

NHS WALES SHARED SERVICES PARTNERSHIP

Decarbonisation Action Plan

2022-2023



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Shared Services
Partnership

Contents



Prepared by the NWSSP Communications Team.



Introduction

This document forms the basis of the NHS Shared Services Partnership (NWSSP) Decarbonisation Action Plan.

NWSSP is required to submit a copy of this Action Plan to the Welsh Government by 31 March 2022.

Background

The NHS Wales Decarbonisation Strategic Delivery Plan (2021-2030) 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 (WG) 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:



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





NWSSP National Role

NWSSP led the development and publication of the Strategic Plan which sets out the NHS Wales response to the 2030 net zero ambitions. The organisation has an All Wales lead role in Buildings, Transport, Procurement, Estates Planning and Land Use but also has responsibilities across other activity streams at both a National and Local level due to our significant direct influence on key aspects of the Plan.

In addition to this national picture, all NHS organisations are required to develop individual action plans by 31 March 2022 detailing their response to the Strategic Plan and the 46 initiatives. NWSSP recognises the key role we play 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.

Progress on this national work will be monitored and reported through the Welsh Government's Decarbonisation and Climate Change Programme Board. Some elements will fall within NWSSP Integrated Medium Term Plan (IMTP) progress reporting as well.





NWSSP Local Action Plan

NWSSP has also developed its own action plan which was summarised in the IMTP for 2022-25 and progress reporting will be integrated into the IMTP monitoring process. This plan sets out how the organisation will be decarbonising our own activities. Key actions include reducing the impact of our buildings, fleet, and new laundry service, as well as working with staff to help raise the profile of decarbonisation across the organisation.

The Director of Specialist Estates has been nominated to be the lead in delivery against the NHS Decarbonisation Strategic Delivery Plan. Within the draft proposals are the following strategic leadership actions. NWSSP will:

- appoint a Director as Decarbonisation Lead (and Senior Responsible Officer).
- establish a Steering Group to oversee NWSSP's decarbonisation programme.
- ensure the Shared Services Partnership Committee receive quarterly decarbonisation progress reports.

NWSSP has produced a Decarbonisation Action Plan as required by 31 March 2022. The plan integrates our All Wales duties and our responsibilities as an NHS organisation that utilises building, plant and equipment, procures goods and services, employs staff, and manages systems and operating processes.

We are applying the NHS Wales Decarbonisation Strategic Delivery Plan as our guiding principle. We will continue to engage with Welsh Government Decarbonisation colleagues to clarify the linkages between the NHS Wales plan and the Welsh Government Public Sector guide.



Progress and Achievements to Date

NWSSP has already made significant progress in implementing many initiatives which contribute to the decarbonisation agenda. A number of these are set out below:

- NWSSP activities include the roll out of a significant number of electric vehicle charging points across our estate. So far we have installed in excess of 25 points (for use of both staff and fleet vehicles). The roll out of these across Wales is allowing the organisation to move more quickly in procuring electric fleet vehicles. The learnings and experience gained are being shared with other Health Boards / Trusts.
- NWSSP purchase electricity and gas for the whole of NHS Wales. 100% of the electricity purchased is from certified renewable sources.
- NWSSP administer the Lease Car Salary Sacrifice scheme for most Health Boards and Trusts. The Shared Services Committee have recently reduced the CO2 limit for available cars to the extent that all new cars ordered are either Electric or Hybrid. There are currently circa 2000 cars in the fleet (across NHS Wales) of which a very significant number are Electric Vehicles (EV) or Hybrids.
- NWSSP has acquired responsibility for operating the NHS Wales Laundry and Linen services. As part of this programme there is a major plan to modernise the laundry facilities across Wales and it is intended that these new (and refurbished) facilities will be designed to follow the low carbon design aims within the NHS Wales Decarbonisation Strategic Plan.

There is a 'Green Team' within NWSSP comprising representatives from each directorate and the main sites which meets regularly. The role of this group is critical to sustaining wider staff engagement in delivery of this plan.

