

CTMUHB Decarbonisation Strategy 2021-2030 - Delivery Action Plan

Appraisal Approach

Appraisals of all opportunities were undertaken by NHS Wales by scoring the identified opportunities against the following four metrics:

- Carbon impact
- Technology and market readiness
- Effort and resource demands
- Strategic importance for enablement

A quantitative scoring was allocated to each metric, using the scoring matrix set out in the table below.

The sum of the scores for each measure forms the total score, which was integrated into the development of the decarbonisation roadmap and carbon emission reduction predictions.

The outputs of this table should not be used solely for prioritisation of one initiative over another.

Rather, this impact assessment has been used for identifying key initiatives for the roadmap for this delivery plan.

Scoring Available	Carbon Impact	Scoring Available	Technology and/or Readiness	Effort and Resource Demands	Strategic Importance for Enablement	Total score
9-10	Significant impact (>3% reduction in footprint)	5	Ready	Little or no additional effort	Significant	Sum of all scores
7-8	High impact (0.5 - 3.0% footprint reduction)	4	Expected to be ready imminently	Low - manageable with existing resources	Important	
4-6	Medium impact (up to 0.5% footprint reduction)	3	Approaching readiness		Medium	
2-3	Low impact	2	Medium maturity	High - difficult but manageable	Low-medium	
1	Negligible impact	1	Low maturity	Significant - more resource required	Low	

Additionally, a qualitative scoring was assigned to the following two metrics to recognise the financial implications of each measure:

- Investment cost
- Financial return

The appraisal matrix is set out on the next tab.

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Initial Appraisal Matrix

Reference No	Category	NHS Wales Initiative	Carbon Impact (/10)	Technology and/or Readiness (/5)	Effort and Resource Demands (/5)	Strategic Importance for Enablement (/5)	Total score (/25)	Investment Cost	Financial Return
1	Carbon Management Initiatives	Implement best practice carbon management with dedicated roles in place to undertake Delivery Plan initiatives.	1	5	1	5	12	Low	Short ROI (<10 years)
2	Carbon Management Initiatives	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.	1	5	2	4	12	Low	Short ROI (<10 years)
3	Carbon Management Initiatives	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.	2	5	3	4	14	Low	Short ROI (<10 years)
4	Existing Buildings Initiatives	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.	5	5	3	4	17	High	Short ROI (<10 years)
5	Existing Buildings Initiatives	Fully replace all existing lighting with LED lighting by 2025.	4	5	2	3	14	High	Short ROI (<10 years)
6	Existing Buildings Initiatives	Complete expert heat studies by the end of 2023 for all acute hospitals to set the plan to transition away from fossil fuel heat sources.	8	3	1	5	17	Significant	Increased revenue costs
7	Existing Buildings Initiatives	Progress low carbon heat generation for all non-acute sites larger than 1,000m2 by 2030.	5	3	1	5	14	Significant	Increased revenue costs
8	Existing Buildings Initiatives	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	6	5	2	4	17	Medium	Increased revenue costs
9	Existing Buildings Initiatives	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	3	5	2	3	13	Medium	Short ROI (<10 years)
10	Existing Buildings Initiatives	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.	6	5	2	4	17	High	Short ROI (<10 years)

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11	New Builds and Major Refurbishment Initiatives	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.	5	3	2	5	15	High	Short ROI (<10 years)
12	New Builds and Major Refurbishment Initiatives	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.	2	3	2	3	10	Low	Short ROI (<10 years)
13	New Builds and Major Refurbishment Initiatives	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.	2	5	3	3	13	Low	N/A
14	New Builds and Major Refurbishment Initiatives	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.	4	5	3	4	16	Medium	N/A
15	New Builds and Major Refurbishment Initiatives	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.	3	5	3	5	16	High	Long ROI (10 years+)
16	New Builds and Major Refurbishment Initiatives	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.	4	5	3	4	16	Low	N/A
17	Transportation Initiatives	Health Boards and Trusts will ensure suitable sustainable transport infrastructure is installed at their sites.	2	5	2	4	13	High	N/A
18	Transportation Initiatives	NWSSP will implement a standardised system of vehicle management in owned and leased vehicles. This will entail central fleet management oversight within each Health Board or Trust.	1	5	3	3	12	Low	Short ROI (<10 years)
19	Transportation Initiatives	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.	3	3	2	4	12	Low	Short ROI (<10 years)
20	Transportation Initiatives	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.	3	3	2	4	12	Medium	Short ROI (<10 years)

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21	Transportation Initiatives	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.	3	5	3	4	15	No cost	N/A
22	Transportation Initiatives	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.	3	5	3	4	15	Low	N/A
23	Transportation Initiatives	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.	5	3	2	4	14	Low	Short ROI (<10 years)
24	Transportation Initiatives	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.	6	1	3	3	13	Medium	Short ROI (<10 years)
25	Procurement Initiatives	NWSSP will transition to a market-based approach for supply chain emissions accounting.	2	5	2	3	12	Low	N/A
26	Procurement Initiatives	NWSSP will expand its current Sustainable Procurement Code of Practice to include a framework for assessing the sustainability credentials of suppliers.	6	5	2	3	16	Low	N/A
27	Procurement Initiatives	Value to the local supply chain will be maximised, whilst maintaining high standards for goods and services.	4	5	3	4	16	Low	Potentially increased revenue costs
28	Procurement Initiatives	100% REGO-backed electricity will be procured by 2025, and 100% green gas by 2030.	1	5	2	0	8	Low	N/A
29	Procurement Initiatives	NWSSP Procurement Services will embed NHS Wales' decarbonisation ambitions in procurement procedures by mandating suppliers to decarbonise.	10	5	2	5	22	Low	Potentially increased revenue costs
30	Procurement Initiatives	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.	10	5	2	5	22	Medium	N/A

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31	Procurement Initiatives	NWSSP Procurement Services will improve supply chain logistics and distribution to reduce the carbon emissions from associated transport.	3	5	3	3	14	Medium	Short ROI (<10 years)
32	Procurement Initiatives	NWSSP Procurement Services will actively develop and support procurement requirements to support implementation of this Strategic Delivery Plan.	10	5	3	4	22	Low	N/A
33	Estate Planning and Land Use Initiatives	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.	5	4	4	4	17	Low	N/A
34	Estate Planning and Land Use Initiatives	NWSSP and Welsh Government will advise Health Boards and Trusts on an appraisal approach for allocating land for uses such as renewable energy generation, greenhouse gas removal and afforestation – NHS Wales organisations will maintain green space and utilise land for decarbonisation, including collaborating with neighbouring land owners.	2	4	4	3	13	Low	N/A
35	Estate Planning and Land Use Initiatives	Large-scale renewable energy generation opportunities with private wire connections to NHS Wales sites will be progressed where viable.	4	5	4	4	17	High	ROI from 5-15 years
36	Approach to Healthcare – Smart Working Initiatives	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.	4	4	3	3	14	Low	N/A
37	Approach to Healthcare – Smart Working Initiatives	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.	2	5	2	3	12	Low	Short ROI (<10 years)
38	Approach to Healthcare – Smart Working Initiatives	Continue to utilise technology to increase the efficiency of engagements between staff and the public where suitable.	2	2	4	4	12	Low	Short ROI (<10 years)
39	Approach to Healthcare – Education Initiatives	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.	3	3	4	4	14	Medium	Short ROI (<10 years)
40	Approach to Healthcare – Healthcare and Medicines	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.	2	5	4	3	14	Low	Short ROI (<10 years)

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41	Approach to Healthcare – Healthcare and Medicines	Explore methods of minimising gas wastage and technologies to capture expelled medical gases.	2	3	4	2	11	Medium	Short ROI (<10 years)
42	Approach to Healthcare – Healthcare and Medicines	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.	3	5	4	4	16	Low	Short ROI (<10 years)
43	Approach to Healthcare – Healthcare and Medicines	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.	3	3	4	4	14	High	Revenue costs could increase or decrease
44	Approach to Healthcare – Waste Initiatives	Support the development of guidance by 2022 for best practice reduction of pharmaceutical waste.	1	3	3	3	10	Low	N/A
45	Approach to Healthcare – Waste Initiatives	Develop a 'plastics in healthcare' initiative to address waste in the delivery of health care – this will aim to tackle PPE, single use plastics, and packaging waste.	1	4	3	3	11	Low	N/A
46	Approach to Healthcare – Waste Initiatives	Engage with pharmacists and prescribers to build upon and support existing efforts to encourage responsible disposal of inhalers through discussions with patients, information leaflets, posters and media.	2	5	2	3	12	Low	N/A

