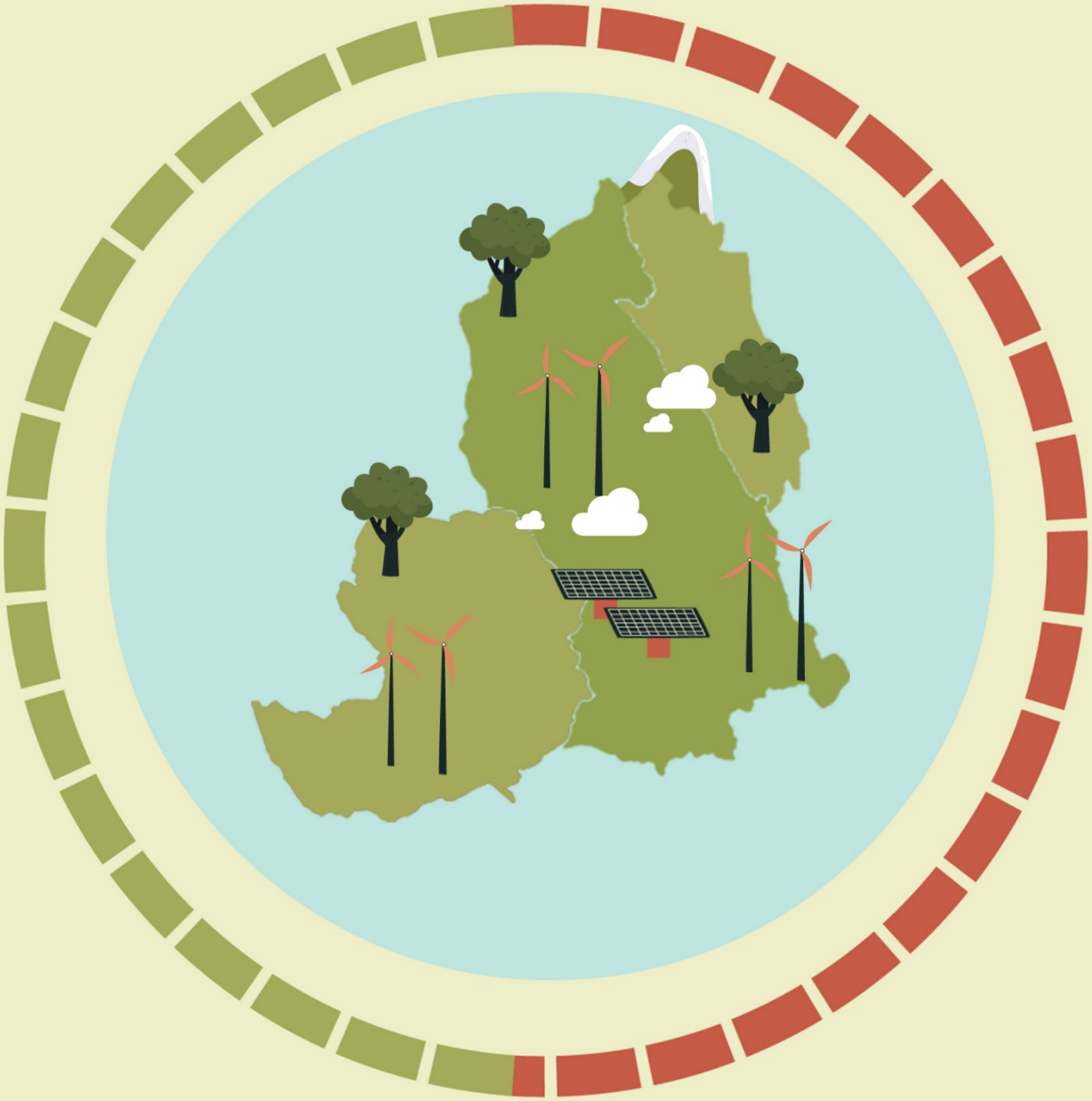


Cwm Taf Morgannwg University Health Board **Climate Action Plan 2026-2030**

GIG CYMRU NHS WALES
Bwrdd Iechyd Prifysgol
Cwm Taf Morgannwg
University Health Board

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Foreword

Welcome to our new Climate Action Plan for Cwm Taf Morgannwg University Health Board (CTMUHB). This plan supports our strategic aim of 'Building Healthier Communities Together' for the people of Cwm Taf Morgannwg. One of our four strategic aims is about 'Sustaining our Future' and our Climate Action Plan is a key element of delivering this aim. The plan sets out how we are responding to the challenges posed by climate change, by reducing our emissions and preparing for the climate risks that will affect our organisation.

The evidence is clearly established that climate change is one of the greatest public health challenges of our time. We are already experiencing its impacts on the health and wellbeing of our communities. In 2025, severe flooding caused significant disruption and damage across our local areas, and we know events like this will become more frequent and more intense in the years ahead. Across our region, over **12,500 undefended homes** are at risk of flooding, posing a substantial challenge to the people we serve and the services we provide.



This plan outlines a strategic and coordinated approach to reducing our environmental impact while ensuring we are prepared for future climate pressures. Our work is strongly aligned with the **NHS Wales Decarbonisation Strategic Delivery Plan (2025–30)** and **the Climate Adaptation Strategy for Wales**, ensuring we achieve a consistent and collaborative national approach.

We recognise population health is inseparable from the health of our environment. Climate action is one of our most important preventative opportunities. As a provider of essential public services, we must ensure climate change does not worsen health inequalities or negatively impact the people of Cwm Taf Morgannwg.

Delivering this plan will require commitment and collaboration from our staff, partners, patients and local communities. Through shared effort and collective ambition, we can lead on this agenda and play our full part in achieving the NHS Wales target of Net Zero carbon emissions by 2030.

Together, we can create a healthier, more resilient Cwm Taf Morgannwg for everyone.

Claire Thompson

Executive Director of Strategy and Transformation



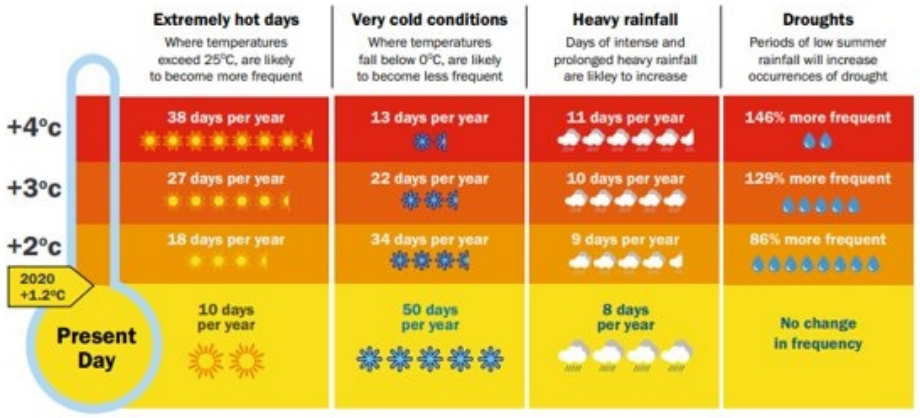
Introduction

Climate change is a major and growing threat to human health, and we are already seeing its impacts on both our planet and our populations. The health sector has a critical role to play in raising awareness, reducing emissions, and helping communities prepare for the challenges ahead.