Current 'Green Initiatives' at NWSSP include

- NWSSP holds ISO 14001:2015 certification across its estate (excluding Laundries);
- Upgrade of lighting to Light Emitting Diodes (LED);
- Installation of photovoltaics;
- Upgrade of fleet vehicles to electric;
- Procurement/ Health Courier Services (HCS) are piloting electric Heavy Goods Vehicles;
- Charging facilities are available for fleet and staff vehicles;
- All local utility consumption data is monitored;
- Each site has a number of different waste streams in operation;
- Purchase of single use plastics is prohibited;
- Data confirmed a 75% reduction in staff travel for 2020-21 period;
- Implementation of an Agile working Toolkit.















Conclusion

- This NWSSP action plan was considered and approved by the NWSSP Senior Leadership team on 31 March for submission to Welsh Government. This followed several development workshops with NWSSP staff and leadership group in recent months.
- Progress against this action plan will be led and monitored by the established steering group and reporting regularly to Senior Leadership Group and to the Shared Services Partnership Committee.








NWSSP Work Plan








Theme	Objective	Actions	Success Measures	Link To NHS Decarbonisation Strategic Delivery Plan
 Leadership / Management	 To embed decarbonisation in the NWSSP way of working and for NWSSP to be an exemplar organisation.	 <ul style="list-style-type: none"> Establish NWSSP carbon footprint (baseline for 2020/21). Required for both external reporting and internal progress monitoring. Identify a Director lead for NWSSP. Embed principles of decarbonisation across directorates. Maintain ISO 14001 certification & embed decarbonisation Strategic Delivery Plan within it. Link in to and embed with Green Team (ISO 14001) and the network of champions. Encourage staff engagement and awareness through communications and awards. 	 <ul style="list-style-type: none"> NWSSP to report annually to WG public sector carbon reporting. Director of Specialist Estates Services Appointed. Decarbonisation to become embedded within the Senior Leadership Group agenda and way of working. Continued ISO 14001 certification (renewal audit). To continue the NWSSP awards and the inclusion of environmental categories. Regular communications to all staff relating to decarbonisation and the environment. 	 <ul style="list-style-type: none"> Vital first step to achieve the programme. Drive the engagement required for decarbonisation in leadership team. Proactively communicate the Climate Emergency to staff.
 Energy / Buildings	 To reduce energy usage and CO2 emissions in NWSSP owned buildings and leased space.	 <ul style="list-style-type: none"> Digital strategy - NWSSP is moving away from on-site servers to cloud based systems which will reduce the need for energy intensive server facilities at NWSSP sites. Provision and use of Electric Vehicle Chargers at NWSSP sites (25 currently installed). 6 double chargers to be added in 2022. Use of roof space for solar Photovoltaics (Picketston and IP5). First stage to complete feasibility assessments. Where possible NWSSP sites to utilise NHS Wales Renewable Energy Guarantees of Origin electricity purchase arrangement. Upgrade of lighting to LED across estate is ongoing. Head Quarters, IP5, Matrix House, Denbigh in first wave. 	 <ul style="list-style-type: none"> Implementation of the new systems, lead to a reduction in electricity consumption at affected sites. Increasing uptake (both kWh consumed and number of users). Completion of feasibility studies. Successful installation and demonstrable savings / generation. Uptake of contract at NWSSP sites. Delivery of programmes and demonstrable savings. 	 <ul style="list-style-type: none"> Energy and water efficiency retrofit programme across the estate. All buildings will have effective building management systems. Install electric vehicle charging points. Determine the overall viable potential for onsite renewable energy generation. Renewable Energy Guarantees of Origin - backed electricity will be procured by 2025, and 100% offset gas by 2030. Fully replace all existing lighting with LED lighting by 2025.








Theme	Objective	Actions	Success Measures	Link To NHS Decarbonisation Strategic Delivery Plan
				