Updated: 04/08/2022		CTMUHB Decarbonisation Strategy 2021-2030 - Delivery Action Plan					Management Group: Environmental Sustainability Group Delivery Plan Senior Responsible Officer: Vicki Wallace						
Progress RAG Key	R - Action at risk of not being completed on time - plan discussion to consider additional work / escalation needed	A - Action Plan commenced and on course for completion	G - Action completed	NS - Action not scheduled to start at this time	Key Actions Not Scheduled to Start		Key Actions Started	Key Actions Completed	Key Actions In Progress	Key Actions Overdue	% Completion		
Number of Key Actions	4	40	40	0	2		78	11	73	35	0.130952381		
CTMUHB Ref No	Category	NHS Wales Ref No	NHS Wales Initiative	NHS Wales Key Actions Required	Organisation Responsibility	CTMUHB Actions Required	CTMUHB Progress Q4 2022/23	CTMUHB Directorate Responsibility	Financial Risk (Significant, High, Medium, Low, No Cost)	Progress RAG	Start Date	Target Date	Completion Date
1	Carbon Management Initiatives	1	'Action Plans' will be developed, which will form the basis of how organisations will implement Delivery Plan initiatives – these will be developed two-yearly and committed to within Integrated Medium-Term Plans.	Develop 'Action Plans' specifically setting out how the initiatives will be implemented Commit to 'Action Plan' implementation within Integrated Medium-Term Plans Implement 'Action Plans' and assess progression	CTMUHB	Linda Prosser is the named Executive Board member responsible for delivery of the NHS Decarbonisation agenda	Linda Prosser is the named Executive Board member responsible for delivery of the NHS Decarbonisation agenda. Environmental Sustainability Group now established and part of formal governance arrangements. Board level training agreed for March 2023 away day (Centre for Sustainable Health Care to provide training)	Linda Prosser is the named Executive Board member responsible for delivery of the NHS Decarbonisation agenda	Low	G	01/01/2022	31/03/2023	31/03/2023
1	Carbon Management Initiatives	1	Implement required governance - named Director required to report to Decarbonisation Board	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. See: https://www.england.nhs.uk/publication/making-energy-work-in-healthcare-hms-07-02/	NWSSP, CTMUHB	Linda Prosser is the named Executive Board member responsible for delivery of the NHS Decarbonisation agenda	Linda Prosser is the named Executive Board member responsible for delivery of the NHS Decarbonisation agenda	Linda Prosser is the named Executive Board member responsible for delivery of the NHS Decarbonisation agenda	No Cost	G	01/01/2022	01/04/2022	01/01/2022
2	Carbon Management Initiatives	1	Implement best practice carbon management with dedicated roles in place to undertake Delivery Plan initiatives.	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.	CTMUHB	Gary Humphrey is the Health Board Energy and Carbon Project Manager, supported by James Edwards as the Energy Support Officer. Additional planning and clinical resource to be identified to support CTM2030 integration of sustainable approaches to service planning and delivery. Dedicated comms & engagement support required to ensure staff, partners and communities have access to public info about climate change and CTMUHB carbon management approach	Gary Humphrey is the Health Board Energy and Carbon Project Manager, supported by James Edwards as the Energy Support Officer. Sustainability part of communication workplan. Green newsletter established. Simply Do engagement platform had key focus on environmental sustainability initiatives. Christopher Lewis has joined the Estates Team in Oct 2022 as Assistant Head of Assets, Governance and Tech Services with a remit to lead on decarb estates delivery.	Strategic Lead, Planning, Energy and Carbon Management, Comms (Linda Prosser, Elle McNeil, Gary Humphrey)	No Cost	G	01/04/2022	31/12/2022	31/03/2023
3	Carbon Management Initiatives	1	Implement best practice carbon management with dedicated roles in place to undertake Delivery Plan initiatives.	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, CTMUHB	Active participation in appropriate Welsh, UK, European and global sustainable healthcare information sharing/ learning initiatives	Participation in the Welsh Health Environment Forum via Linda Prosser Advertisement of Green Health Wales to all staff to encourage participation in the networks shared approach to learning Corporate and pharmacy engagement with SustainableHealthCare.org to share learning Dr Tom Downs represented Green Health Wales at COP27	Strategic Lead, Planning, Comms (Linda Prosser, Elle McNeil)	Low	G	01/04/2022	Ongoing	Ongoing
4	Carbon Management Initiatives	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.	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.	CTMUHB	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.	Green CTM established. Green CTM Intranet information developed. Green quarterly newsletter launched Sept 2022. Communication plan developed with dedicated comms & engagement manager assigned to the green agenda Facilities sustainability and waste/recycling pages established. Accessible climate change/ sustainability focused e-learning under development using WG funding Simply Do engagement platform had key focus on environmental sustainability initiatives.	Strategic Lead, Planning, Comms (Linda Prosser, Elle McNeil)	Low	G	01/04/2022	Ongoing / Annually	Ongoing
5	Carbon Management Initiatives	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.	Provide building and energy managers with additional training in best practice use of BMS for carbon reduction (more details included in Existing Buildings section).	CTMUHB	Estates to draft a cost benefit analysis for employing BEMS operators at each ILC covering responsibilities for all properties in their respective regions. Staff to be recruited if findings are positive. There is an annual Estates training plan in place for BMS training, which primarily targets operational staff who interact with BMS systems on a daily basis to ensure they optimize the energy use of sites.	Estates to draft a cost benefit analysis for employing BEMS operators at each ILC. Cost benefit analysis produced and available. James Edwards, deputy Energy lead to access training to ensure compliance for BMS as per his role. BMS training to be actioned.	Estates (Paul Lewis)	Low	G	01/04/2022	31/12/2022	
6	Carbon Management Initiatives	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.	Develop a targeted approach to encourage and facilitate low carbon staff travel. This will include keeping staff up to speed with available travel options and exploring opportunities to support and encourage the purchase of battery-electric vehicles (BEVs), ultra-low emission vehicles (ULEVs), bicycles, electric bicycles and public transport loan schemes and discounts.	CTMUHB	Facilities Directorate to review Site Travel Plans to include all active travel initiatives / solutions for each site, encouraging modal shift from single occupancy car travel to more sustainable modes, such as public transport, EVs, car sharing, active travel and flexible working. Ongoing, to be completed by March 2024.	Facilities Directorate already have Site Travel Plans which include active travel initiatives / solutions for each site but these need to be reviewed in line with new WG legislation / guidance and following Covid-19 and refurbishment works, to be completed by March 2024. Currently in discussions to pull all site travel plans into one CTM Travel Plan, due to staff sickness and other pressing priorities there are current restraints to commencing this work. (RH DW WL RS 05/09/2022). Waste & Fleet Team arranging work stream with Facilities Admin Team to review existing site travel plans and combine into one travel plan with appendices for each site and aligning with the new Health Board organisation structure. (RH DW WL CE 06/03/2023).	Facilities - Transport (Russell Hoare, Dave Williams, Wayne Lewis, Craig Edwards, Rob Smithson)	Low	A	01/09/2022	31/03/2024	
7	Carbon Management Initiatives	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.	Closely follow the guidance set out in the Active Travel Action Plan for Wales to ensure suitable considerations for active travel are factored into decision making.	CTMUHB	Facilities Directorate to review Site Travel Plans to include all active travel initiatives / solutions for each site, encouraging modal shift from single occupancy car travel to more sustainable modes, such as public transport, EVs, car sharing, active travel and flexible working. Ongoing, to be completed by March 2024. Wellbeing lead / group to develop Healthy Travel Charter with support from PHW/Health Travel Wales on CTM regional footprint.	CTM Workforce Wellbeing Lead to develop Healthy Travel Charter with support from PHW/Health Travel Wales on CTM regional footprint as part of wider PSB objective to promote and increase active travel and tackle obesity. To be completed by March 2023 Wellbeing Lead / Group to explore localised opportunities to improve cycling (e.g. Cycle to Work Scheme etc.). - Action Complete. Cycle to Work Scheme already in place at CTM. - Action Complete. Facilities Directorate already have Site Travel Plans which include active travel initiatives / solutions for each site but these need to be reviewed in line with new WG legislation / guidance and following Covid-19 and refurbishment works, to be completed by March 2024. Currently in discussions to pull all site travel plans into one CTM Travel Plan, due to staff sickness and other pressing priorities there are current restraints to commencing this work. (RH DW WL RS 05/09/2022). Facilities Directorate already have Site Travel Plans which include active travel initiatives / solutions for each site but these need to be reviewed in line with new WG legislation / guidance and following Covid-19 and refurbishment works, to be completed by March 2024. Cycle to Work Scheme already in place at CTM. Complete.	CTM Workforce Wellbeing Lead, Facilities, Planning, Comms (CTM Workforce Wellbeing Lead - TBC, Dave Williams, Elle McNeil)	Low	A	01/09/2022	31/03/2024	
8	Carbon Management Initiatives	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.	Install secure compartmentalised bicycle storage at each site greater than 1,000m2 allowing adequate provision for electric bicycle charging. Continue to explore localised opportunities to improve cycling infrastructure to and from hospital sites.	CTMUHB	Capital / Estates to secure compartmentalised bicycle storage at each site greater than 1,000m2 allowing adequate provision for electric bicycle charging.	Capital / Estates to secure compartmentalised bicycle storage at each site greater than 1,000m2 allowing adequate provision for electric bicycle charging. Arrangements to be added to the CTM Travel Plan by Facilities once storage has been installed. (RH DW WL RS 05/09/2022).	Facilities (Dave Williams) Capital, Facilities (Rosie Cavill, Tim Burns, Dave Williams, Craig Edwards, Rob Smithson)	Low	A	01/04/2023	01/03/2024	
9	Carbon Management Initiatives	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.	Brief senior management staff of the key themes of decarbonisation to ensure low carbon principles are integrated into decision making at all levels.	CTMUHB	Annual Decarbonisation presentation to Board Ongoing work to integrate low carbon footprint service planning within CTM2030 Clinical Strategy Senior Executive Leadership team to engage in available L&D offers targeted at senior health staff	Presentation to Board on NHS Decarbonisation strategy and CTM's approach in March 2022. DAP audit and Net Zero readiness audit presented to Population Health and Partnership Committee February 2023. Ongoing work to integrate low carbon footprint service planning within CTM2030 Clinical Strategy.	Strategic Lead, Planning (Linda Prosser, Elle McNeil)	Low	G	01/04/2022	31/03/2023	Ongoing
10	Carbon Management Initiatives	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.	Consider implementation models such as Energy Performance Contracts	CTMUHB	To develop appropriate governance around driving the decarbonisation agenda within CTMUHB inclusive of Executive ownership of core initiatives To work with NWSSP and WG regarding developing circular economies, CTMUHB as an anchor institution and different ways to lever change through procurement and contracting	Presentation to Board on NHS Decarbonisation strategy and CTM's approach in March 2022 Executive leads identified for strategic goals and implementation group established with appropriate governance and reporting mechanisms. 'Sustaining our future' strategic pillar has been split into two sections, with Environmental Sustainability being one. Environmental Sustainability Group formally established which will oversee the delivery of the DAP. Reporting via Population Health and Partnership Committee as subcommittee of the Board. Anchor Steering Group established and sustainability options explored through this group.	Strategic Lead, Planning (Linda Prosser, Elle McNeil), Estates (Tim Burns, Paul Lewis)	Low	A	01/04/2022	Ongoing	Ongoing
11	Carbon Management Initiatives	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.	Engage with technical and commercial support available such as the Welsh Government Energy Service	CTMUHB	Estates to actively collaborate with the Welsh Government Energy Service, working towards a gas systems decarbonisation plan centred around Princess of Wales Hospital, with learnings transferable to other hospitals. Facilities Directorate to engage with technical and commercial support both within NHS and externally for Facilities schemes (e.g. Transport, Waste, Catering).	Estates are actively collaborating with the Welsh Government Energy Service, working towards a gas systems decarbonisation plan centred around Princess of Wales Hospital, with learnings transferable to other hospitals. Signed up to the Refit Decarbonisation Procurement Programme to appoint a partnership organisation tasked to scope, engineer and implement decarbonisation projects across the estate. Facilities Directorate are already engaging and will continue to engage with technical and commercial support both within NHS (e.g. NWSSP Transport Decarbonisation Meeting, internally with CTM Green Group, COO, DCOO and Corporate Planning Directorate) and externally for Facilities schemes for Transport, Waste and Catering. (e.g. Facilities & Consultant 'Business Mileage Reduction Strategy' project) - Action Complete. (RH DW WL RS 05/09/2022).	Estates, Facilities (Tim Burns, Paul Lewis, Russell Hoare, Dave Williams)	Low	A	01/04/2022	Ongoing	Ongoing
12	Carbon Management Initiatives	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.	Build engagement and responsibility for decarbonisation across the organisations from the top down – actively engage across finance, procurement and estates teams	CTMUHB	To develop appropriate governance around driving the decarbonisation agenda within CTMUHB inclusive of Executive ownership of core initiatives Senior Executive Leadership team to engage in available L&D offers targeted at senior health staff	Green CTM established. Green CTM Intranet information developed with ongoing refinement/ updates. Newsletter launched Sept 2022 and ongoing comms plan being delivered. Facilities sustainability and waste/recycling pages established 'Sustaining our future' strategic pillar has been split into two sections, with Environmental Sustainability being one. Environmental Sustainability Group formally established which will oversee the delivery of the DAP. Reporting via Population Health and Partnership Committee as subcommittee of the Board.	Strategic Lead, Planning, Comms (Linda Prosser, Elle McNeil, Huw Cook)	Low	A	01/04/2022	Ongoing	Ongoing