This Climate Action Plan outlines how we will continue to deliver our essential decarbonisation programme by reducing carbon, saving money, and improving efficiency. We need to also assess the climate risks facing our organisation. It sets out the adaptations required to strengthen the resilience of our infrastructure, services and the health of our population.

Globally, the health sector is the fifth-largest contributor to greenhouse gas emissions. In Wales, the NHS Wales carbon footprint for 2024/25 was estimated at over 1.3 million tCO_2e, representing 34% of total public sector emissions. As a major public service, we therefore have both a responsibility and an opportunity to drive meaningful change.

Climate risks are also increasing. The UK Climate Change Committee (UKCCC), in its 2023 assessment, projected that average temperatures in Wales could rise by 1.2°C by 2050 and by up to 2.3°C by the 2080s. This means we will face more frequent periods of extreme heat, prolonged drought, and heavier rainfall events—each with significant implications for health services, communities and the resilience of our estate.



[1]

This plan provides a strategic and coordinated framework to achieve our goals. Our aim is to reduce emissions across our buildings, fleet, procurement and clinical services, while also assessing local climate risks and strengthening our adaptation measures. By doing so, we aim to ensure that our estate, services and workforce are prepared for the challenges ahead and we can continue to deliver safe, effective and sustainable healthcare to our population.

[1] Climate Adaptation Strategy for Wales

Climate and Health

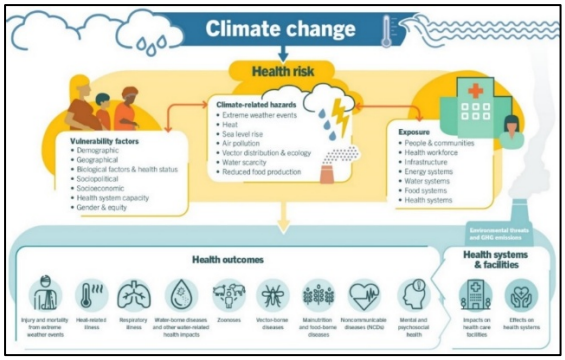
Climate change is not just an environmental issue, it is one of the most significant public health threats of our time. Changes in our climate will affect all aspects of people's lives, influencing both physical and mental health. The health risks associated with climate change will worsen existing conditions across our population, driven by increasing temperatures, extreme weather events, deteriorating air quality and changes in patterns of disease exposure. As with many health challenges, the impacts will fall disproportionately on the most vulnerable in our society.

Reducing greenhouse gas emissions (GHGs) through more sustainable transport, food systems and energy use can bring substantial health benefits. Improvements in air quality, increased levels of physical activity and reduced exposure to pollutants all support better long-term health outcomes. Many of the same actions needed for a low-carbon economy also help prevent illness and ease pressure on health services. For example, promoting active travel not only reduces emissions and improves air quality, but also supports healthier lifestyles and reduces the risk of chronic diseases.

The World Health Organization (WHO) estimates climate change will cause approximately **250,000 additional deaths every year** and create global health-related costs of **$2–4 billion annually by 2030**. More locally, Public Health Wales, in its Climate Change Health Impact Assessment, has highlighted that: **"Climate change will have a major long-term impact on health, wellbeing and equity. These impacts are multifaceted, are not static and will affect the population of Wales in the immediate and long-term."**

Within CTM, we have some of the highest levels of deprivation in Wales. Many of the communities we serve already experience poorer health, greater financial hardship and reduced access to quality housing. With climate change, there will be increased impact on our populations, as their conditions are exacerbated. As an organisation this deepens our responsibility to act. By working to lower emissions, enhance resilience, and support healthier environments, it will help ensure our communities most at risk are not left further behind.

It is therefore, vital we continue to highlight these impacts, work collaboratively with partners and communities, and take decisive action to address this monumental challenge. By doing so, we can protect health, reduce inequities, and build a more resilient future for the populations we serve.



Marmot Nation

In June 2025, Welsh Government announced that ambition that Wales will become the World's first "Marmot Nation", adopting public health expert Sir Michael Marmot's eight principles, which aim to eliminate unfair and avoidable differences in health which can be caused by where people live, what kind of job they do and how they are treated in society.

These principles emphasise the interconnectedness of environmental and human health, highlighting the need to protect the environment, whilst promoting health equity.

Marmot's eight principles

Principle	Focus
1. Give every child the best start in life	Ensuring children to have access to quality care, education and support to reach their full potential.
2. Enable all children, young people and adults to maximize their capabilities and have control over their lives	Empowering individuals with the skills, knowledge and resources to make healthy choices and participate fully in society.
3. Create fair employment and good work for all	Recognising the importance of decent work, fair wages and safe working conditions as crucial determinants of health.
4. Ensure a healthy standard of living for all	Addressing poverty and ensuring everyone has access to basic necessities like adequate housing, food and healthcare.
5. Create and develop healthy and sustainable places and communities	Need for well-designed, safe, and resource-rich environments that support physical and mental well-being.
6. Strengthen the role and impact of ill health prevention	Proactive measures to prevent disease and promote healthy behaviours, such as vaccination programmes and public health campaigns.
7. Tackle racism, discrimination and their outcomes	Impact of social injustices on health and calls for addressing systemic inequalities.
8. Pursue environmental sustainability and health equity together	Interconnectedness of environmental health and human health, emphasizing the need to protect the environment while promoting health equity.

Climate Mitigation vs Adaptation

Climate mitigation, often referred to as decarbonisation is the prevention of GHG emissions into the environment.

Measures such as installing solar panels and building insulation, are examples of mitigation. Reducing the amount of energy needed through combustion of fossil fuels.

As a result of emissions already released into the atmosphere we are seeing the impact on the climate.

To ensure the impacts are reduced, there needs to be action to combat the change which is going to take place. This is referred to as Climate Adaptation and aims to lower the risk to the UHB now and in the future.

Installation of a flood defences, next to a river which often bursts its banks is an example of adaptation.

National Policy and Legislative context

Wales has a legally binding commitment to achieve Net Zero emissions by 2050, as set out in the Environment (Wales) Act 2016[2]. In addition, there is an ambitious target for the public sector to reach Net Zero by 2030, reflecting the urgent need for action and the leadership role public bodies must play.