<p>➤ Laundry Services</p>	<p>➤ To reduce the energy consumption in the NWSSP Laundry Services portfolio.</p>	<p>➤ Expand the scope of NWSSP ISO 14001 certification to incorporate Laundry Services.</p> <p>➤ Initiatives programme for energy efficiency at existing laundry estate to include: LED lighting, pipework insulation upgrades, upgrading pumps and motors to Variable Speed Drives, increased use of data loggers and monitoring.</p> <p>➤ Greenvale Laundry installing solar PV array which will generate zero carbon electricity.</p> <p>➤ New laundry facilities will be designed and built to Building Research Establishments Environmental Assessment Method Excellent Standard and adhering to the NHS Wales Decarbonisation Strategic Delivery Plan.</p> <p>➤ Laundry Services to participate in Electric HGV pilot scheme (link to Supply Chain & Logistics below).</p>	<p>➤ Achieve successful ISO 14001 certification.</p> <p>➤ Reduction in energy consumption. Set against energy / carbon baseline report Feb 2020.</p> <p>➤ Reduction in electricity consumption.</p> <p>➤ Achievement of Building Research Establishments Environmental Assessment Method Excellent standard.</p>	<p>➤ Energy and water efficiency retrofit programme across the estate.</p> <p>➤ All buildings will have effective building management systems.</p> <p>➤ Determine the overall viable potential for onsite renewable energy generation.</p> <p>➤ Develop and build low carbon buildings to net zero / Building Research Establishments Environmental Assessment Method Excellent standards.</p> <p>➤ Install electric vehicle charging points.</p>













Theme	Objective	Actions	Success Measures	Link To NHS Decarbonisation Strategic Delivery Plan
				
<p>Waste Management</p>	<p>To reduce waste disposed of in NWSSP buildings and increase recycling.</p>	<p>Moving towards paperless office principles.</p> <p>Investigate / select a project to target single use plastics.</p> <p>Purchase sustainably sourced materials where practicable (office supplies especially).</p> <p>Introduce food waste recycling at all facilities. Working with other organisations to provide services.</p>	<p>Reduced paper purchased.</p> <p>Scheme roll out.</p> <p>Presence of exemplar schemes.</p> <p>Introduction of food waste recycling services.</p>	<p>Develop plastics waste initiative to tackle single use items.</p> <p>Not part of Strategic Delivery Plan but will be required by Welsh Government Environment (Wales) Act.</p>
<p>Water</p>	<p>Reduce water use and promote health benefits of better hydration for staff.</p>	<p>Provide drinkable water on each site to discourage the purchase of bottled water - source and issue NWSSP refillable bottles as an awareness raising measure.</p> <p>Continue programme of maintenance and fixes for water facilities (taps, WCs etc.).</p>	<p>NWSSP Water bottle scheme.</p> <p>Continued ISO 14001 certification.</p>	<p>Proactively communicate the Climate Emergency to staff.</p> <p>Develop plastics waste initiative to tackle single use items.</p> <p>Energy and water efficiency retrofit programme across the estate.</p>












Theme	Objective	Actions	Success Measures	Link To NHS Decarbonisation Strategic Delivery Plan
				
<p>➤ Procurement Supply Chain And Logistics</p>	<p>➤ Integrate sustainable procurement practices in-house and improve our data availability to assist in measuring.</p>	<p>➤ Improve data reporting to enable NWSSP and other Health Boards to better report footprint. Provide procurement data in a format meeting the Welsh Government Public Sector Reporting Guide.</p> <p>➤ Continued replacement programme of diesel engined vehicles with low emission / battery electric vehicles. 22 new Electric Vehicles from April 2022.</p> <p>➤ 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.</p> <p>➤ Introducing systems to improve the efficiency of fleet through tracking technology, scheduling software and driver training (Electric Vehicles).</p> <p>➤ Trial application of solar Photovoltaics panels to vehicle roofs to provide auxillary back up power and reducing engine idling.</p> <p>➤ Strengthen formal link to the Procurement Services Sustainable Development Group as a means for sharing good practice and encouraging innovation.</p> <p>➤ Investigate / select a project to target single use plastics (water bottles).</p>	<p>➤ NWSSP to report annually to Welsh Government public sector carbon reporting.</p> <p>➤ Achieving a % of fleet on Battery Electric / Hybrid. Ambitions for 275% increase in Electric Vehicle miles in 2022. Projected 68,000kg CO2 saving.</p> <p>➤ Successful participation in trial.</p> <p>➤ Systems introduced.</p> <p>➤ Successful introduction of schemes. 1 vehicle currently, second vehicle planned in 2022/23.</p> <p>➤ Group meetings and projects arising from that group.</p> <p>➤ Successful scheme roll out.</p>	<p>➤ Transition to Ultra Low Emissions Vehicle and battery electric vehicles.</p> <p>➤ Vehicle Management. Implement / continue to implement telematics solutions to analyse and improve driver behaviour.</p> <p>➤ Determine the overall viable potential for onsite renewable energy generation.</p> <p>➤ Proactively communicate the Climate Emergency to staff.</p> <p>➤ Develop plastics waste initiative to tackle single use items.</p>