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Number of Key Actions	4		40	40	0	2	78	11	73	35	0.130952381		
CTMUHB Ref No	Category	NHS Wales Ref No	NHS Wales Initiative	NHS Wales Key Actions Required	Organisation Responsibility	CTMUHB Actions Required	CTMUHB Progress Q4 2022/23	CTMUHB Directorate Responsibility	Financial Risk (Significant, High, Medium, Low, No Cost)	Progress RAG	Start Date	Target Date	Completion Date
13	Existing Buildings Initiatives	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.	Commission specialist energy and carbon audits every two years to evaluate the opportunities for carbon reduction and water savings at each site to inform decarbonisation 'Action Plans' as appropriate.	CTMUHB	Commission specialist energy and carbon audits every two years to evaluate the opportunities for carbon reduction and water savings at each site to inform decarbonisation 'Action Plans' as appropriate.	Estates have historically collaborated with the Carbon Trust (Welsh Government Energy Service) to survey properties and develop carbon management plans. Collaboration continues with the Welsh Government Energy Service at POW to develop a plan to decarbonise gas use at the property. Site survey type audits will be completed by the successful ReFit provider from Summer-2023. Estates have signed up to the ReFit Decarbonisation Procurement Programme to appoint a partnership organisation tasked to survey scope, engineer and implement decarbonisation projects across the estate.	Estates, Facilities (Paul Lewis, Alan Martin, Christopher Lewis)	Medium	R	01/04/2022	31/12/2022	
14	Existing Buildings Initiatives	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.	Buildings should be operated as efficiently as possible. Consideration should be given to: • Operational controls of buildings via BMS (included improved automated control), and local heating controls (e.g. TRVs). • Installation of high-efficiency equipment such as chillers, high-efficiency-motors / pumps, EC fans, pipework insulation and lighting. • Ensuring cooling systems (e.g. space cooling, food storage, mortuaries, etc.) are well maintained and operated at maximum efficiency (e.g. variable speed compression). • Ensuring only low-global warming potential (GWP) refrigerants will be used in refrigeration and heat pump systems (e.g. Ammonia, CO2, R1234zd, R1234ze). • Ensuring existing HVAC equipment is operated at maximum efficiency (e.g. EC fans, auto fan speed regulation, heat recovery). • Low carbon heat technologies installed as replacement for fossil fuel burning plant. • Improving thermal efficiency of buildings with fabric upgrades and draught proofing. • Utilising electric alternatives to gas tumble driers when replacement is due. • Ensuring gas-fired catering equipment is replaced with induction equipment during refurbishments/replacements. • Ensuring all ICT equipment procured is low-power equipment and that server rooms utilise free cooling and efficient cooling systems which are maintained at a sensible temperature.24 • Ensuring localised domestic hot water heaters are used where appropriate to reduce long pipe runs. • Ensuring that water saving equipment is used (e.g. water-saving urinals, automatic taps, dual flush toilets).	CTMUHB	Project plans and partnership bids from the ReFit programme to be funded and implemented across the wider estate. 2023 Apoint CTMUHB Re:Fit partnership contractor	Estates have contracted Local Partnerships to support the Health Board's procurement of a Re:Fit partner to appoint a partnership organisation tasked to scope, engineer and implement decarbonisation projects across the estate. Soft market testing questionnaire has been completed and published with feedback reviewed prior to publication of the ITT. ITT is in draft and scheduled for publication by end of October 2023 with a view to appoint a Re:Fit partner by January 2023. Target date will no longer be met. Estates are actively collaborating with the Welsh Government Energy Service, working towards a gas systems decarbonisation plan centred around Princess of Wales Hospital, and transferable to other hospitals. ReFit Invitation To Tender (ITT) will be published Apr-2023 to appoint a successful decarbonisation service provider.	Capital, Estates (Rosie Cavill, Tim Burns, Paul Lewis, Alan Martin)	Medium	R	01/04/2022	31/12/2022	
15	Existing Buildings Initiatives	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.	Ensure 'Action Plans' demonstrate estate-wide impact such that every building with an expected future towards 2030 will have undergone a multi-technology energy-efficient upgrade by 2030.	CTMUHB	Project plans and partnership bids from the ReFit programme to be funded and implemented across the wider estate. 2023 Apoint CTMUHB Re:Fit partnership contractor	As CTMUHB ref no 14 ReFit Invitation To Tender (ITT) will be published Apr-2023 to appoint a successful decarbonisation service provider.	Capital, Estates (Rosie Cavill, Tim Burns)	Medium	R	01/04/2022	31/03/2030	
16	Existing Buildings Initiatives	5	Fully replace all existing lighting with LED lighting by 2025.	Develop a lighting upgrade approach for each site, considering whether like-for-like replacement will be sufficient or if a new design is required. Seek expert advice in areas where LED lighting could have a detrimental impact on specialist technologies (e.g. LED flicker). Utilise natural lighting solutions where available.	CTMUHB	Project plans and partnership bids from the ReFit programme to be funded and implemented across the wider estate. 2023 Apoint CTMUHB Re:Fit partnership contractor	Estates have been active retro fitting conventional lighting with LED since 2006 with currently over 60% of all hospital properties converted. Retrofitting is scheduled to be complete by March 2025. Estates specify the installation of LED lighting for all major projects and replacement programs. This target has been included in the ReFit ITT for completion by the winning ReFit service provider. ReFit contract to be awarded in Q3-2023. PCH Refurbishment Programme specifies LED lighting.	Capital, Estates (Rosie Cavill, Jeremy Holifield, Tim Burns)	Medium	A	01/04/2022	31/03/2030	
17	Existing Buildings Initiatives	5	Fully replace all existing lighting with LED lighting by 2025.	Procure and implement LED upgrades across the estate by 2025. Exceptions may be made where buildings are known not to have a future beyond 5 years (March 2027 with regard to this initiative)	CTMUHB	LED project will be included in the Re:Fit decarbonisation programme for implementation from 2023 and is scheduled to be completed by March 2025	Circa £900k of WG decarbonisation funds will be invested in LED conversions during 2021-23. To date 60% of conventional lighting systems installed across the estate has been converted to LED. Phase 1 of the CTMUHB Re:Fit project will include conversion of all remaining conventional lights installed across the estate to be converted to LED by 2025. This target has been included in the ReFit ITT for completion by the winning ReFit service provider. ReFit contract to be awarded in Q3-2023.	Capital, Estates (Rosie Cavill, Tim Burns)	Medium	A	01/04/2022	31/03/2025	
18	Existing Buildings Initiatives	6	Complete expert heat studies by the end of 2023 for all acute hospitals to set the plan to transition away from fossil fuel heat sources.	Commission low carbon heat specialists to develop a low carbon heat evolution plan at each acute site to set out a transition plan away from fossil fuelled heat toward low carbon heat. This will include heat generation, heat distribution, heat emitters, and building fabric upgrades. The evolution plans should consider technologies such as heat pumps, biomass, chiller heat recovery, wider heat networks (where realistic) and other innovative heat solutions such as sewage heat recovery and emerging heat pump technology.	CTMUHB	Project plans and partnership bids from the ReFit programme to be funded and implemented across the wider estate. Seek funding and implementation of formulated low carbon heat plans as part of the CTMUHB Re:Fit project	Estates are actively collaborating with the Welsh Government Energy Service, working towards a gas systems decarbonisation plan centred around Princess of Wales Hospital, and transferable to other hospitals. Signed up to the ReFit Decarbonisation Procurement Programme to appoint a partnership organisation tasked to scope, engineer and implement decarbonisation projects across the estate. ReFit ITT due to tender Apr-2023, with a successful service provider to be appointed by Q3-2023. The ReFit ITT includes the requirement for low carbon heat plans. The UHB continues to collaborate with Bridgend CBC on the Bridgend private wire and heat network project.	Capital, Estates (Rosie Cavill, Tim Burns)	Medium	G	01/04/2022	31/03/2023	
19	Existing Buildings Initiatives	6	Complete expert heat studies by the end of 2023 for all acute hospitals to set the plan to transition away from fossil fuel heat sources.	Implement upgrades to ensure that 60% of generated heat at acute sites is low carbon by 2030.	CTMUHB	Project plans and partnership bids from the ReFit programme to be funded and implemented across the wider estate. Seek funding and implementation of formulated low carbon heat plans as part of the CTMUHB Re:Fit project	Currently at planning stage, supported by the WGES and ReFit Program. Signed up to the ReFit Decarbonisation Procurement Programme to appoint a partnership organisation tasked to scope, engineer and implement decarbonisation projects across the estate which includes heat studies to be completed as part of the Phase 1 Re:Fit project. ReFit ITT being published Apr-2023 for completion by the winning ReFit service provider. ReFit contract to be awarded in Q3-2023.	Capital, Estates (Rosie Cavill, Tim Burns)	Medium	A	01/04/2022	31/03/2030	
20	Existing Buildings Initiatives	7	Progress low carbon heat generation for all non-acute sites larger than 1,000m2 by 2030.	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.	CTMUHB	Project plans and partnership bids from the ReFit programme to be funded and implemented across the wider estate. Seek funding and implementation of formulated low carbon heat plans as part of the CTMUHB Re:Fit project	Currently at planning stage, supported by the WGES and ReFit Program. To be included in Phase 2 of the CTMUHB Re:Fit programme. ReFit ITT being published Apr-2023 for completion by the winning ReFit service provider. ReFit contract to be awarded in Q3-2023.	Capital, Estates (Rosie Cavill, Tim Burns)	Medium	G	01/04/2022	31/12/2022	
21	Existing Buildings Initiatives	7	Progress low carbon heat generation for all non-acute sites larger than 1,000m2 by 2030.	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.	CTMUHB	Project plans and partnership bids from the ReFit programme to be funded and implemented across the wider estate. Seek funding and implementation of formulated low carbon heat plans as part of the CTMUHB Re:Fit project	As CTMUHB ref no 20 ReFit ITT being published Apr-2023 for completion by the winning ReFit service provider. ReFit contract to be awarded in Q3-2023.	Capital, Estates (Rosie Cavill, Tim Burns)	Medium	G	01/04/2022	31/03/2030	
22	Existing Buildings Initiatives	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	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 EPFMS when inputs developed.	CTMUHB	The application for CHPQA has been successfully processed for the past 5 years and will continue in future.	The application for CHPQA has been successfully processed for the past 5 years and will continue in future. Ongoing CHPQA audit is carried out on an annual basis at both PCH and RGH CHP units.	Estates (Paul Lewis)	Low	G		Ongoing	
23	Existing Buildings Initiatives	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.	Increase CHP metric reporting on EPFMS to track CHPQA compliance and maintenance spend - this will be developed to understand compliance with this initiative.	NWSSP, CTMUHB	Action complete	Action complete	Estates (Paul Lewis)	Low	G	01/01/2022	31/03/2023	01/01/2022
24	Existing Buildings Initiatives	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.	No new natural gas CHP units will be considered going forward. For the existing known schemes, these will be subject to an options appraisal.	CTMUHB	There are no Estate plans to install new natural gas CHP units.	Existing CHP plant will continue to operate whilst still physically and financially operational. New installations of natural gas fuelled CHP plant will not be approved.	Estates (Alan Martin, Paul Lewis)	Low	G	01/04/2022	31/03/2023	01/01/2022
25	Existing Buildings Initiatives	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.	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.	CTMUHB	There are no Estate plans to install new natural gas CHP units.	There are four existing units located at PCH, two at RGH and a very small unit at Glanhyd which will continue with serviced operation. Should major failures occur post 2025 the unit will be decommissioned, as opposed to refurbishment.	Estates (Alan Martin)	Low	G	01/04/2022	31/03/2025	
26	Existing Buildings Initiatives	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.	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 be tie in with timescales for new build hospital developments.	CTMUHB	All CHPs will be decommissioned by 2030.	Existing CHP plant will continue to operate whilst still physically and financially operational. New installations of natural gas fuelled CHP plant will not be approved.	Estates (Alan Martin, Paul Lewis)	Low	G	01/04/2022	31/03/2030	
27	Existing Buildings Initiatives	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	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.	CTMUHB	A BEMS strategy will be delivered and applied across all health board properties, implemented as part of the ReFit program.	CTMUHB BMS Strategy has been written in draft format and in the process of draft approval, prior to publication of the document. BMS improvement has been included in the ReFit ITT for completion by the winning ReFit service provider. ReFit contract to be awarded in Q3-2023.	Estates (Paul Lewis)	Medium	G	01/04/2022	31/03/2024	
28	Existing Buildings Initiatives	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	Develop standard operating procedures to optimise the efficient operation of buildings, this will include set schedules for time-clocks / operating setpoint / alarms.	CTMUHB	Monitoring and Verification systems together with operational procedures will be implemented by Gary Humphrey and the Energy Compliance Group. Funding and implementation of the BMS strategy will be part of the CTMUHB Re:Fit project.	Active monitoring is currently in place for some properties. Monitoring will be implemented as part of the Re:Fit monitoring and verification process.	Estates (Gary Humphrey)	Medium	G	01/04/2022	31/12/2022	