Welsh Government has published a number of plans to guide the health and social care sector in reducing emissions, improving resilience and embedding sustainability into everyday practice:

- **NHS Wales Decarbonisation Strategic Delivery Plan 2025–2030**
  This plan outlines the priority actions and initiatives required to reduce emissions across NHS Wales, covering estates, energy, transport, digital transformation, procurement and clinical pathways.
- **Decarbonising Social Care in Wales**
  This route map sets out **15 key initiatives** designed to help the social care sector respond to the climate emergency. It provides guidance on sustainable commissioning, energy efficiency, workforce engagement and reducing emissions linked to service delivery.
- **Greener Primary Care Framework**
  A toolkit which supports primary care contractors, community pharmacies, optometric practices and dental practices, to improve their environmental performance and reduce carbon emissions.
- **A Healthier Wales: Long-Term Plan for Health and Social Care**
  This national strategy emphasises the need to embed climate action across all health and social care planning and decision-making, recognising that sustainability and resilience are fundamental to delivering high-quality care.

[2] Environment (Wales) Act 2016

These policies make up the national direction for decarbonisation and climate adaptation across the Welsh health and care system. They provide the framework for CTMUHB for our Climate Action Plan, so we can play our role in contributing to Wales's wider Net Zero ambitions.

Refreshed NHS Wales Decarbonisation Strategic Delivery Plan

In 2025, a refreshed *NHS Wales Decarbonisation Strategic Delivery Plan* (SDP) was published, setting out how the NHS will reduce its environmental impact and support Welsh Government's ambition for a Net Zero public sector. The SDP provides pathway for emission reduction across the whole system, recognising the scale of transformation required.

The plan contains 25 initiatives, across 7 areas, supported by 78 actions for NHS organisations to take forward. These actions include estates, energy, digital, procurement, clinical services, transport and workforce engagement.

A core requirement of the SDP is that each NHS Wales organisation must develop and implement a Climate Action Plan, with clearly defined accountability for delivering initiatives and reporting progress at organisational level. This ensures decarbonisation is embedded within governance processes and becomes an integrated part of operational and strategic decision-making.

The actions outlined in the SDP have shaped the overarching principles and structure of this Climate Action Plan. They provide the structure for our local priorities, ensuring alignment with the national direction while enabling us to respond to our specific organisational and population needs, challenges and opportunities.

Progress to date

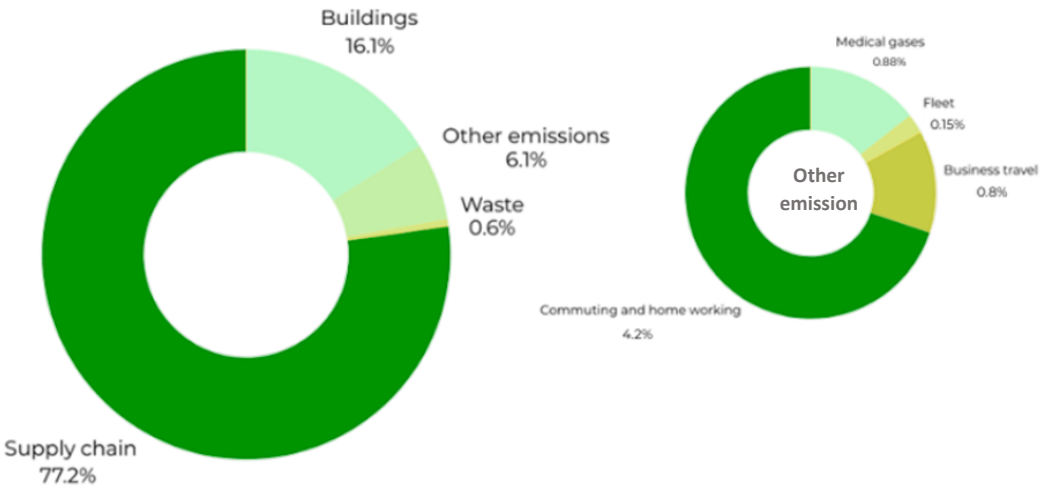
Emissions profile CTMUHB

Significant efforts have been made across our whole system to reduce our environmental impact. However, these actions have not yet translated into a reduction in our overall carbon emissions. In 2024/25, CTMUHB's total carbon footprint was 172,356 tCO_2e.

This increase is largely driven by higher levels of organisational spend, which in turn raises our supply chain emissions, the largest and most challenging part of our footprint.

The aim of this plan is to continue implementing actions to reduce the emissions directly within our control such as energy, waste, fleet and anaesthetic gases, while also strengthening our influence over the emissions embedded in the products and services we procure. By improving decision

making, engaging with suppliers, and embedding sustainability within procurement processes, we will work to reduce our supply chain emissions over the duration of this plan.



Successes

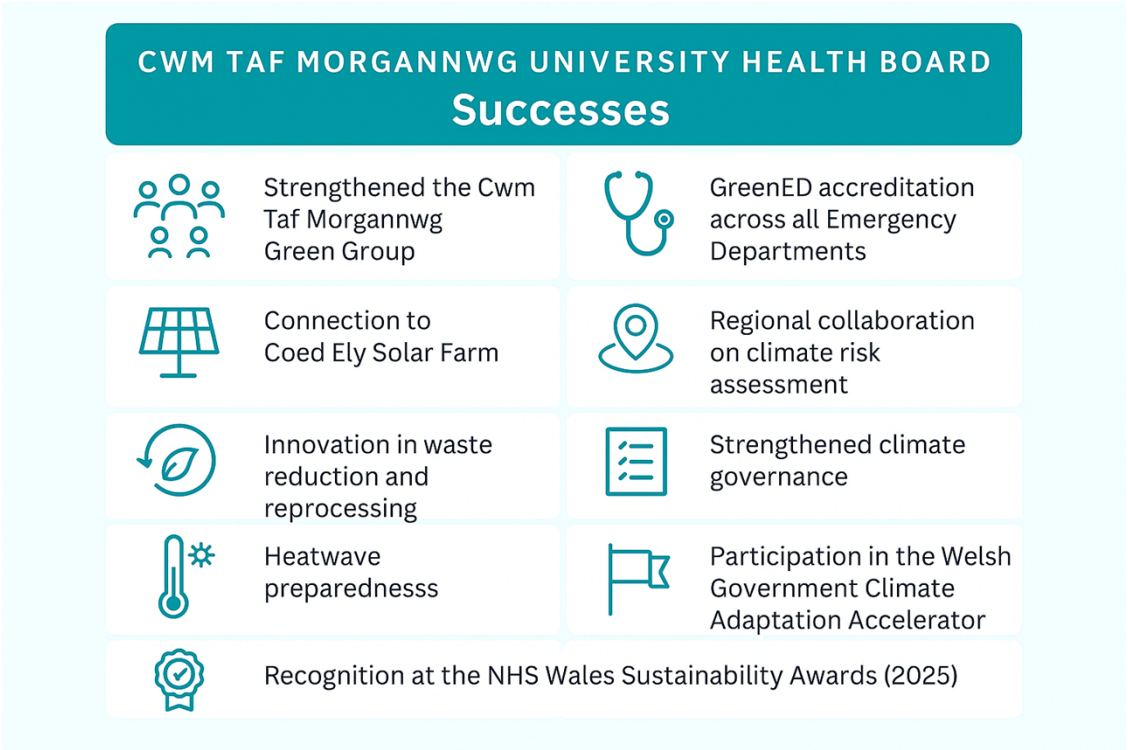
Over the past two years, CTMUHB has made significant progress in advancing our climate and sustainability agenda. Key achievements include:

- Strengthening the CTMUHB Green Group - Membership has continued to grow, creating a strong network for sharing knowledge, expertise and best practice. The group has delivered real and tangible sustainability improvements across the organisation. Through implementing programme such as localised energy efficiency, reducing waste at source and increasing the uptake of reusable and remanufacture devices.
- GreenED Accreditation across all Emergency Departments - There has been a concerted effort to implement the GreenED programme across the UHB. All three of our Emergency Departments, Royal Glamorgan Hospital, Prince of Wales Hospital and Prince Charles Hospital, have achieved Bronze accreditation. CTMUHB now accounts for three of the seven accredited EDs in Wales, demonstrating sector-leading progress.
- Connection to Coed Ely Solar Farm - In partnership with Rhondda Cynon Taf Council, we successfully connected the Royal Glamorgan Hospital to the Coed Ely solar farm. At peak summer output, the solar farm has the potential to meet up to 100% of the site's electricity demand, significantly reducing reliance on the grid and lowering emissions.
- Regional Collaboration on Climate Risk Assessment - We have worked closely with the Public Services Board (PSB) to assess climate risks across the region. This collaboration resulted in the development of a comprehensive CTM Climate Change Risk Assessment (CCRA).
- Innovation in Waste Reduction and Reprocessing - We have successfully secured funding for innovative projects aimed at reducing and reprocessing waste generated by the Health

Board. These Wales leading projects have provided valuable insights into our waste streams, improved segregation practices, and helped shift the perception of “waste” towards recognising its potential as a resource.

- Strengthened Climate Governance - We have refreshed and implemented a new governance structure to provide robust oversight of the climate action programme, ensuring clear accountability and enhanced decision-making.
- Heatwave Preparedness - Heat plans have been developed for all acute sites, enabling us to better manage extreme heat events and protect patient and staff wellbeing.
- Participation in the Welsh Government Climate Adaptation Accelerator - CTMUHB has actively engaged in this national programme, helping to shape and strengthen adaptation capability across Wales.
- Reducing Anaesthetic Gas Emissions - We have commenced the decommissioning of a nitrous oxide manifold at one of our acute hospital sites, contributing to reductions in high-impact anaesthetic gas emissions.
- Recognition at the NHS Wales Sustainability Awards (2025)
  CTMUHB staff achieved significant success, winning awards in:
  - Capital Project of the Year
  - Well-being of Future Generations Act Award
  - Chief Nursing Officer Sustainability Award

These achievements highlight the commitment and leadership shown by staff across the organisation.



Challenges

There are significant challenges in fully embedding climate action into our organisational systems and processes. At present, awareness and resources for this agenda remain limited. Key challenges include:

- **Financial constraints** limiting the delivery of sustainability initiatives.
- **Competing operational pressures** which reduce capacity for long-term climate action.
- **An ageing estate** requiring substantial investment and modernisation.
- **Data and measurement gaps** that restrict effective planning and performance tracking.
- **Limited skills and resources** to manage, coordinate and deliver the required changes.

Despite these challenges, this plan sets out a clear approach to make tangible progress by integrating climate action into the organisation's core functions, culture and decision-making.

Collaboration

As an organisation we know this is a huge challenge which cannot be resolved in isolation. The value of collaboration on this agenda has been invaluable to progress to date. We have been actively involved in a number of programmes with partner organisations, locally, regionally and nationally. This has created significant value for the organisation in our knowledge, skills and insights to support the development of this programme and delivery of actions.

Climate Adaptation

Adaptation requirements

Adapting to a changing climate presents a significant and long-term challenge, which we cannot underestimate. It will require us to review and reassess all aspects of operations, ensuring we understand both the current and future risks that climate change poses to our services, our estate and the population we serve.

As a health board, we will need to consider climate risks and opportunities across key areas, including:

- **Buildings and infrastructure** – ensuring our estate is resilient to temperature changes, flooding, extreme weather and service disruptions.
- **Population health and wellbeing** – preparing for increased health impacts such as heat-related illness, poor air quality, vector-borne disease and mental health pressures.

- **Access to medicines** – securing supply chains and maintaining the safe storage, distribution and availability of critical medicines.
- **Business continuity** – strengthening our capacity to maintain essential services during climate-related events and shocks.

Many of these considerations are already embedded within existing organisational mechanisms, plans and risk processes. There will be some elements of climate adaptation which have been addressed through this work. As an organisation, we will continue to gather, review and consolidate this information and use it to shape a coordinated climate adaptation programme.

PSB adaptation planning

Through a collaborative arrangement with CTM PSB, we supported the development of a Climate Change Risk Assessment[3] (CCRA) and workplan for climate adaptation across the region. The assessment sought to enable the PSB and partners to better understand public services, communities and institutional implications of climate risk for CTM and its partnerships. This collaborative approach engaged over 220 individuals across 33 organisations, including experts from partnership organisations and local community members.

Through this process 11 priority Climate Risk areas were identified, these are:-

A. Post-industrial landscape
B. Climate resilient communities
C. Infrastructural pinch points
D. Transport networks (road, rail, bridge)
E. Wildfire management
F. Asset management
G. Social care and health provision
H. Maintaining utilities (energy, water, food. ICT)
I. Nature conservation management
J. Institutional responses to climate risk
K. Resource and finance for climate adaptation