Theme	Objective	Actions	Success Measures	Link To NHS Decarbonisation Strategic Delivery Plan
				
<p>➤ People & Workforce</p>	<p>➤ Staff to be more aware of decarbonisation aims and to become more "carbon aware".</p>	<p>➤ Develop a blended approach to training and awareness raising for staff. NWSSP to target Carbon Literacy initiative. Work with Health Boards and Cynnal Cymru to develop.</p> <p>➤ Roll out of Carbon Literacy training by identifying and upskilling "Trainers".</p> <p>➤ Make Carbon Literacy training available to staff (through online & "real time delivery" options).</p> <p>➤ NWSSP is developing an Agile Working strategy which will consider the NWSSP estate and measures to support staff to work in an agile fashion.</p> <p>➤ Communications - provide staff with links to tools for calculating own impacts and footprints.</p>	<p>➤ Refresh existing Environmental Waste & Energy e-learning package and scope out "real time delivery" model.</p> <p>➤ Identify and train "Trainers".</p> <p>➤ Number or % of NWSSP staff completing the appropriate levels of training as relevant to role.</p> <p>➤ Successful delivery of the Agile Strategy will have consequential CO2 impacts (overall positive).</p> <p>➤ Publicised to staff.</p>	<p>➤ Proactively communicate the Climate Emergency to staff.</p> <p>➤ Education will be used to champion decarbonisation across our service.</p> <p>➤ Proactively communicate the Climate Emergency to staff.</p> <p>➤ Education will be used to champion decarbonisation across our service.</p> <p>➤ Support the Welsh Government's target for 30% of the Welsh workforce to work remotely.</p> <p>➤ Smart technology - Utilise technology to increase the efficiency.</p> <p>➤ Proactively communicate the Climate Emergency to staff.</p>

Theme	Objective	Actions	Success Measures	Link To NHS Decarbonisation Strategic Delivery Plan
 Transport and Travel	 To provide opportunities for staff to reduce their transport footprint and to reduce the carbon footprint of our fleet vehicles.	 <ul style="list-style-type: none"> Salary sacrifice car scheme now has 2000 across Wales - continue to promote and offer to NWSSP staff. Manage and increase the provision of electric car chargers to staff and fleet. Continue to operate and promote Bike to work salary sacrifice scheme. Continue to roll out the provision of facilities to encourage cycling to work for staff. 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. Reduction in business miles travelled through application of agile working (IT systems, home working etc). 	 <ul style="list-style-type: none"> Scheme now has over 2000 across NHS Wales. Continue this growth. Increasing uptake (both kWh consumed and number of users). Increasing uptake (number of users). Progress through Green Team /ISO 14001 objectives. Timely delivery of reliable data. Reduction in business miles vs a pre-covid baseline. 	 <ul style="list-style-type: none"> Proactively communicate the Climate Emergency to staff (Low carbon travel). Install electric vehicle charging points. Proactively communicate the Climate Emergency to staff (Active travel). Supports the overall Strategic Delivery. Organisations to appraise and update policies and approach to grey fleet and business miles driven.



Theme	Objective	Actions	Success Measures	Link To NHS Decarbonisation Strategic Delivery Plan
 Clinical Processes	 Reducing the carbon impacts of certain healthcare processes and medicines.	 Monitor the potential positive impact of Transforming Access to Medicines i.e. In-house modern service will be better and more efficient than the current arrangement.	 To be monitored for future developments in business plan and possible inclusion.	
 Green Infrastructure / Biodiversity	 Making the most of any green spaces to encourage nature and biodiversity.	 NWSSP needs to assess what green spaces and opportunities we have. Provide outdoor facilities to enable staff to interact with green spaces (eg benches etc).	 Link to ISO 14001. Continued provision of facilities.	 Land use - support localised initiatives to maintain green spaces.





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