Updated: 04/08/2022		CTMUHB Decarbonisation Strategy 2021-2030 - Delivery Action Plan					Management Group: Environmental Sustainability Group Delivery Plan Senior Responsible Officer: Vicki Wallace						
Progress RAG Key	R - Action at risk of not being completed on time - plan discussion to consider additional work / escalation needed	A - Action Plan commenced and on course for completion	G - Action completed	NS - Action not scheduled to start at this time	Key Actions Not Scheduled to Start	Key Actions Started	Key Actions Completed	Key Actions In Progress	Key Actions Overdue	% Completion			
Number of Key Actions	4	40	40	0	2	78	11	73	35	0.130952381			
CTMUHB Ref No	Category	NHS Wales Ref No	NHS Wales Initiative	NHS Wales Key Actions Required	Organisation Responsibility	CTMUHB Actions Required	CTMUHB Progress Q4 2022/23	CTMUHB Directorate Responsibility	Financial Risk (Significant, High, Medium, Low, No Cost)	Progress RAG	Start Date	Target Date	Completion Date
29	Existing Buildings Initiatives	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	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.	CTMUHB	Estates to draft a cost benefit analysis for employing BEMS operators at each ILG covering responsibilities for all properties in their respective regions. Staff to be recruited if findings are positive. There is an annual Estates training plan in place for BMS training, which primarily targets operational staff who interact with BMS systems on a daily basis to ensure they optimise the energy use of sites.	Estates to draft a cost benefit analysis for employing BEMS operators at each ILG James Edwards, deputy Energy lead to ensure training to ensure compliance for BMS as per his role.	Paul Lewis (Estates)	Low	G	01/04/2022	31/03/2023	
30	Existing Buildings Initiatives	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.	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.	CTMUHB	Estates have installed circa £1m of solar PV across multiple sites during 2022/23, including Kier Hardie HP, YCC and YCR and Dewi Sant HP. Estates are installing circa £1m of solar PV across multiple sites between 2021/22, including Kier Hardie HP, YCC and YCR and Dewi Sant HP. Estates are working in collaboration with all three neighbouring local authorities to connect private wire solar farms and heat networks to large properties where local generation is difficult due to practical reasons. Estates have signed up to the ReFit Decarbonisation Procurement Programme to appoint a partnership organisation tasked to scope, engineer and implement decarbonisation projects across the estate, which will include a PV gap analysis and car port PV projects if deemed feasible. 2023-26 plans for additional on site PV installations will be formulated as part of the CTMUHB Re:Fit project	On Site PV is installed at: • Glanrhys Tairh Newydd Boiler House • Glanrhys Tairh Newydd South Plantroom • Kier Hardie Health Park Undergraduate building • New Surgery Pencoed • POWH Ty Llidard • RGH Y Bwthyn NGS MacMillan • Porthcawl Primary Care Centre • Ty Calon Lan • Dewi Sant • Kier Hardie Health Park main building • Ysbyty Cwm Cynon • Ysbyty Cwm Rhondda Study completed for CTMUHB by Welsh Government Energy Service for additional PV opportunities at Glanrhys Hospital and Ysbyty Cwm Cynon. 2023/24 and 2024/25 EFAB funding has been approved by Welsh Government for the installation of PV at the National Imaging Academy and the Glan Rhyd Hospital Sites	Capital, Estates (Rosie Cavill, Paul Lewis)	Medium	G	01/04/2022	31/03/2023	
31	Existing Buildings Initiatives	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.	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.	CTMUHB	Estates are working in collaboration with all three neighbouring local authorities to connect private wire solar farms and heat networks to large properties where local generation is difficult due to practical reasons. Estates have signed up to the ReFit Decarbonisation Procurement Programme to appoint a partnership organisation tasked to scope, engineer and implement decarbonisation projects across the estate, which will include the installation of renewable energy options at all viable opportunities by 2030.	Estates are working in collaboration with all three neighbouring local authorities to connect private wire solar farms and heat networks to large properties where local generation is difficult due to practical reasons. Estates have signed up to the ReFit Decarbonisation Procurement Programme to appoint a partnership organisation tasked to scope, engineer and implement decarbonisation projects across the estate, which will include the installation of renewable energy options at all viable opportunities by 2030.	Capital, Estates (Rosie Cavill, Paul Lewis)	High	A	01/04/2022	31/03/2030	
32	Existing Buildings Initiatives	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.	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).	CTMUHB	To ensure appropriate maintenance schedule for renewable infrastructure/ generation	Plan of works established and mainstreamed within estates management to ensure PV solar installations and maintained. PPM procedure has been drafted and shared with the Estates head of contracts to procure contract to maintain PV systems installed at Health Board properties. Contract to be procured. This is noted as a cost pressure currently, there are no external contracts to manage placed yet.	Estates (Alan Martin)	Low	G	01/04/2022	31/03/2023	
33	New Builds and Major Refurbishment Initiatives	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.	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.	CTMUHB	This is a standard element of the Welsh Government approval of schemes that progress under Designed for Life and for all schemes funded by Welsh Government. Action Complete	This is a standard element of the Welsh Government approval of schemes that progress under Designed for Life and for all schemes funded by Welsh Government. Action Complete	Capital (Rosie Cavill, Jeremy Holfield)	Low	G	01/04/2022	31/03/2030	31/03/2022
34	New Builds and Major Refurbishment Initiatives	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.	All NHS organisations will adopt the agreed net zero approach for all new building designs and ensure new builds are certified to net zero. This will ensure: • Carbon in construction is identified and reduced as much as possible (e.g. low carbon building materials, replacement of onsite diesel generators with solar generators, etc.) • Carbon throughout the life of the building and resource use is reduced as much as possible (e.g. only the highest efficiency equipment can be utilised) • Renewable energy will be utilised on-site (e.g. solar PV and/or solar thermal on roofs)	CTMUHB	This is noted for all schemes moving forward and is a standard part of the Welsh Government Business Case requirement for schemes. Action Complete	This is noted for all schemes moving forward and is a standard part of the Welsh Government Business Case requirement for schemes. Action Complete	Capital (Rosie Cavill, Jeremy Holfield)	Low	G	01/04/2022	31/12/2022	31/03/2022
36	New Builds and Major Refurbishment Initiatives	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.	Ensure that each new build project has in place a suitably qualified client-side sustainability representative. They will be responsible for: • Providing due diligence support for the optimal low carbon design across all development stages • Ensuring the agreed net zero approach and accreditation process is followed The sustainability representative will be responsible for championing flexibility in the design to ensure that new and emerging low carbon technologies can be added at later stages of the design process.	CTMUHB	This will need to be included in all tenders. The capital team will liaise with consultants to ascertain if inclusion of a specific requirement in the tender specification will suffice or a separate appointment with a detailed ender specification. It is expected that this will need to be an externally contracted response Standard tender documentation is being reviewed to ensure that this is being included for all tendered schemes.	This will need to be included in all tenders. Standard tender documentation is being reviewed to ensure that this is being included for all tendered schemes.	Capital (Rosie Cavill)	Low	G	01/04/2022	31/03/2024	
38	New Builds and Major Refurbishment Initiatives	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.	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.	CTMUHB	This will be standard part of larger scheme development and is expected to be part of the AWCP D4L requirement	This will be standard part of larger scheme development and is expected to be part of the AWCP D4L requirement. This is an ongoing consideration for all capital schemes within CTM. Note - PCH Refurbishment Programme approval pre-dates this requirement	Capital (Rosie Cavill) Capital PCH (Jeremy Holfield)	Low	G	01/04/2022	31/12/2022	
39	New Builds and Major Refurbishment Initiatives	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.	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). Once capacity is assigned to EV charging, it must not be removed at a later date (e.g. for site expansion).	CTMUHB	Capital and Planning teams are to collaborate with the Energy Team where significant increased demand is planned due to service change or redevelopment on a site by site basis, and engage with Western Power as early as possible to agree any increase in capacity, and understand any site constraints that might restrict the planned development. Site capacities will require ongoing evaluation as additional site loads are added to the electrical infrastructure such as: decarbonised gas loads; EV charging; decommissioning of CHP plant.	Site capacities will require ongoing evaluation as additional site loads are added to the electrical infrastructure such as: decarbonised gas loads; EV charging; decommissioning of CHP plant. Future additional capacity reviews will be required at all sites that consider electrically fed heating systems.	Capital, Estates (Rosie Cavill, Paul Lewis, Gary Humphrey)	Medium	A	01/04/2021	31/12/2021	
40	New Builds and Major Refurbishment Initiatives	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.	In new car parks, install underground cabling infrastructure (e.g. trunking) to enable straightforward installation of cabling for future charging points.	CTMUHB	Where this is possible this will be included but can only be operated within the constraints of capital funding provided by WG. It will need to be incorporated into all business cases moving forward that make changes or add new car parking	Site capacities will require ongoing evaluation as additional site loads are added to the electrical infrastructure such as: decarbonised gas loads; EV charging; decommissioning of CHP plant. Some in-ground ductwork introduced in Car Park A at PCH Refurbishment Programme as a late instruction to approved scheme to enable future EV provision. The HB policy on EV points in public car parks will need to be determined and once this is confirmed the supporting infrastructure can be developed	Capital (Rosie Cavill, Jeremy Holfield, Tim Burns)	Medium	A	01/04/2022	31/12/2022	
41	New Builds and Major Refurbishment Initiatives	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.	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.	CTMUHB	Where this is possible this will be included but can only be operated within the constraints of capital funding provided by WG. It will need to be incorporated into all business cases moving forward that make changes or add new car parking This will be included in line with vehicle charging policies developed and in place within CTMUHB. These policies would be developed by facilities	Site capacities will require ongoing evaluation as additional site loads are added to the electrical infrastructure such as: decarbonised gas loads; EV charging; decommissioning of CHP plant. Facilities to develop EV charging policy. Assistant Director of Facilities presented Fleet Decarbonisation Contract proposed plan for discussion to the COO, DCOO, Corporate Planning Directorate and CTM Green Group in August 2022. (RH DW WL RS 05/09/2022).	Capital, Facilities (Rosie Cavill, Tim Burns, Dave Williams, Craig Edwards, Rob Smithson)	Medium	A	01/04/2022	31/12/2025	
42	New Builds and Major Refurbishment Initiatives	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.	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). It's acknowledged that in some rural areas this technology may not be feasible and in this instance, Health Boards and Trusts may exclude this action.	CTMUHB	This will be picked up in the development of all new business cases for capital investment moving forward	This will be picked up in the development of all new business cases for capital investment moving forward	Capital, Estates (Rosie Cavill, Tim Burns, Dave Williams)	Medium	G	01/04/2022	31/03/2028	
43	New Builds and Major Refurbishment Initiatives	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.	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.	CTMUHB	It will be a requirement for all WG business cases that low carbon solutions are included. It will become standard policy for all smaller internal replacements that low carbon options are considered and selected wherever possible	It will be a requirement for all WG business cases that low carbon solutions are included. It will become standard policy for all smaller internal replacements that low carbon options are considered and selected wherever possible	Capital (Rosie Cavill, Jeremy Holfield)	Low	G	01/04/2021	31/12/2021	31/12/2021
44	New Builds and Major Refurbishment Initiatives	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.	Ensure that newly constructed sites sufficiently consider and incorporate sustainable transport, such as good public transport links, secure cycle storage, and changing facilities.	CTMUHB	This is part of a facilities led sustainable transportation policy embodied into capital schemes Active travel options will be developed through the regional Healthy Travel Charter	Active travel options will be developed through the regional Healthy Travel Charter	Capital, Facilities (Rosie Cavill, Tim Burns, Dave Williams, Craig Edwards, Rob Smithson)	Low	G	01/04/2022	31/12/2022	
45	New Builds and Major Refurbishment Initiatives	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.	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.	CTMUHB	This is part of a facilities led sustainable transportation policy embodied into capital schemes Active travel options will be developed through the regional Healthy Travel Charter Capital / Estates to secure compartmentalised bicycle storage at each site greater than 1,000m2 allowing adequate provision for electric bicycle charging	Active travel options will be developed through the regional Healthy Travel Charter Capital / Estates to secure compartmentalised bicycle storage at each site greater than 1,000m2 allowing adequate provision for electric bicycle charging	Capital, Facilities (Rosie Cavill, Tim Burns, Dave Williams, Craig Edwards, Rob Smithson)	Low	A	01/04/2023	31/03/2024	
46	New Builds and Major Refurbishment Initiatives	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.	Strategically plan the location of new sites to reduce private vehicle commuting requirements where possible.	CTMUHB	This is part of a facilities led sustainable transportation policy embodied into capital schemes Active travel options will be developed through the regional Healthy Travel Charter Capital / Estates to secure compartmentalised bicycle storage at each site greater than 1,000m2 allowing adequate provision for electric bicycle charging	Active travel options will be developed through the regional Healthy Travel Charter Capital / Estates to secure compartmentalised bicycle storage at each site greater than 1,000m2 allowing adequate provision for electric bicycle charging	Capital (Rosie Cavill, Tim Burns)	Medium	A	01/04/2022	31/12/2021	