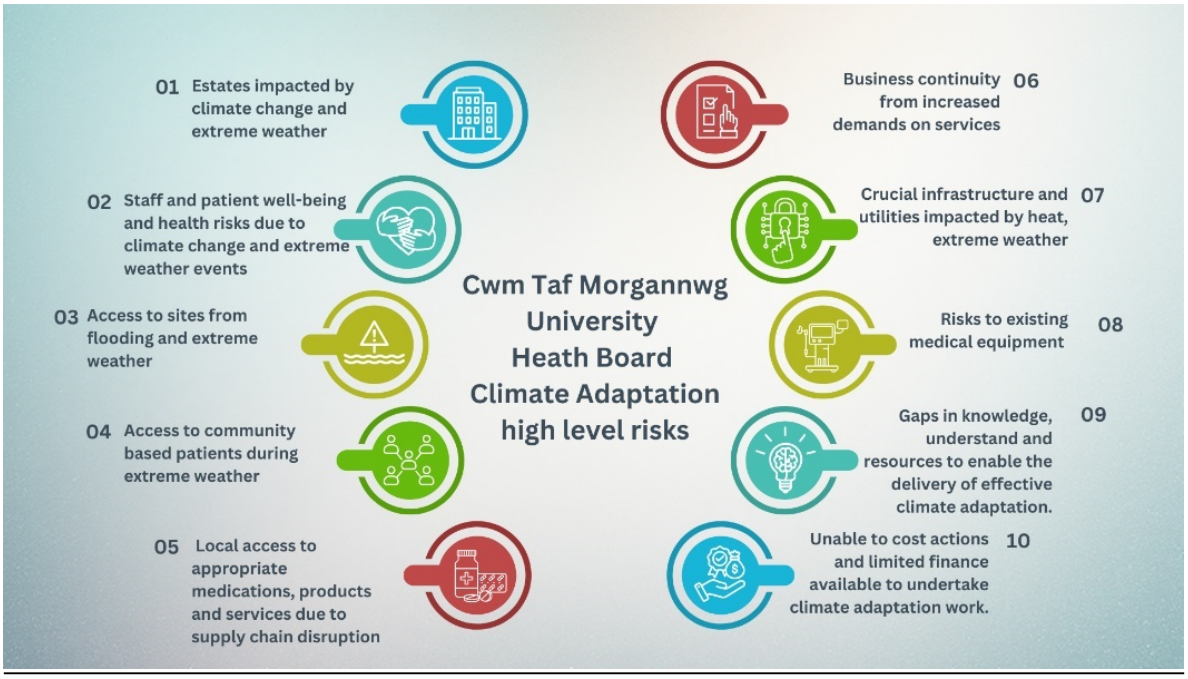
A detailed work programme has been established to develop work on the first 3 priority areas within 2025-26.

High level risks

Given the breath and complexity of the challenges we face, it is essential that we map out the risk and opportunities, which will impact the organisation. Detailed risk assessment planning has commenced and will continue to evolve over time, helping to increase our understanding, and providing clarity for our adaptation planning process.

[3] https://www.ctmpublicservicesboard.wales/SharedFiles/Download.aspx?pageid=286&mid=613&fileid=1329

To guide this work, we have developed 10 high level strategic risks, summarising the key areas which require assessment and action across the health board. These are:-



Climate Actions 2025-2030

Our plan

Our aim is to ensure that Climate Action is part of all that we do, working collaboratively with our staff, communities and partners to implement our ambitions of a becoming a green organisation.

Our overall ambition for this plan is to:-

- Raise awareness and share knowledge on the Climate agenda.
- Enhance governance and decision making to take account of climate actions
- Reduce emissions across the organisation and ensure we have sufficient evidence and data around climate risk
- Work with our partner organisations to build capacity across our region and nationally.
- Establish a clear process for building knowledge and commencement of actions on climate adaptation

Governance and communication

Effective governance and strong communication are essential to embedding decarbonisation and climate adaptation across CTMUHB. To ensure climate action is integrated into core organisational processes and decision-making, we will:

- Develop an operational planning process which supports staff-led environmental sustainability initiatives.
- Create a communications strategy to maintain engagement and build momentum for climate action.
- Embed sustainable healthcare within the People Plan 2025–2030, ensuring each annual refresh includes clear and practical calls to action supporting behaviour change and collective responsibility.
- Build organisational capacity and awareness, equipping staff with the knowledge, skills and confidence needed to act on climate change in their roles.
- Integrate climate adaptation requirements into our strategy, governance and performance processes.
- Work with partner organisations to share best practice and develop solutions to adaptation challenges.

Buildings and land

Our buildings and estate play a central role in both our decarbonisation efforts and our climate adaptation planning. Around 20% of the health board's total emissions come from our estate. Whilst significant work has already taken place, we recognise much more is required to meet our long term goals. This plan outlines the actions we will take to reduce emissions, strengthen energy efficiency and ensure our infrastructure is resilient to future climate impacts. They are:-

- Monitor site energy consumption and use data to identify opportunities for energy saving projects.
- Conduct seasonal reviews of building controls to optimise efficiency and reduce unnecessary energy use.
- Embed energy efficiency practices into staff day-to-day behaviours.
- Share and scale decarbonisation projects, which have been proven to support the decarbonisation of the NHS Wales estate.
- Review electrical capacities across sites to understand limitations for electrification.
- Implement space rationalisation, where possible.
- Plan and implement targeted decarbonisation projects, aligned with national principles and required standards.

- Manage current Combined Heat and Power (CHP) systems to the end of their current working life and replace with low carbon alternatives by 2035.
- Undertake renewable energy opportunities assessments to identify viable schemes.
- Support localised initiatives to expand and maintain green spaces on hospital and community sites.
- Ensure all new buildings and major refurbishments meet necessary standards.
- Where buildings are leased, ensure buildings are operate as efficiently as possible.
- Assess climate risk vulnerability for our services and estates.
- Embed climate resilience into our infrastructure and operations, ensuring our estates remain safe in future conditions.
- Deliver the £11.4m REFIT programme over the next two years to fund PV, LED lighting , BMS optimisation as well as a small ASHP and battery storage project

Transport

As an organisation we travelled over 4 million business miles during 2024/25. This is the equivalent of driving around the equator 160 times, highlighting the scale of the travel emission generated by our activities. We are actively assessing how we can, where possible, reduce the travel needs and increase the low carbon alternatives for our staff and patients. We will:-

- Provide efficient or eco driving training to staff who are required to drive regularly as part of their job.
- Ensure all new owned or leased NHS vehicles will have a telematics system installed at the point of sale or lease.
- Define our approach and plan for Electric Vehicle Charging Infrastructure (EVCI) for staff and visitors at NHS sites.
- Identify current and future requirements for electric vehicle charging infrastructure.
- Develop our policy for funding the installation of home charging and providing convenient means to access charging, where employees are provided with NHS owned or leased EVs for their job roles.
- Attend the All Wales Fleet and Transport Group
- Align vehicle purchasing or leasing with SDP targets

- Explore localised opportunities for low carbon transport infrastructure where feasible
- Conduct an organisational travel survey, travel plan and maps to support the uptake of low carbon travel solutions.
- Continue to deliver on the organisation Health Travel Charter.
- Highlight low-carbon transport options for staff and the public.
- Work across the NHS to identify and implement requirements for NHS front-line electric vehicle charging at our sites.
- Assess how climate will impact on our ability to implement services and delivery, using existing fleet.

Procurement

As an organisation the majority of our carbon footprint comes from the goods and services we purchase. This is currently quantified by our spend, which for 2025/26 was over £620 million. In order to reduce these emissions, we need to be conscious of how, what and why we are purchasing to limit our impact. We will:-

- Develop a procurement criteria to advance low-carbon and resource efficient delivery.
- Include an organisational environmental sustainability representative in any procurement exercise exceeding £6 million.
- Create and maintain a log of Power Purchase Agreements (PPAs) opportunities.
- Develop an emissions quantification methodology for surplus stock and report quarterly.

