeting necessary reporting standards and which can also be used to support decision-making in service delivery.
Initiative 19 - All new cars and light goods fleet vehicles procured across NHS Wales after April 2022 will be battery electric wherever practically possible. In justifiable instances where this not suitable, ultra-low emission vehicles should be procured. Carbon Impact 3/10.	19.1	NWSSP will continue to purchase of suitable fleet to meet decarbonisation targets, considering availability of funding and risk to operational clinical services. Consideration will also be given to agreeing an exception criterion to ensure we meet legal and statutory obligations, such as Blue Light fleet and Temperature controlled vehicles. This will be regularly reviewed as developments in the fleet market progress and vehicle range risk reduces.	Ongoing	2025	Measure will be an increase in low or Zero emission fleet and number of miles not undertaken in an internal combustion engine vehicle where capital and revenue allow.
	19.2	NWSSP are undertaking an EV pool car pilot. The results will be evaluated and shared across NHS Wales and implemented if favourable.	Ongoing	2024	Rollout of permanent scheme if viable

Strategic Plan Initiative	NWSSP Reference	NWSSP Action	Strategic Plan Implementation Date	NWSSP Delivery Date	Success Measure
Transport					
Initiative 20 - All new medium and large freight vehicles procured across NHS Wales after April 2025 will meet the future modern standard of ultra-low emission vehicles in their class. Carbon Impact 3/10 .	20.1	NWSSP is currently partaking in a UK wide eHGV pilot, testing the viability of Electric lorries in a operational setting. NWSSP actively uses a journey scheduling system, optimising route planning and journey consolidation. The newly commissioned leased HGV fleet, expected in 2024 will be the latest Euro6 technology capable of operating on Biofuel.	2023	2025/2028	Share evaluation of UK eHGV feasibility study and utilisation in preparation for introduction of own fleet where suitable market, capital and revenue allows.
	20.3	Dependent on suitability of technology, and available funding, NWSSP will procure ultra-low emissions freight vehicles across Wales from 2025.	2025	2025	Introduction of Large Goods Fleet
Initiative 21 - All Health Boards and Trusts will appraise the use of staff vehicles for business travel alongside existing pool cars. Health Boards and Trusts will update their business travel policies to prioritise the use of electric pool cars, electric private vehicles and public transport. Carbon Impact 3/10.	21.1	NWSSP will promote the benefits of owning and electric vehicle, through Fleet Solutions and electric vehicle scheme to encourage uptake. Work will continue with staff regarding Active Travel options within their locality	2023	2025	Increase in electric vehicles through Salary Sacrifice scheme.

Strategic Plan Initiative	NWSSP Reference	NWSSP Action	Strategic Plan Implementation Date	NWSSP Delivery Date	Success Measure
Procurement					
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	26.2	NWSSP will develop guidance and use trained facilitators to deliver bespoke training sessions, outlining best practice assessments of sustainability credentials specific to their procurement categories to procurement staff.	2022	2024	85% compliance for all staff who require the bespoke training
Initiative 27 - Value to the local supply chain will be maximised, whilst maintaining high standards for goods and services. Carbon Impact 4/10	27.1	Undertake an activity to determine air / shipping / land transport miles for services / products over a set value.	2023	2024	Case Study & Collaboration with stakeholders.
	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.	2023	2024	By scoring a reduction in CO2e per miles travelled
Initiative 28 - 100% REGO-backed electricity will be procured by 2025, and 100% offset gas by 2030. Carbon Impact 1/10	28.1	Purchase 100% Zero Carbon electricity by 2025 and continue to procure Nuclear renewable electricity thereafter. NWSSP will appraise the viability to go full REGO Electricity during this period.	2025	2025	100% Zero carbon Procured. REGO NOT POSSIBLE DUE TO FINANCAL CLIMATE
Initiative 29 - NWSSP Procurement Services will embed NHS Wales' decarbonisation ambitions in procurement procedures by mandating suppliers to decarbonise. Carbon Impact 10/10	29.4	Undertake an outreach programme to engage with suppliers to create case studies of decarbonisation improvements to champion the message.	2022	2024	Continue outreach programme with new & existing suppliers
Initiative 31 - NWSSP Procurement Services will improve supply chain logistics and distribution to reduce the carbon emissions from associated transport. Carbon Impact 3/10	31.1	Evolve stock management approach to utilise IP5 storage. Put in place a smart delivery system to minimise carbon emissions from transport.	2023	2025	Implementation of Smart Delivery System
	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.	2023	2025	HSC Consolidate deliveries wherever possible

Strategic Plan Initiative	NWSSP Reference	NWSSP Action	Strategic Plan Implementation Date	NWSSP Delivery Date	Success Measure
Procurement					
Initiative 32 - NWSSP Procurement Services will actively develop and support procurement requirements to support implementation of this Strategic Delivery Plan. Carbon Impact 10/10	32.1	Engage Health Boards to assess the need for specific frameworks, for example: • Electric vehicles and infrastructure • Renewable power • Low carbon heat • Local supply chain • Low carbon ICT procurement (e.g. low-carbon cloud computing/data centre requirements, increasing focus on circular economy and recycling/re-manufacturing)	2022	2025	Continued engagement with HBs
Approach To Healthcare					
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	37.1	NWSSP are underway in establishing the proportion of the workforce that could feasibly work remotely (expected to predominantly be office-based staff). NWSSP will continue to promote agile working and will release an eLearning resource called 'Managing Remote Teams' on ESR encourage staff to work remotely where this can be feasibly achieved.	2022	2024	Monthly data reported and analysed. Agile working embedded into the organisation.
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	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.	2022	2025	Bevan Commission, commissioned to develop report. NWSSP to share report / guidance

NHS Wales Shared Services Partnership Decarbonisation Action Plan 2024-2026



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For queries or detail on any aspect within this document,
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