Updated: 04/08/2022		CTMUHB Decarbonisation Strategy 2021-2030 - Delivery Action Plan					Management Group: Environmental Sustainability Group Delivery Plan Senior Responsible Officer: Vicki Wallace						
Progress RAG Key	R - Action at risk of not being completed on time - plan discussion to consider additional work / escalation needed		A - Action Plan commenced and on course for completion	G - Action completed	NS - Action not scheduled to start at this time	Key Actions Not Scheduled to Start	Key Actions Started	Key Actions Completed	Key Actions In Progress	Key Actions Overdue	% Completion		
Number of Key Actions	4		40	40	0	2	78	11	73	35	0.130952381		
CTMUHB Ref No	Category	NHS Wales Ref No	NHS Wales Initiative	NHS Wales Key Actions Required	Organisation Responsibility	CTMUHB Actions Required	CTMUHB Progress Q4 2022/23	CTMUHB Directorate Responsibility	Financial Risk (Significant, High, Medium, Low, No Cost)	Progress RAG	Start Date	Target Date	Completion Date
47	New Builds and Major Refurbishment Initiatives	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.	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).	CTMUHB	This is part of a facilities led sustainable transportation policy embodied into capital schemes Active travel options will be developed through the regional Healthy Travel Charter Capital / Estates to secure compartmentalised bicycle storage at each site greater than 1,000m2 allowing adequate provision for electric bicycle charging.	Active travel options will be developed through the regional Healthy Travel Charter Capital / Estates to secure compartmentalised bicycle storage at each site greater than 1,000m2 allowing adequate provision for electric bicycle charging.	Capital (Rosie Cavill, Tim Burns)	Medium	A	01/04/2022	31/03/2023	
49	Transportation Initiatives	17	Health Boards and Trusts will ensure suitable sustainable transport infrastructure is installed at their sites.	Health Boards and Trusts will engage with NWSSP to develop the best proactive approach for EV charging infrastructure. Develop the approach for EV charging infrastructure implementation across each estate - this will include action on increasing electrical capacity, understanding the other development plans (e.g. renewable energy), and collaborating across other NHS organisations such as WAST. Implement the EV charging rollout at the scale and pace to match demand, which will be specified in the best practice approach.	CTMUHB	Engage with NWSSP to develop the best proactive approach for EV charging infrastructure.	NWSSP are leading an all Wales project to address a number of challenges around EV charging infrastructure etc. CTM are represented on this all Wales NWSSP task and finish project group.	Facilities (Russell Hoare, Christopher Edwards, Rob Smithson), Procurement (Jeremy Holifield)	Medium	A	01/04/2022	31/12/2022	
52	Transportation Initiatives	18	NWSSP will implement a standardised system of vehicle management in owned and leased vehicles. This will entail central fleet management oversight within each Health Board or Trust.	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.	CTMUHB	1. Facilities Directorate to bid for and secure funding to implement a Fleet Management and Tracking System. 2. Facilities and Procurement to consider opportunities for alternative options for prioritising battery-electric fleet. - To be completed by March 2024. 3. Procurement to source suitable battery-electric fleet vehicles. - To be completed by March 2024. 4. Facilities and Procurement to identify the lease and fuel conversion costs and funding to support the conversion of fleet. - To be completed by March 2025. 5. Capital / Estates and Procurement to identify the electric charging infrastructure, installation and associated costs required to meet the proposed battery-electric fleet. - To be completed by March 2025.	1. CTM to have in place a dedicated Fleet Manager - Craig Edwards fleet manager in-post. Complete. A fleet tracking system (approx £8K) and request for Waste & Fleet Officer (Band 5) are included within the Facilities 23/24 IMTP with a bid for funding. (RH DW WL CE 06/03/2023). Fleet Check system has now been purchased and currently being populated with vehicle information. Once populated will look at reviewing feasibility of including the tracking system onto Fleet Check. 2. Assistant Director of Facilities presented Fleet Decarbonisation Contract proposed plan for discussion to the COO, DCOO, Corporate Planning Directorate and CTM Green Group in August 2022. Decision to be made by CTM by December 2022 for battery-electric to be tendered and ordered to replace the fleet. (RH DW WL RS 05/09/2022). Report regarding the available options still being reviewed by CTM Finance business partner Mandy Pady for the DCOO and COO. Once reviewed report will be presented at Executive Leadership Group for decision on preferred option for the current position and fleet transport and in support of an EV fleet going forward. (RH DW WL CE 06/03/2023). 3. and 4. Facilities now have comparative quotes for a hybrid or electric fleet and the cost of the options will be shared with Finance for IMTP Facilities Fleet and other CTM Directorates Fleet IMTP (RH DW WL RS 13/01/2023).	Facilities - Transport (Russell Hoare, Dave Williams, Wayne Lewis, Craig Edwards, Rob Smithson), Procurement (Nicola King, Jo Grist)	Medium	A	01/06/2022	31/12/2025	
53	Transportation Initiatives	18	NWSSP will implement a standardised system of vehicle management in owned and leased vehicles. This will entail central fleet management oversight within each Health Board or Trust.	Implement / continue to implement telematics solutions to analyse and improve driver behaviour.	CTMUHB	Facilities to review and evaluate the current CTM Transport Fleet specifications - To be completed by March 2023. Delays in developing specification based on outcome of requirements in terms of Hybrid or EV fleet. (JG NK 14.03.23)	CTM to have in place a dedicated Fleet Manager - Craig Edwards fleet manager in-post. Complete. Fleet Check system has now been purchased and currently being populated with vehicle information. Once populated will look at reviewing feasibility of including the tracking system onto Fleet Check. Assistant Director of Facilities presented Fleet Decarbonisation Contract proposed plan for discussion to the COO, DCOO, Corporate Planning Directorate and CTM Green Group in August 2022. Decision to be made by CTM by December 2022 for hybrid or battery-electric to be tendered and ordered to replace the fleet. (RH DW WL RS 05/09/2022).	Facilities - Transport (Russell Hoare, Dave Williams, Wayne Lewis, Craig Edwards, Rob Smithson), Procurement (Nicola King, Jo Grist)	Medium	A	01/06/2022	31/12/2025	
54	Transportation Initiatives	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 is not suitable, ultra-low emission vehicles should be procured.	Continue with existing vehicle procurement schedule, prioritising battery-electric vehicle fleet where practically possible from March 2022. In justifiable instances where this is not suitable (e.g. range issues), ultra-low emission vehicles can be procured. Exceptions will be made where technology is not market-ready (e.g. there are currently no market-ready ULEVs suitable to replace existing Non Emergency Patient Transport (NEPTS) vehicles).	CTMUHB	Facilities to review and evaluate the current CTM Transport Fleet specifications - To be completed by March 2023. Complete. (JG NK 14.03.23) Facilities and Procurement to consider opportunities for alternative options for prioritising battery-electric fleet. - To be completed by March 2024. Database identifies options with financial data. (JG NK 14.03.23) Procurement to source suitable battery-electric fleet vehicles. - To be completed by March 2024. Database identifies options with financial data. (JG NK 14.03.23) Facilities and Procurement to identify the lease and fuel conversion costs and funding to support the conversion of fleet. - To be completed by March 2025. Database identifies options with financial data. (JG NK 14.03.23) Capital / Estates and Procurement to identify the electric charging infrastructure, installation and associated costs required to meet the proposed battery-electric fleet. - To be completed by March 2025. To be completed by March 2025. This is currently being reviewed by Shared Services, although CTM frontline procurement are not part of the group, facilities are part of this group. (JG NK 14.03.23)	1. Trial of electric vehicles in fleet already in place. Fleet Check system has now been purchased and currently being populated with vehicle information. Once populated will look at reviewing feasibility of including the tracking system onto Fleet Check. A fleet tracking system (approx £8K) and request for Waste & Fleet Officer (Band 5) are included within the Facilities 23/24 IMTP with a bid for funding. (RH DW WL CE 06/03/2023). 2. Assistant Director of Facilities presented Fleet Decarbonisation Contract proposed plan for discussion to the COO, DCOO, Corporate Planning Directorate and CTM Green Group in August 2022. Decision to be made by CTM by December 2022 for battery-electric to be tendered and ordered to replace the fleet. (RH DW WL RS 05/09/2022). Report regarding the available EV fleet options still being reviewed by CTM Finance Mandy Pady, COO and DCOO, once reviewed report will be presented at Executive Leadership Group for decision on preferred option for fleet transport. (RH DW WL CE 06/03/2023). 3. and 4. Facilities now have comparative quotes for a hybrid or electric fleet and the cost of the options will be shared with Finance for IMTP Facilities Fleet and other CTM Directorates Fleet IMTP (RH DW WL RS 13/01/2023).	Facilities - Transport (Russell Hoare, Dave Williams, Wayne Lewis, Craig Edwards, Rob Smithson), Procurement (Nicola King, Jo Grist)	Medium	A	01/06/2022	31/12/2025	
55	Transportation Initiatives	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 is not suitable, ultra-low emission vehicles should be procured.	Evaluate the advantages of obtaining corporate membership to local car clubs that utilise battery-electric and hybrid vehicles. Implement if deemed valuable.	CTMUHB	Action complete	Procurement to implement a car club scheme that utilises battery-electric and hybrid vehicles and implement if deemed valuable. - Action Complete. (RH DW WL RS 31/01/2022). Frontline procurement are not involved in the car club scheme, is this shared services (JG NK 14.03.23)	Facilities, Procurement (Wayne Lewis, Craig Edwards, Nicola King)	Low	G	01/04/2021	31/12/2022	31/01/2022
56	Transportation Initiatives	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.	Develop an approach to decarbonise fleet emissions, including: • Vehicle management systems to consolidate journeys • Technologies such as low energy tyres and aerodynamic improvements • Exploring localised opportunities for alternative fuels (e.g. biodiesel / hydrogen)	CTMUHB	Facilities Directorate to bid for and secure funding to implement a Fleet Management and Tracking System. - To be completed by March 2023. Facilities and Procurement to identify the current CTM Transport Fleet specifications - To be completed by March 2023. Facilities and Procurement to consider opportunities for alternative options for prioritising battery-electric or hybrid fleet. - To be completed by March 2024. Procurement to source suitable battery-electric or hybrid fleet vehicles. - To be completed by March 2024. Facilities and Procurement to identify the lease and fuel conversion costs and funding to support the conversion of fleet. - To be completed by March 2025. Capital / Estates and Procurement to identify the electric charging infrastructure, installation and associated costs required to meet the proposed battery-electric fleet. - To be completed by March 2025. To be completed by March 2025.	Action to start April 2025. (RH DW WL RS 05/09/2022). Procurement have supported on this piece of work, the database is currently held with the fleet team. (JG NK 14.03.23) The infrastructure work is currently being reviewed by Shared Services, although CTM frontline procurement are not part of the group, facilities are part of this group. (JG NK 14.03.23)	Facilities - Transport (Russell Hoare, Dave Williams, Wayne Lewis, Craig Edwards, Rob Smithson), Procurement (Nicola King, Jo Grist)	Medium	A	01/04/2025	31/03/2028	
58	Transportation Initiatives	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.	Procure ultra-low emissions freight vehicles across NHS Wales from 2025.	CTMUHB	Facilities and Procurement to review and evaluate the current CTM Transport Freight vehicle specifications and ultra-low emissions options for the CPU. To be completed by March 2025.	Action to start April 2025. (RH DW WL RS 05/09/2022). Scoping current options, including CPU vehicles and utilising NWSSP Health Courier Services. Current market base options limited	Facilities - Transport (Russell Hoare, Dave Williams, Wayne Lewis, Craig Edwards, Rob Smithson), Procurement (Nicola King, Jo Grist)	Medium	A	01/04/2025	31/03/2028	
59	Transportation Initiatives	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.	Consult staff to establish appropriate actions that can be taken to encourage wider uptake of BEVs/ULEVs and disincentivise high emission travel. Examples might include: • Introducing financial incentives to encourage/enable staff to purchase BEVs and ULEVs (e.g. salary sacrifice schemes) • Reducing the existing financial payment per mile to disincentivise private vehicle use, unless the vehicle is an ULEV vehicle. • Creating a financial incentive for using ULEV fleet vehicles (alongside increased access to ULEVs outlined in previous initiatives)	CTMUHB	1. Facilities to support with reviewing the current CTM Transport pool vehicle specifications. 2. Facilities and Procurement to consider opportunities for alternative options for prioritising battery-electric pool vehicles. 3. NWSSP / Staff lease car leads to review and evaluate the current NHS Wales staff lease vehicle specifications / options. Due to start September 2022	1. Facilities have reviewed the current CTM Transport pool vehicle specifications, value and cost effectiveness in accordance with the Transport and Travel Policy and the algorithm for business mileage and pool car assessments. Facilities are currently reviewing the feasibility of widening the vehicle pool car scheme. A fleet tracking system (approx £8K) and request for Waste & Fleet Officer (Band 5) are included within the Facilities 23/24 IMTP with a bid for funding (RH DW WL RS 13/01/2023). 2. Assistant Director of Facilities presented Fleet Decarbonisation Contract proposed plan for discussion to the COO, DCOO, Corporate Planning Directorate and CTM Green Group in August 2022. Decision to be made by CTM by December 2022 for battery-electric to be tendered and ordered to replace the fleet. Facilities now have comparative quotes for a hybrid or electric fleet and the cost of the options will be shared with Finance for IMTP Facilities Fleet and other CTM Directorates Fleet IMTP. Report regarding the available options still being reviewed by CTM Finance - Mandy Pady - COO and DCOO, once reviewed report will be presented at Executive Leadership Group for decision on preferred option for fleet transport. (RH DW WL CE 06/03/2023). 3. Facilities are working collaboratively with NWSSP as part of an All Wales approach with regards to the NHS Wales Transport & Travel Decarbonisation Strategy. (RH DW WL RS 05/09/2022). Procurement have supported on this piece of work, the database is currently held with the fleet team. (JG NK 14.03.23)	Facilities - Transport (Russell Hoare, Dave Williams, Wayne Lewis, Craig Edwards, Rob Smithson), Procurement (Nicola King, Jo Grist)	Medium	A	01/06/2022	31/12/2025	