Clinical services

To meet the sustainability agenda we need to deliver high-quality care whilst minimising the environmental harm, increasing resilience and improving long term outcomes for patients. Clinical services hold the greatest opportunity to transform the system and adapt solutions which lower our impacts. We will:-

- Incorporate key performance indicators (KPIs) to support monitoring of the implementation of desired clinical behaviours.
- Continue to digitalise clinical records and communications to increase resource efficiency and reduce printing resource requirements.
- Develop an organisational waste management plan.
- Assign a Your Medicines, Your Health (YMYH) programme lead for primary and secondary care to embed the principles of YMYH in reducing medicines waste and improving adherence.
- Initiate an ‘Only Order What You Need’ Campaign.
- Work with partners across health to understand climate risks to our populations.
- Develop a greater understanding of the adaptation risks and challenges facing clinical teams.

Financial requirements

Delivering sustainable healthcare presents a significant challenge as healthcare systems are already under considerable financial pressures. There are many actions which will take limited or reasonably small funding requirements. Where these exist we will look to accelerate action.

To support financial delivery whilst meeting our sustainability challenges, we look to utilise external opportunities when appropriate. There are many projects in progress and under development which have obtained external funding to deliver large scale change, such as the REFIT programme.

As part of delivery of this plan, we will map out the financial requirements, where possible, and continue to seek funding solutions to implement actions and support uptake of climate action across the organisation.

Conclusion

This ambitious plan sets out a clear pathway for how we will reduce emissions and process work to strengthen our resilience. Through these targeted actions, increasing scrutiny of decision making and commitment to implement improvements, we can reduce our emissions while supporting wider organisational priorities.

Achieving these goals will require ongoing collaboration across teams, strong governance, and active engagement of staff, partners, and stakeholders. By embedding sustainability into everyday practice we can create a health system which is both environmentally responsible and operationally resilient.

This plan is not just responding to risk of climate change, but an opportunity: to enhance public health, modernise infrastructure, and deliver long-term value for future generations. With sustained leadership and collective effort, we can deliver meaningful progress towards a climate-resilient future.

Glossary

Active Travel	Walking, cycling, and other forms of human-powered transport used for everyday journeys such as commuting, school, or accessing services.
Anaesthetic Gases	Specialised medical gases (e.g., Desflurane, Sevoflurane, Nitrous Oxide) used during surgery, some of which are potent greenhouse gases with high global warming potential.
Carbon footprint	The total amount of greenhouse gases emitted directly or indirectly, expressed in carbon dioxide equivalent (CO_2e).
Climate Action	Measures taken to reduce greenhouse gas emissions, build resilience, and limit the impacts of climate change.
Climate Adaptation	Adjusting systems, infrastructure, and behaviours to minimise damage and maintain functionality in response to current or expected climate impacts.
Climate Change	Long-term shifts in temperature, weather patterns, and environmental conditions driven primarily by human activities such as burning fossil fuels and deforestation.
Climate Change Risk Assessment	A structured process to identify, assess, and prioritise the risks posed by climate change to buildings, services, infrastructure, supply chains, and people.
Combined Heat and Power (CHP)	An energy technology that simultaneously generates electricity and useful heat from the same fuel source, offering higher efficiency than traditional generation.
Critical Infrastructure	Essential assets, systems, or services required for health, safety, security, or economic stability (e.g., hospitals, power supply, water systems).

Cwm Taf Morgannwg	This is defined by the region which includes Merthyr Tydfil, Bridgend and Rhondda Cynon Taf local authority areas
Decarbonisation	The process of reducing or eliminating carbon emissions across activities, operations, and supply chains to transition towards a low-carbon future.
Emissions	Greenhouse gases released into the atmosphere from sources such as energy use, transport, industrial processes, and waste.
Electric Vehicle Charging Infrastructure (EVCI)	The network of chargers and associated electrical systems required to support electric vehicles.
Extreme weather	Unusual or severe weather events, such as heatwaves, flooding, storms, or droughts, that are becoming more frequent due to climate change.
Green House Gases (GHGs)	Gases such as carbon dioxide (CO_2), methane (CH_4), nitrous oxide (N_2O), and fluorinated gases that trap heat in the atmosphere and contribute to global warming.
Healthy Travel Charter	A joint commitment between public sector organisations to promote sustainable travel, reduce carbon emissions, and improve health and wellbeing through collective action.
Low carbon	Activities, technologies, or behaviours that result in lower greenhouse gas emissions compared to conventional alternatives.
Net Zero	A state where emissions produced are balanced by emissions removed from the atmosphere, achieved through reductions and carefully limited offsets.
NHS Wales Decarbonisation Strategic Delivery Plan (SDP)	This refers to the overall Welsh NHS Strategy, as set out by Welsh Government, on the actions required for NHS Wales organisations to deliver against the Decarbonisation agenda and support the Public Sector Net Zero ambition.
Power Purchase Agreement (PPA)	A long-term contract to buy electricity directly from a renewable energy generator at an agreed price, providing financial certainty and supporting clean energy development.
Public Service Board (PSB)	A partnership of public bodies in a local area (as required under the Well-being of Future Generations Act) working together to improve social, environmental, economic, and cultural wellbeing.
Supply Chain	The network of organisations, processes, and materials involved in producing and delivering goods and services; a major source of indirect (Scope 3) emissions.

Appendix 1 - Action Plan detail

The plan below showcases the actions, where they sit within the corporate structure and when they need to be delivered. Actions have been allocated a unique reference number in accordance with the type of intervention.

G - Governance
T - Transport, fleet, staff travel and homeworking
B - Buildings and land
P- Procurement and Supply Chain
C – Clinical services

In addition, the Well-Being of Future Generations Act's seven goals have been mapped against each action. This is references using the diagram below. For each of the actions the coloured sections remain in place where the goals apply.



- A Prosperous Wales
- A Resilient Wales
- A Healthier Wales
- A More Equal Wales
- A Wales of Cohesive Communities
- A Wales of Vibrant Culture and Thriving Welsh Language
- A Globally Responsible Wales