Updated: 04/08/2022		CTMUHB Decarbonisation Strategy 2021-2030 - Delivery Action Plan					Management Group: Environmental Sustainability Group Delivery Plan Senior Responsible Officer: Vicki Wallace						
Progress RAG Key	R - Action at risk of not being completed on time - plan discussion to consider additional work / escalation needed	A - Action Plan commenced and on course for completion	G - Action completed	NS - Action not scheduled to start at this time	Key Actions Not Scheduled to Start	Key Actions Started	Key Actions Completed	Key Actions In Progress	Key Actions Overdue	% Completion			
Number of Key Actions	4	40	40	0	2	78	11	73	35	0.130952381			
CTMUHB Ref No	Category	NHS Wales Ref No	NHS Wales Initiative	NHS Wales Key Actions Required	Organisation Responsibility	CTMUHB Actions Required	CTMUHB Progress Q4 2022/23	CTMUHB Directorate Responsibility	Financial Risk (Significant, High, Medium, Low, No Cost)	Progress RAG	Start Date	Target Date	Completion Date
60	Transportation Initiatives	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.	Update business travel policies to implement a travel hierarchy that encourages/incentivises sustainable travel and reduces the use of high emission vehicles.	CTMUHB	1. Facilities to work with a management consultant to develop a strategy which reviews business travel policies to prioritise the use of electric pool cars, electric private vehicles, and public transport through a hierarchy approach. Complete. Strategy with recommendations completed by consultant in 2021. CTM to now implement the recommendations 'Business Mileage Reduction Strategy' to change organisation business travel practices. 2. Undertake data analysis of business mileage and salary sacrifice data. 3. Review previous Business Mileage Reduction report against Directorates and Departments. 4. Implement targeted intervention with business mileage high users.	1. Facilities to work with a management consultant to develop a strategy which reviews business travel policies to prioritise the use of electric pool cars, electric private vehicles, and public transport through a hierarchy approach. Complete. CTM to now implement the recommendations 'Business Mileage Reduction Strategy' in 2022 to change organisation business travel practices. Recommendations from strategy need to be progressed through the CTM Decarbonisation Board in October 2022 (note that the core recommendation for reducing business mileage relates to homeworking and this has now been inacted due to covid restrictions). (RH DW WL RS 05/09/2022). Facilities have implemented some of the recommendations such as offering pool cars, promoting Lifshare scheme, and internally promoting MS Teams meetings to avoid unnecessary business travel costs and mileage. (RH DW WL RS 13/01/2023). 2. Facilities are in the process of arranging meetings with NWSSP to discuss staff mileage and salary sacrifice data in line with WGES and review the recommendations from the CTM Decarbonisation Strategy (RH DW WL RS 05/09/2022).	Facilities, Corporate (Wayna Lewis, Craig Edwards, Elle McNeil, Huw Cook)	Medium	A	01/04/2022	31/12/2023	
78	Procurement Initiatives	27	Value to the local supply chain will be maximised, whilst maintaining high standards for goods and services.	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	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.
79	Procurement Initiatives	28	100% REGO-backed electricity will be procured by 2025, and 100% green gas by 2030.	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	Already working towards, under the Utilities/Energy Category team	New Electricity contract from October-2022 includes 100% REGO certified supplies are purchased for electricity. 100% green gas to be considered at the next contract renewal date by NWSSP Procurement. Ongoing, REGOs to be included in all future utility contracts reviewed.	Estates (Gary Humphrey)	Medium	A	01/04/2022	31/03/2025	
94	Estate Planning and Land Use Initiatives	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 rationalising smart ways of working.	Ensure rationalisation of the estate (as planned in business cases) is fully seen through to ensure emissions are reduced as appropriate.	CTMUHB	Part of the estates strategy to be developed will need to incorporate this - this is planned to be drafted 2022-23	Part of the estates strategy to be developed will need to incorporate this - this is planned to be drafted 2022-23	Capital, Estates (Rosie Cavill, Tim Burns)	Medium	G	01/04/2022	Ongoing	
96	Estate Planning and Land Use Initiatives	34	NWSSP and Welsh Government will advise Health Boards and Trusts on an appraisal approach for allocating land for uses such as renewable energy generation, greenhouse gas removal and afforestation - NHS Wales organisations will maintain green space and utilise land for decarbonisation, including collaborating with neighbouring land owners.	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. Assessments will factor in location, existing land use, planned future land use, proximity to NHS sites and private wire opportunities.	CTMUHB	Estates are working in collaboration with all three neighbouring local authorities to connect private wire solar farms and heat networks to large properties where local generation is difficult due to practical reasons.	Estates have carried out a groundwork survey has been carried out to identify areas of forest land, crop land and settlement areas. Land evaluations have been carried out at the three district hospitals following which, Estates are working in collaboration with all three neighbouring local authorities to connect private wire solar farms and heat networks to large properties where local generation is difficult due to practical reasons. Action is included in the ReFit programme. Some land areas have been identified with local authority partners. TIC Glanrhyd Playing field is a potential solar farm location.	Estates (Paul Lewis, Gary Humphrey)	Medium	A	01/04/2022	31/03/2024	
97	Estate Planning and Land Use Initiatives	34	NWSSP and Welsh Government will advise Health Boards and Trusts on an appraisal approach for allocating land for uses such as renewable energy generation, greenhouse gas removal and afforestation - NHS Wales organisations will maintain green space and utilise land for decarbonisation, including collaborating with neighbouring land owners.	Health Boards and Trusts should support localised initiatives to maintain green spaces on hospital sites for use by staff, the public and patients. Research widely notes the positive effect this can have on the mental and physical health of populations. Should land be required for development (which is sometimes unavoidable), equivalent mitigation (such as replacement planting, green space or a carbon sink) should be provided, ideally locally. Health Boards and Trusts may wish to work with organisations such as NHS Forest39 to develop green spaces, encourage biodiversity, develop localised carbon sinks and provide a space where the health and wellbeing of patients, staff and communities can be enhanced. These areas can also be used to aid recovery and social prescribing. Organisations should consider land use change and biodiversity enhancement projects as these will contribute to the overall carbon reduction targets. This should be done in line with their public sector biodiversity duty.	CTMUHB	1. Facilities maintaining green spaces at all sites although there have been restrictions with Covid-19 resulting in Grounds & Gardens Team having a reduced workforce. Glanrhyd Green Flag Award in place and applying for certification annually. 2. At present the 'CTMUHB Biodiversity and Ecosystem Resilience Plan' has been drafted and approved by the Health Board's Environmental Management Steering Group. The next stage will be to achieve Board approval of the plan in order for it to be fully endorsed by the organisation. Following consultation, this is planned to be undertaken when feasible under the Covid-19 pandemic and following alignment with CTM Decarbonisation Strategy. 3. Implement actions from approved 'CTMUHB Biodiversity and Ecosystem Resilience Plan'.	1. Facilities with support from Capital / Estates to maintain and encourage green spaces on hospital sites for use by staff, patients and visitors. - Action Complete. NHS Forest provided trees (~80) planted across the estate as part of Queen's Canopy - Action Complete. CTM with support from Facilities Capital, Estates, Workforce and Corporate to implement and maintain Glanrhyd Hospital Green Flag Award. The response to the audit report and action plan is on hold as Facilities are currently working on the WG Decarbonisation Reporting data submission, however once this has been submitted Facilities can then work on the response and action plan, to be submitted to the Health Board to take forward. 2. CTM with support from Facilities Capital, Estates, Workforce and Corporate to implement CTMUHB Biodiversity and Ecosystem Resilience Plan. Plan has been updated following pandemic by Planning and Facilities. Updated plan to be approved by the CTM Environmental Management Steering Group and CTM Decarbonisation Programme Board. (RH DW WL RS 05/09/2022). CTMUHB Biodiversity and Ecosystem Resilience Plan presented at CTM Decarbonisation Board and was approved on 11/01/2023. Actions from plan to now be implemented and monitored through the renamed CTM Environmental Sustainability Group moving forward. Charitable Funds have funded the installation of 22 benches for the Bridgend Region to promote staff and patient wellbeing. Benches have now been installed at POW, Measteg, Glanrhyd and Tooting sites. (RH DW WL RS 11/01/2023). 3. 'CTMUHB Biodiversity and Ecosystem Resilience Plan' approved at the CTM Environmental Sustainability Steering Group and the actions will now be implemented and progress updates provided at future group meetings (RH DW WL RS 06/04/2023).	Facilities, Estates (Russell Hoare, Dave Williams, Tim Burns)	Low	G	01/01/2022	31/03/2024	
98	Estate Planning and Land Use Initiatives	35	Large-scale renewable energy generation opportunities with private wire connections to NHS Wales sites will be progressed where viable.	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.	CTMUHB	Estates are working in collaboration with all three neighbouring local authorities to connect private wire solar farms and heat networks to large properties where local generation is difficult due to practical reasons.	Estates are working in collaboration with all three neighbouring local authorities to connect private wire solar farms and heat networks to large properties where local generation is difficult due to practical reasons. At Heads of Terms Hot stages with RCTCBC and MTCBC with intention to connect to solar farms by late Summer 2024. Working with BCBC to develop a commercial plan for a heat network and solar farm.	Estates (Paul Lewis, Gary Humphrey)	Medium	A	01/01/2022	31/03/2023	
99	Estate Planning and Land Use Initiatives	35	Large-scale renewable energy generation opportunities with private wire connections to NHS Wales sites will be progressed where viable.	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.	CTMUHB	Estates are working in collaboration with all three neighbouring local authorities to connect private wire solar farms and heat networks to large properties where local generation is difficult due to practical reasons. Estates have signed up to the ReFit Decarbonisation Procurement Programme to appoint a partnership organisation tasked to scope, engineer and implement decarbonisation projects across the estate, which will include a PV gap analysis and car port PV projects if deemed feasible.	To seek and secure funding as required to implement recommendations from the ReFit Decarbonisation Procurement Programme, including implementing PV and EV car ports. ReFit ITT being published Apr-2023 for completion by the winning ReFit service provider. ReFit contract to be awarded in Q3-2023.	Estates (Paul Lewis, Gary Humphrey)	Medium	A	01/01/2022	31/03/2030	
100	Estate Planning and Land Use Initiatives	35	Large-scale renewable energy generation opportunities with private wire connections to NHS Wales sites will be progressed where viable.	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).	CTMUHB	To ensure appropriate maintenance schedule for renewable infrastructure/ generation	Plan of works established and mainstreamed within estates management to ensure PV solar installations and maintained. This is noted as a cost pressure currently, there are no external contracts to manage ahead yet.	Estates (Alan Martin)	Low	G		31/03/2023	
103	Approach to Healthcare - Smart Working Initiatives	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.	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).	CTMUHB	Agile working policy being developed by Organisational Development	300% increase of staff working due to COVID19, rising from 769 in 2018-19 to 2,594 in 2020-21 Agile working policy being developed by Organisational Development 09/08/2022 ICT: the significantly reduced capital allocation this year and next two years has a detrimental effect on the provision of ICT equipment to users to allow remote access, and also for any local works required to re-provision the CTM estate for other uses. 09/03/2023 ICT: position as at last reporting. The capital allocation to CTM is a barrier to refresh and expansion of digital assets and systems. Investing in the underlying infrastructure to enable mobile working across CTM. Continuing to support as many staff as possible to work flexibly, as was the case during COVID. Awaiting further detail around an agile working policy, and also the findings of the Estate strategy.	ICT, OD (Stuart Morris, Daniel Hywel)	Low	G	01/04/2022	31/12/2022	
104	Approach to Healthcare - Smart Working Initiatives	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.	Where suitable, create hot desk environments to provide smaller office space and facilitate meeting spaces when required.	CTMUHB	Agile working policy being developed by Organisational Development	300% increase of staff working due to COVID19, rising from 769 in 2018-19 to 2,594 in 2020-21 Agile working policy being developed by Organisational Development 09/03/2023: See update against CTMUHB action 111.	ICT, OD, Estates (Stuart Morris, Daniel Hywel, Tim Burns)	Low	G	01/04/2022	31/03/2023	
105	Approach to Healthcare - Smart Working Initiatives	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.	Consider the future transformation of office space into additional healthcare facilities as required.	CTMUHB	Agile working policy being developed by Organisational Development	300% increase of staff working due to COVID19, rising from 769 in 2018-19 to 2,594 in 2020-21 Agile working policy being developed by Organisational Development 08/08/2022: See update against CTMUHB action 111 09/03/2023: See update against CTMUHB action 111.	ICT, OD, Estates (Stuart Morris, Daniel Hywel, Tim Burns)	Low	G	01/04/2022	Ongoing	
106	Approach to Healthcare - Smart Working Initiatives	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.	Consider opportunities to work with external partners to share and utilise office space to reduce travel requirements.	CTMUHB	Agile working policy being developed by Organisational Development	300% increase of staff working due to COVID19, rising from 769 in 2018-19 to 2,594 in 2020-21 Agile working policy being developed by Organisational Development 08/08/2022: See update against CTMUHB action 111 09/03/2023: See update against CTMUHB action 111.	ICT, OD, Estates (Stuart Morris, Daniel Hywel, Tim Burns)	Low	G	01/04/2022	Ongoing	
107	Approach to Healthcare - Smart Working Initiatives	38	Continue to utilise technology to increase the efficiency of engagements between staff and the public where suitable.	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. It is acknowledged that this is not the case universally and traditional methods of care will be encouraged in scenarios where senior medical staff consider this more effective.	CTMUHB	Review the range of digital consultation and remote monitoring solutions and opportunities. Review the estate in line with the estates/accommodation strategy. Increase the ability of patients to interact with the service digitally via clinical portal and online booking solutions.	Participate in the national review of remote consultation digital solutions, such as Attend Anywhere. 09/08/2022: Awaiting update on national position 09/03/2023: National funding made available until April 2025, to continue to support current deployments. Awaiting details of any further opportunities.	ICT (Stuart Morris)	Low	G	01/04/2022	Ongoing	