Action Category	UHB ref	Action	Climate Action type	Complete by	Corporate Directorate	WFG Goals	National plan (reference)
Governance	**G1**	Embed climate action into operational planning processes to support staff-led initiatives.	Decarbonisation	Jun-26	Strategy & Transformation		SDP (1b)
Governance	**G2**	Create an organisational communication approach, to maintain support and build momentum for climate action.	Decarbonisation	Jun-26	Strategy & Transformation		SDP (3c)
Governance	**G3**	Develop a workforce strategy to support delivery of the 'Delivering sustainable healthcare: position statement'.	Decarbonisation	Dec-26	People		SDP (3d)
Governance	**G4**	Incorporate climate considerations within objectives, decision making and plans at all levels.	Both	Jun-26	Strategy & Transformation		CASfW
Governance	**G5**	Assess the climate risks and opportunities to health and health services delivery	Adaptation	Jun-26	Strategy & Transformation		CASfW
Governance	**G6**	Work in collaboration with partners to evolve plans, share best practice, skills and experience, with a focus on protecting those who are most exposed to climate risk.	Both	Ongoing	Strategy & Transformation		CASfW
Governance	**G7**	Work with the PSB and partner organisations to develop solutions to the regional adaptation challenges	Adaptation	Ongoing	Strategy & Transformation		CCRA
Buildings and Land	**B1**	Establish and embed a process to actively monitor each building's (or site's) energy consumption to identify and address excess consumption and inform development of energy saving projects.	Decarbonisation	Sep-26	Estates and Capital		SDP- 5a
Buildings and Land	**B2**	Conduct seasonal reviews of building controls (i.e. BMS, heating timers, thermostats) to optimise efficiency and ensure standard operating procedures (SOPs) are being followed.	Decarbonisation	Mar-26	Estates and Capital		SDP- 5b
Buildings and Land	**B3**	Embed energy management practices in day-to-day healthcare practice through energy reduction campaigns (e.g. posters, labels, intranet campaigns, etc.)	Decarbonisation	Sep-26	Estates and Capital		SDP- 5d
Buildings and Land	**B4**	Provide NWSSP with a list of scalable reference decarbonisation projects and measures across the NHS Wales estate and align with All-Wales contract frameworks to enable efficient procurement and delivery. This should include the outcomes from 9a.	Decarbonisation	Dec-26	Estates and Capital		SDP- 6b
Buildings and Land	**B5**	Estates and facilities teams will actively engage with transport teams across the NHS (e.g. WAST, NWSSP) to identify and implement requirements for NHS front-line electric vehicle charging at their sites to enable vehicle electrification, and actively engage with Welsh Government to identify funding opportunities for implementation.	Decarbonisation	To align with F19	Estates and Capital/ Facilities		SDP- 6c
Buildings and Land	**B6**	Review electrical capacities across sites to determine limitations for electrification and identify priority locations for electrical supply upgrades.	Decarbonisation	Mar-27	Estates and Capital		SDP- 6d

Buildings and Land	**B7**	Where opportunities for space rationalisation (e.g. office space) may exist, monitor utilisation through smart technologies (e.g. occupancy sensors) to inform decisions on estate rationalisation, shared workspaces, and energy-efficient building use.	Decarbonisation	Mar-28	Estates and Capital		SDP- 6e
Buildings and Land	**B8**	For non-acute sites (e.g. community hospitals, health centres or clinics, offices), plan and implement targeted decarbonisation projects aligned with the principles of the UKGBC Net Zero Carbon Buildings Framework (e.g. optimisation, energy efficiency upgrades) to meet building decarbonisation targets. Larger projects should follow a fabric first approach (thermal surveys may be beneficial) and include the replacement of fossil fuel heating systems with low carbon alternatives.	Decarbonisation	Dec-26	Estates and Capital		SDP- 7a
Buildings and Land	**B9**	For acute sites and large hospitals, plan and implement targeted decarbonisation projects (e.g. optimisation, energy efficiency upgrades) to meet building decarbonisation targets. Larger projects, where viable and operationally effective opportunities exist, should follow a fabric-first approach aligned with the principles of the UKGBC Net Zero Carbon Buildings Framework.	Decarbonisation	Dec-26	Estates and Capital		SDP- 7b
Buildings and Land	**B10**	Continue to operate all current CHP plant to the end of its current working life without major refurbishment and certify to the CHPQA programme to ensure efficient operation.	Decarbonisation	Annual	Estates and Capital		SDP- 8a
Buildings and Land	**B11**	Decommission fossil fuel CHP in line with plant life expiry, prioritising decommissioning over major refurbishment (e.g. engine replacement), with all fossil fuel CHP to be decommissioned by 2035.	Decarbonisation	2035	Estates and Capital		SDP- 8b
Buildings and Land	**B12**	New renewable CHP (e.g. biomass) and emerging sustainable technologies will be supported (subject to feasibility and air quality impacts). No new fossil fuel or 'hydrogen-ready' CHP units will be installed.	Decarbonisation	N/A	Estates and Capital		SDP- 8c
Buildings and Land	**B13**	Undertake renewable energy opportunities assessments (e.g. roof-mounted solar PV, solar car ports, waste heat recovery, etc.) for all sites to identify on-site and off-site private wire opportunities. Viable opportunities should be progressed or installed to ensure each organisation meets their renewable energy generation targets.	Decarbonisation	Dec-28	Estates and Capital		SDP- 9a
Buildings and Land	**B14**	Support localised initiatives to expand or maintain green spaces on hospital and community sites (e.g. NHS Forest) for use by staff, the public and patients, to enhance well-being and aid recovery and social prescribing.	Decarbonisation	Dec-26	Estates and Capital		SDP- 9c
Buildings and Land	**B15**	Ensure organisational alignment with the guidance on all new buildings and major refurbishments and will report compliance where required.	Decarbonisation	Dec-26	Estates and Capital		SDP- 11b
Buildings and Land	**B16**	Health boards and trusts will work with NHS partners (e.g. WAST, NWSSP) throughout new projects to identify current and future requirements for	Decarbonisation	Mar-26	Estates and Capital		SDP- 11c

		electric vehicle charging infrastructure for delivery of NHS front-line services.					
Buildings and Land	**B17**	Where a new or renewed building lease is being explored (both as a tenant and a landlord), Health boards and trusts will follow the NWSSP guidance during discussions to ensure buildings will operate as efficiently as possible.	Decarbonisation	Dec-26	Estates and Capital		SDP- 12b
Building and Land	**B18**	Develop a plan to make buildings more resilient to climate change impacts, particularly heat, storms and flooding, and ensure that new buildings are designed to meet future climate challenges.	Adaptation	Mar-27	Estates and Capital		CASfW
Fleet	**T1**	Provide efficient or eco driving training to staff who are required to drive regularly (i.e. more than once per week) as part of their job role (including work travel in an employee-owned vehicle).	Decarbonisation	Mar-27	Facilities		SDP- 13a
Fleet	**T2**	All new owned or leased NHS vehicles will have a telematics system installed at the point of sale or lease.	Decarbonisation	Dec-25	Facilities		SDP- 13b
Fleet	**T3**	Define each organisation's own approach to facilitating and leveraging funding for EVCI for staff and visitors at NHS sites. This will account for available grid capacity at sites and the requirement to prioritise front-line services. HS organisations will define their approach to electric vehicle charging infrastructure (EVCI) to identify, prioritise and install EVCI	Decarbonisation	Mar-27	Estates and Capital/ People		SDP- 14a
Fleet	**T4**	Transport teams and estates teams will collaborate to develop a clear Electric Vehicle Charging Infrastructure (EVCI) Plan, tailored to the organisation's specific requirements and aligning with the ZEV procurement requirements in initiative 15a. This will include the approach to meeting the following sub-actions:	Decarbonisation	Dec-27	Estates and Capital		SDP- 14b
Fleet	**T5**	Install EVCI infrastructure at NHS sites as identified in the Electric Vehicle Charging Infrastructure Plan in line with the NHS Wales Electric Vehicle Charge Point Best Practice Guidance (where applicable).	Decarbonisation	See initiative 15a	Estates and Capital		SDP- 14c
Fleet	**T6**	Develop clear policy outlining each organisation's approach to funding the installation of home charging where employees are provided with NHS owned or leased EVs for their job roles.	Decarbonisation	Mar-27	Estates and Capital		SDP- 14d
Fleet	**T7**	Provide employees who will drive an EV for their job with a convenient means to access charging points across the areas in which they work.	Decarbonisation	Sep-26	Estates and Capital		SDP- 14e
Fleet	**T8**	Retain the All-Wales Fleet and Transport Group to help jointly identify EVCI opportunities, support allocation of funding, share best practice, and plan implementation, particularly in instances where there is shared use of sites (e.g. ambulances visiting multiple A&Es).	Decarbonisation	Mar-26	Estates and Capital		SDP- 14f
Fleet	**T9**	Align vehicle purchasing or leasing with the following targets: 2025:New standard vehicles (<3.5t or <4.25t electric) will be ZEVs (hybrid by exception).	Decarbonisation	As highlighted in action	Facilities		SDP- 15a