Updated: 04/08/2022		CTMUHB Decarbonisation Strategy 2021-2030 - Delivery Action Plan					Management Group: Environmental Sustainability Group Delivery Plan Senior Responsible Officer: Vicki Wallace						
Progress RAG Key	R - Action at risk of not being completed on time - plan discussion to consider additional work / escalation needed	A - Action Plan commenced and on course for completion	G - Action completed	NS - Action not scheduled to start at this time	Key Actions Not Scheduled to Start	Key Actions Started	Key Actions Completed	Key Actions In Progress	Key Actions Overdue	% Completion			
Number of Key Actions	4	40	40	0	2	78	11	73	35	0.130952381			
CTMUHB Ref No	Category	NHS Wales Ref No	NHS Wales Initiative	NHS Wales Key Actions Required	Organisation Responsibility	CTMUHB Actions Required	CTMUHB Progress Q4 2022/23	CTMUHB Directorate Responsibility	Financial Risk (Significant, High, Medium, Low, No Cost)	Progress RAG	Start Date	Target Date	Completion Date
108	Approach to Healthcare – Smart Working Initiatives	38	Continue to utilise technology to increase the efficiency of engagements between staff and the public where suitable.	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).	CTMUHB	Roll our online services which support patients accessing primary, community and hospital care to administer their appointments and care needs virtually as much as is possible. Extend the scope of WISE and our virtual triage and care delivery services. Increasingly deploy telehealth solutions for monitoring and patient support where clinically and cost effective to do so.	We are using a third party company to provide virtual outpatient appointments for our elective patients, greatly reducing the number who will require triage in the hospital outpatient setting. We have established WISE (a health promotion, re-conditioning and optimisation service) based on a digitally enabled virtual service model. We are actively supporting the roll out of the NHS Wales app by providing leadership of numerous committees. In addition we are evaluating the availability of a patient portal for primary care. 08/09/2022: No ICT update/ no change 09/03/2023: No ICT update / no change	ICT (Stuart Morris)	Medium	R	01/04/2022	Ongoing	
109	Approach to Healthcare – Smart Working Initiatives	38	Continue to utilise technology to increase the efficiency of engagements between staff and the public where suitable.	Ensure healthcare professionals are provided with the appropriate technology to carry out these tasks effectively.	CTMUHB	Continuous review of technology requirements for healthcare professionals, to ensure they are provided with the devices and solutions of best fit for their role. Deploy experience management tools, to ensure best use of technology and applications, and avoiding unnecessary replacement of hardware.	We have deployed a number of applications that support digital and mobile ways of working. This has been backed up by the change in our device inventory to be heavily biased towards lap top, ipads & smart phones and in our assessment of the software license types we need to purchase. We are migrating all users onto a new mobile device management platform which will improve access to the core medical record and digital support & clinical management tools. 09/08/2022: See update against CTMUHB ref 111 09/03/2022: See update against CTMUHB ref 111	ICT (Stuart Morris)	Low	A	01/04/2022	Ongoing	
110	Approach to Healthcare – Smart Working Initiatives	38	Continue to utilise technology to increase the efficiency of engagements between staff and the public where suitable.	Develop a best practice approach for the use of digital technology and further explore digital consultation technology. In particular, align this with the Welsh future healthcare journey visions and the concept of providing care closer to home.	NWSSP, CTMUHB	Implement the best practice approach, based on evidence collated in earlier stages of implementation. Continuous feedback into the approach, developing as appropriate. Evaluate the roll out of digital histology and AI as a means for enabling online diagnosis	We have deployed a number of applications that support digital and mobile ways of working. This has been backed up by the change in our device inventory to be heavily biased towards lap top, ipads & smart phones and in our assessment of the software license types we need to purchase. We are migrating all users onto a new mobile device management platform which will improve access to the core medical record and digital support & clinical management tools. 08/08/2022: See update against CTMUHB action 111 09/03/2022: See update against CTMUHB ref 111	ICT (Stuart Morris)	Low	A	01/04/2022	31/03/2023	
111	Approach to Healthcare – Smart Working Initiatives	38	Continue to utilise technology to increase the efficiency of engagements between staff and the public where suitable.	Continue to digitalise clinical records and communications to increase resource efficiency and reduce printing resource requirements.	CTMUHB	Over 15 digital applications, including digitising the inpatient record, will be implemented or markedly upgraded in 2022/23. These run in parallel to a process for undertaking the business analysis and making the case for the implementation of core digital functionality such as e-prescribing and medicines management, single sign on, AI for diagnostic and imaging clinical support.	Baseline required improvements, including further rollout of digital patient notes (60k to date), options for managed print services, e-forms, etc. Ongoing roll out of the Welsh Clinical suite of applications and digital transcription. 09/08/22: ICT continue to make progress in some areas, such as e-prescribing, however other areas require additional financial and staffing resources, e.g. print review/reduction/managed print services. 09/03/2023: No ICT update / no change	ICT (Stuart Morris)	Medium	A	01/04/2022	Ongoing	
113	Approach to Healthcare – Education Initiatives	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.	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).	CTMUHB	Support sustainability working groups and wider collaboration with healthcare professionals across Wales and beyond (e.g. Doctors for Greener Health Care Networks). Clear L&D offer to be developed	Green CTM established individual, practice, and departmental projects ongoing with links to all Wales networks (medicine management, Green Health Wales, etc.) Simply Do platform collecting sustainability ideas	Corporate, OD (Eile McNeil, Huw Cook, Nick Carter)	Medium	A	01/04/2022	Ongoing	Ongoing
114	Approach to Healthcare – Education Initiatives	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.	Public Health Wales will continue to positively influence public behaviours, champion low carbon healthcare options, and prevent ill health. This may include, for example: • Communicate the actions NHS Wales is taking to reduce emissions • Highlight opportunities for the public to reduce emissions (e.g. electronic consultations, public transport, recycling of inhalers)	PHW	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.
115	Approach to Healthcare – Education Initiatives	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.	Engage with NHS England to provide input and expertise into the development of the best practice blueprint for low carbon digital care.	HEIW	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.
116	Approach to Healthcare – Healthcare and Medicines	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.	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	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.
117	Approach to Healthcare – Healthcare and Medicines	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.	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	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.
118	Approach to Healthcare – Healthcare and Medicines	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.	Extend the existing WEAN engagement on the decarbonisation of medical gases to all acute Health Boards and Trusts.	All Wales Medicine Strategy Group	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.
119	Approach to Healthcare – Healthcare and Medicines	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.	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	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.
120	Approach to Healthcare – Healthcare and Medicines	41	Explore methods of minimising gas wastage and technologies to capture expelled medical gases.	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	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.
121	Approach to Healthcare – Healthcare and Medicines	41	Explore methods of minimising gas wastage and technologies to capture expelled medical gases.	Ensure medical gas capture technology is integral to all new builds and major refurbishments.	CTMUHB	CTMUHB Respiratory Delivery Group and Medical Gases Committee are developing plans to achieve this	CTMUHB Respiratory Delivery Group and Medical Gases Committee are developing plans to achieve this POW theatre development does not include N2O manifold in line with evolving practice Work is being scoped to consider removal of existing N2O pipes/manifold across the estate (starting with B&W sites)	Pharmacy, Estates (Duncan Thain, Rosie Cavigil)	Low	A	01/04/2022	Ongoing	
122	Approach to Healthcare – Healthcare and Medicines	41	Explore methods of minimising gas wastage and technologies to capture expelled medical gases.	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	CTMUHB Respiratory Delivery Group and Medical Gases Committee are developing plans to achieve this	CTMUHB Respiratory Delivery Group and Medical Gases Committee are developing plans to achieve this	Pharmacy, Estates (Duncan Thain, Rosie Cavigil)	Low	A	01/04/2022	31/12/2022	Action not applicable to Health Board, guidance only.
123	Approach to Healthcare – Healthcare and Medicines	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.	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. The aim of this is to reduce over-reliance on reliever/SABA inhalers and focus on improved patient understanding, non-pharmacological interventions such as smoking cessation, exercise and the correct use of preventative therapies. Avoiding the destabilisation of patients will be paramount.	All Wales Medicine Strategy Group, RHIG	CTMUHB Respiratory Delivery Group and Medical Gases Committee are developing plans to achieve this providing a range of lower carbon treatment options including for newly diagnosed and existing patient cohort.	CTMUHB Respiratory Delivery Group and Medical Gases Committee are developing plans to achieve this providing a range of lower carbon treatment options including for newly diagnosed and existing patient cohort. WG funding for 'sustainable innovation scholar' will push forward inhaler recycling, inhaler swapping to lower carbon footprint and medication management - to carry out work intensively with a specific RCT base GP/ community pharmacy in order to develop spread + scale approach to be implemented across CTMUHB. Digital tool developed to stratify asthma patients according to risk and identify those with the greatest SABA use, potential to be developed further for use in any Vision practice with input from Vision. An EMIS tool is also in development.	Community Pharmacy (Emma Williams/Bev Woods)	Medium	A	01/04/2022	31/03/2024	
124	Approach to Healthcare – Healthcare and Medicines	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.	Brief prescribers, hospital/community pharmacists and dispensers of the key messages from the guidance. Encourage staff to emphasise and champion the importance of inhaler recycling, noting that an 'empty' MDI inhaler contains a high concentration of high-GWP gases and therefore needs to be disposed of properly at the inhaler disposal facilities provided at pharmacies.	All Wales Medicine Strategy Group, CTMUHB, RHIG	CTMUHB Respiratory Delivery Group and Medical Gases Committee are developing plans to achieve this providing a range of lower carbon treatment options including for newly diagnosed and existing patient cohort.	CTMUHB Respiratory Delivery Group and Medical Gases Committee are developing plans to achieve this providing a range of lower carbon treatment options including for newly diagnosed and existing patient cohort. WG funding for 'sustainable innovation scholar' will push forward inhaler recycling, inhaler swapping to lower carbon footprint and medication management - to carry out work intensively with a specific RCT base GP/ community pharmacy in order to develop spread + scale approach to be implemented across CTMUHB. Digital tool developed to stratify asthma patients according to risk and identify those with the greatest SABA use, potential to be developed further for use in any Vision practice with input from Vision. An EMIS tool is also in development. Encourage HCP completion of All Wales online learning (Asthma/COPD) with progress monitored using tutor dashboards. Ventolin is the biggest contributor to inhaler carbon footprint across the HB by a significant margin. The carbon footprint of a Salamol inhaler is half that of Ventolin. Technician led switch underway in the Rhondda Cluster and across Bridgend.	Community Pharmacy (Emma Williams)	Medium	A	01/04/2022	31/12/2022	

Updated: 04/08/2022		CTMUHB Decarbonisation Strategy 2021-2030 - Delivery Action Plan					Management Group: Environmental Sustainability Group Delivery Plan Senior Responsible Officer: Vicki Wallace						
Progress RAG Key	R - Action at risk of not being completed on time - plan discussion to consider additional work / escalation needed	A - Action Plan commenced and on course for completion	G - Action completed	NS - Action not scheduled to start at this time	Key Actions Not Scheduled to Start		Key Actions Started	Key Actions Completed	Key Actions In Progress	Key Actions Overdue	% Completion		
Number of Key Actions	4	40	40	0	2		78	11	73	35	0.130952381		
CTMUHB Ref No	Category	NHS Wales Ref No	NHS Wales Initiative	NHS Wales Key Actions Required	Organisation Responsibility	CTMUHB Actions Required	CTMUHB Progress Q4 2022/23	CTMUHB Directorate Responsibility	Financial Risk (Significant, High, Medium, Low, No Cost)	Progress RAG	Start Date	Target Date	Completion Date
130	Approach to Healthcare – Waste Initiatives	44	Support the development of guidance by 2022 for best practice reduction of pharmaceutical waste.	Upon publication, implement best practice guidance across all Health Boards and Trusts.	CTMUHB	Upon publication, implement best practice guidance. Waste Team to meet with Pharmacy and implement best practice initiatives for pharmaceutical waste.	Rob Smithson as part of the Waste Team to liaise with Emma Williams and the Pharmaceutical Team to develop and implement CTM best practice for the reduction of pharmaceutical waste. (RH DW WL RS 05/09/2022). Waste Team has met with Emma Williams and the Pharmaceutical Team in 2022 and provided guidance as an interim action and will meet again in 2023 to develop a plan to implement future best practice (RH DW WL RS 13/01/2023). 1. Waste Team are in the process of arranging to meet again with Emma Williams in Pharmacy to develop a plan to implement future best practice (RH DW WL CE 06/03/2023).	Facilities - Waste (Wayne Lewis, Craig Edwards, Rob Smithson)	Low	A	01/04/2022	31/03/2023	
131	Approach to Healthcare – Waste Initiatives	45	Develop a 'plastics in healthcare' initiative to address waste in the delivery of health care – this will aim to tackle PPE, single use plastics, and packaging waste.	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 NHS Wales initiatives 25-30.	NWSSP	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.	Action not applicable to Health Board, guidance only.
132	Approach to Healthcare – Waste Initiatives	45	Develop a 'plastics in healthcare' initiative to address waste in the delivery of health care – this will aim to tackle PPE, single use plastics, and packaging waste.	Upon completion, implement best practice initiatives across all Health Boards and Trusts.	CTMUHB	1. Upon publication, implement best practice guidance Waste Team to collaborate with the Innovation Team on waste improvement initiatives. 2. Waste Team to work in collaboration with the Catering Department to remove single-use plastics from Catering areas.	1. Facilities with the support of the Innovation Team to implement recycling schemes for Dried Mixed Recycling, furniture and other items. - Ongoing by March 2023. Facilities with the support of communication team to raise staff awareness of the recycling opportunities available to them. - Ongoing by March 2023. Facilities, Innovation and Planning to engage in CEIC to explore circular economy approach to recycling plastic items. Facilities and Innovation Team currently working together on a Theatre plastic waste recycling scheme. Presentation by Waste Manager given to Green CTM Group and recycling information / progress updates being sent to Communications Team. Rob Smithson as part of the Waste Team to liaise with Tom Powell and the Innovation Team to develop and implement CTM best practice for the reduction of plastic waste in healthcare. (RH DW WL RS 05/09/2022). Waste Team now meets with the Innovation Team on a monthly basis to discuss ongoing initiatives. Current projects in progress are concerning IT plastic packaging and sourcing companies to use this Health Board waste. Due to the implementation of new Catering legislation regarding the banning of single-use cutlery etc. the Waste Team will make contact with the Catering Department to discuss plans to comply with this new legislation (RH DW WL RS 13/01/2023). Waste Team have been working with the Innovation Team on a scholar project to remove cardboard from the EWC category for waste and moving it to a biodegradable resource through a social enterprise contractor. This is moving towards conclusion. (RH DW WL CE 06/03/2023). 2. Catering Department are currently looking at the coolings with regards to a removing single-use plastics in Catering areas. (RH DW WL CE 06/03/2023).	Facilities (Wayne Lewis, Craig Edwards)	Low	G	01/04/2022	31/03/2023	
133	Approach to Healthcare – Waste Initiatives	45	Develop a 'plastics in healthcare' initiative to address waste in the delivery of health care – this will aim to tackle PPE, single use plastics, and packaging waste.	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.	CTMUHB	Encouraged to reduce waste of non-medical equipment that is no longer required where permitted and safe to do so. Action Complete	Facilities with the support of the Innovation Team to implement recycling schemes for Dried Mixed Recycling, furniture and other items. - Ongoing by March 2023. Facilities with the support of communication team to raise staff awareness of the recycling opportunities available to them. - Ongoing by March 2023. Facilities, Innovation and Planning to engage in CEIC to explore circular economy approach to recycling plastic items. Facilities and Innovation Team currently working together on a Theatre plastic waste recycling scheme. Presentation by Waste Manager given to Green CTM Group and recycling information / progress updates being sent to Communications Team. Rob Smithson as part of the Waste Team to liaise with Tom Powell and the Innovation Team to develop and implement CTM best practice for the reduction of plastic waste in healthcare. (RH DW WL RS 05/09/2022). CTM Furniture Swap Shop in place however there are currently issues with storage of the furniture on sites. As a solution some furniture was donated to a number of charities and will be kept as an option moving forward where needed (RH DW WL RS 13/01/2023). 1. Furniture waste is being donated via Too Good to Waste, Warp It, Collectico or via the internal Health Board Swap Shop. Action Complete. (RH DW WL CE 06/03/2023).	Facilities (Wayne Lewis, Craig Edwards, Rob Smithson, Tom Powell, Elle McNeil)	Low	G	01/04/2022	31/03/2023	06/03/2023
134	Approach to Healthcare – Waste Initiatives	46	Engage with pharmacists and prescribers to build upon and support existing efforts to encourage responsible disposal of inhalers through discussions with patients, information leaflets, posters and media.	Introduce additional inhaler-specific disposal facilities in hospitals in partnership with industry stakeholders.	CTMUHB, Industry third parties	Pharmacy with support from Facilities and Procurement to source an alternative inhaler-specific disposal facility in CTM hospitals, in partnership with industry stakeholders and that meet Welsh Government HTM 07-01 guidelines for Category 1B waste. - Ongoing by March 2023. Waste Team to make contact with Pharmacy Team to look at options for inhaler-disposal facilities.	Inhaler-specific disposal company that was being used has unfortunately folded, currently sourcing an alternative company. Rob Smithson as part of the Waste Team to liaise with Emma Williams and the Pharmaceutical Team to progress the sourcing of an alternative inhaler-specific disposal facility in CTM hospitals. (RH DW WL RS 05/09/2022). Waste Team will push forward inhaler recycling, inhaler swapping to lower carbon footprint and medication management - to carry out work intensively with a specific RCT base GP/ community pharmacy in order to develop spread + scale approach to be implemented across CTMUHB. Waste Team are making contact with Pharmacy Team to look at options for inhaler-disposal facilities. (RH DW WL CE 06/03/2023). Achieved 1000% increase in inhaler returns for disposal (very low baseline) using inhaler returns paper bags from VMH. Carbon footprint of inhaler gases is reduced when disposed of via incineration as opposed to landfill. Plans to scale up to other pharmacies in CTM, potentially via cluster meetings and with provision of brief training and campaign materials such as posters and bags. Future plans to look at recycling, with potential to link in with inhaler recycling pilot in Swansea Bay, awaiting data on outcomes from this pilot to inform future plans. Greatest potential is for the recycling of the gases and aluminium. Next steps are to engage further with community pharmacists to explore potential interventions to address waste and SABA over reliance.	Facilities, Pharmacy (Wayne Lewis, Craig Edwards, Rob Smithson, Emma Williams)	Medium	A	01/04/2022	31/03/2023	
135	Approach to Healthcare – Waste Initiatives	46	Engage with pharmacists and prescribers to build upon and support existing efforts to encourage responsible disposal of inhalers through discussions with patients, information leaflets, posters and media.	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.	CTMUHB	CTMUHB Respiratory Delivery Group and Medical Gases Committee are developing plans to achieve this providing a range of lower carbon treatment options including for newly diagnosed and existing patient cohort. WG funding for 'sustainable innovation scholar' will push forward inhaler recycling, inhaler swapping to lower carbon footprint and medication management - to carry out work intensively with a specific RCT base GP/ community pharmacy in order to develop spread + scale approach to be implemented across CTMUHB.	CTMUHB Respiratory Delivery Group and Medical Gases Committee are developing plans to achieve this providing a range of lower carbon treatment options including for newly diagnosed and existing patient cohort. WG funding for 'sustainable innovation scholar' will push forward inhaler recycling, inhaler swapping to lower carbon footprint and medication management - to carry out work intensively with a specific RCT base GP/ community pharmacy in order to develop spread + scale approach to be implemented across CTMUHB.	Community Pharmacy (Emma Williams)	Medium	G	01/04/2022	31/03/2023	
136	Approach to Healthcare – Waste Initiatives	46	Engage with pharmacists and prescribers to build upon and support existing efforts to encourage responsible disposal of inhalers through discussions with patients, information leaflets, posters and media.	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.	CTMUHB, Welsh Respiratory Health Information Group	CTMUHB Respiratory Delivery Group and Medical Gases Committee are developing plans to achieve this providing a range of lower carbon treatment options including for newly diagnosed and existing patient cohort. WG funding for 'sustainable innovation scholar' will push forward inhaler recycling, inhaler swapping to lower carbon footprint and medication management - to carry out work intensively with a specific RCT base GP/ community pharmacy in order to develop spread + scale approach to be implemented across CTMUHB.	CTMUHB Respiratory Delivery Group and Medical Gases Committee are developing plans to achieve this providing a range of lower carbon treatment options including for newly diagnosed and existing patient cohort. WG funding for 'sustainable innovation scholar' will push forward inhaler recycling, inhaler swapping to lower carbon footprint and medication management - to carry out work intensively with a specific RCT base GP/ community pharmacy in order to develop spread + scale approach to be implemented across CTMUHB.	Community Pharmacy (Emma Williams)	Medium	G	01/04/2022	31/03/2023	

Updated: 04/08/2022		CTMUHB Decarbonisation Strategy 2021-2030 - Delivery Action Plan				Management Group: Decarbonisation Strategic Group Delivery Plan Senior Responsible Officer: Eile McNeil						
Progress RAG Key	R - Action at risk of not being completed on time - plan discussion to consider additional work / escalation needed	A - Action Plan commenced and on course for completion	G - Action completed		Key Actions Not Scheduled to Start	Key Actions Started	Key Actions Completed	Key Actions In Progress	Key Actions Overdue	% Completion		
Number of Key Actions	0	0	3		0	3	3	0	2	1		
CTMUHB Ref No	Category	NHS Wales Ref No	NHS Wales Initiative	NHS Wales Key Actions Required	CTMUHB Actions Required	CTMUHB Progress Q2 2022/23	CTMUHB Directorate Responsibility	Financial Risk (Significant, High, Medium, Low, No Cost)	Progress RAG	Start Date	Target Date	Completion Date
1	Carbon Management Initiatives	1	Implement required governance - named Director required to report to Decarbonisation Board	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	Linda Prosser is the named Executive Board member responsible for delivery of the NHS Decarbonisation agenda	Linda Prosser is the named Executive Board member responsible for delivery of the NHS Decarbonisation agenda	Linda Prosser is the named Executive Board member responsible for delivery of the NHS Decarbonisation agenda	No Cost	G	01/01/2022	01/04/2022	01/01/2022
23	Existing Buildings Initiatives	8	No further natural gas CHP plant will be installed - renewable CHP will be championed instead. For existing CHP plants, 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	Increase CHP metric reporting on EPPMS to track CHPQA compliance and maintenance spend - this will be developed to understand compliance with this initiative.	Action complete	Action complete	Estates (Paul Lewis)	Low	G	01/01/2022	31/03/2023	01/01/2022
33	New Builds and Major Refurbishment Initiatives	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.	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.	This is a standard element of the Welsh Government approval of schemes that progress under Designed for Life and for all schemes funded by Welsh Government. Action Complete	This is a standard element of the Welsh Government approval of schemes that progress under Designed for Life and for all schemes funded by Welsh Government. Action Complete	Capital (Rosie Cavill, Jeremy Hollifield)	Low	G	01/04/2022	31/03/2030	31/03/2022
55	Transportation Initiatives	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.	Evaluate the advantages of obtaining corporate membership to local car clubs that utilise battery-electric and hybrid vehicles. Implement if deemed valuable.	Action complete	Procurement to implement a car club scheme that utilises battery-electric and hybrid vehicles and implement if deemed valuable. Complete.	Facilities, Procurement (Wayne Lewis, Craig Edwards, AnnMarie Pritchard)	Low	G	01/04/2021	31/12/2022	31/01/2022