		• Where ZEVs are not practical due to range limitations, full hybrids should be procured. • PHEVs should only be considered where it can be demonstrated that the vehicle will use EV-only mode for at least 75% of its mileage • Where none neither ZEV, Full Hybrid or PHEV of the above options are feasible or available, a vehicle with demonstrably lower GHG emissions than others in its class should be purchased or leased (i.e. best-in-class). • New light and heavy goods vehicles will meet the future modern standard of ultra-low emission vehicles in their class and be ZEVs where circumstances allow (e.g. regular transportation of lighter goods). 2026: New specialist vehicles (<3.5t or <4.25t electric) (e.g. refrigerated vans) will be at least hybrid or LCEVs, but ZEVs wherever practically possible. Vehicles shall continue to utilise innovative technology for specialist requirements (e.g. solar PV auxiliary systems). 2027: All new single responder vehicles will be ZEVs (hybrid by exception). Vehicles procured before this date should be ZEVs where possible. 2030: New emergency ambulances will be ZEVs (hybrid or LCEV by exception). Health boards and trusts should continue to explore localised opportunities for low carbon transport infrastructure as they arise (e.g. localised sources of low carbon transport, electric mowers, etc.) and implement if deemed feasible.					
Fleet	**T10**	Assess how climate will impact on our ability to delivery services and delivery, using existing fleet.	Adaptation		Facilities		CCRA
Staff Travel and homeworking	**T11**	Conduct an organisational staff travel, commuting and homeworking survey to collect baseline data and identify opportunities to increase uptake in low-carbon travel and homeworking practices.	Decarbonisation	May-27	People/ Facilities and Public Health		SDP- 16b
Staff Travel and homeworking	**T12**	Develop a staff travel plan outlining an organisational approach to encouraging the Sustainable Transport Hierarchy and embedding Healthy Travel Charters across staff travel, including commuting and business travel.	Decarbonisation	May-28	Facilities		SDP- 17a
Staff Travel and homeworking	**T13**	Create a user-friendly guide that maps out practical low-carbon transport options for staff and the public, including routes, accessibility details, and sustainable travel tips.	Decarbonisation	Sep-26	Facilities		SDP- 17b
Procurement and supply chain	**P1**	Develop a streamlined and transparent approach in collaboration with key stakeholders to assess the effectiveness of procurement criteria in advancing low-carbon and resource efficient delivery	Decarbonisation	Dec-26	Procurement		SDP- 19b

Procurement and supply chain	**P2**	Include an organisational environmental sustainability representative in any procurement exercise exceeding £6 million (inc. VAT)	Both	Sep-26	Procurement		SDP- 19d/ CASfW
Procurement and supply chain	**P3**	Create and maintain a log of Power Purchase Agreements (PPAs) opportunities; in partnership with the Welsh Government Energy Service, engage with community groups and other public sector bodies to understand local generation-supply opportunities.	Decarbonisation	Sep-26	Procurement/ Estates and Capital		SDP- 21b
Procurement and supply chain	**P4**	Develop an emissions quantification methodology for surplus stock (including central warehousing and organisational stock) leading to write-offs and disposal, including non-catalogue orders, overstocked PPE, and food wastage.	Decarbonisation	Sep-26	Procurement		SDP- 22a
Procurement and supply chain	**P5**	Report quarterly on surplus stock emissions within existing reporting mechanisms to support and inform initiatives focused on optimising resource consumption.	Decarbonisation	Quarterly reports from Sept 2026	Procurement		SDP- 22b
Procurement and supply chain	**P6**	Integrate environmental impact reporting into stock management and consumption programmes – e.g., Your Medicines Your Health, Scan4Safety, Gloves Off – to support their design, communication and implementation and ensure that environmental outcomes are considered alongside other key priorities.	Decarbonisation	Dependent on P5	Procurement		SDP- 22c
Clinical Services	**C1**	Assign a Your Medicines, Your Health (YMYH) Programme Lead(s) for primary and secondary care to embed the principles of YMYH in reducing medicines waste and improving adherence, with regular attendance at YMYH Programme Lead meetings.	Decarbonisation	Sep-26	Pharmacy		SDP- 22d
Clinical Services	**C2**	Initiate an Only Order What You Need Campaign.	Decarbonisation	Sep-27	Pharmacy		SDP- 22e
Clinical Services	**C3**	Incorporate key performance indicators (KPIs) where possible to support monitoring of the implementation of desired clinical behaviours outlined in the guidelines – for example, through national prescribing indicators, dashboards, or similar tools.	Decarbonisation	Annual reporting	Strategy & Transformation		SDP- 23d
Clinical Services	**C4**	Continue to digitalise clinical records and communications to increase resource efficiency and reduce printing resource requirements.	Decarbonisation	Annual reporting	Digital		SDP- 24d
Clinical Services	**C5**	Work with partners across health to understand the climate risks to the health of our populations	Adaptation	Ongoing	Public Health		CCRA
Clinical Services	**C6**	Develop a greater understanding of the adaptation risks and challenges facing clinical teams.	Adaptation	Ongoing	Strategy & Transformation		CCRA
Waste	**C7**	Develop a tailored organisational waste management plan considering the waste hierarchy and circular economy principles. As well as ensuring compliance with Natural Resources Wales regulations, this plan should	Decarbonisation	Sep-26	Facilities		SDP- 25b

		outline: • A communication strategy to promote effective waste segregation at the source across all departments. • Collaboration arrangements involving internal stakeholders (e.g., procurement managers) and external partners (e.g., licensed waste management contractors). • Defined roles and responsibilities within the NHS organisation					