

# Decarbonisation Action Plan 2023-24



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WALES

Bwrdd Iechyd Prifysgol  
Caerdydd a'r Fro  
Cardiff and Vale  
University Health Board

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# 1. Foreword

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**The impacts of climate change are already being felt globally including extreme weather events, sea level rises, mass species loss and extinction events. These impacts will have dramatic effects in the UK and Wales impacting infrastructure, food availability, health and migration. Without further urgent action to reduce carbon emissions and reduce the continued heating of the planet, there will be catastrophic and irreversible damage done threatening life as we know it, and potentially the future of mankind.**

In 2020, Cardiff and Vale University Health Board (UHB) declared a climate emergency to take a stand and show our commitment to tackling climate crisis. This is now our third action plan to tackle our impact on the environment. Each plan reflects our increased maturity from a standing start, but we still emit an estimated 202,000 tonnes of CO<sub>2</sub>e (carbon dioxide equivalent) – equivalent to the emissions from residential properties in the town of Barry in our own region – so we need to go much further, faster to take the action needed to reduce our emissions.

Since this declaration, all Health Boards across Wales have committed to supporting the Welsh Government's Net Zero Public Sector emissions ambition by 2030 and targets set by NHS Wales. 'More of the same' therefore is not sufficient and we recognise that simply issuing a statement declaring a climate emergency is, by itself, of limited value unless backed up by action – we know we, as a Health Board, need to do far more. This plan plays a critical role in supporting the organisation improve its infrastructure's reliance on fossil fuels as well as seeking efficiencies in the way products are used thus mitigating our impact on the environment.



### **The International Panel on Climate Change (IPCC) has warned:**

“Without immediate and deep emissions reductions across all sectors, limiting global warming to 1.5°C is beyond reach” with their Chair, Hoesung Lee saying in their latest report that “We are at a crossroads. The decisions we make now can secure a liveable future. We have the tools and know-how required to limit warming”.

The Health Board takes these words seriously and we want to play our role in limiting the impacts we create through our operations.

Climate change represents a significant risk to the health board and the health of the populations we support, particularly those already marginalised. If reduction action is not delivered across society, we will see increased demand on our services from extreme weather events, more regular adverse business continuity events and increased air pollution, with impacts on respiratory health in particular. Our infrastructure will require significant investment and adaption to cope with warmer temperatures and more extreme and volatile weather. Not co-incidentally, action taken to address climate change will lead to many co-benefits to our residents including cleaner air, a more physically active population, and improved mental well-being.

We are already undertaking work across the organisation, with other Health Boards and other Welsh public bodies to develop solutions which enable us to reduce emissions across the health service. For example, we have decommissioned Nitrous Oxide gas manifolds in our two largest sites, saving around 500 tonnes (CO<sub>2</sub>e) of green house gases and reducing our financial costs. . This work has led the way for a national transformation, with other Health Boards in Wales now implementing the same initiative. We have played a role in piloting other decarbonisation focused projects and a selection of our staff are integrated into regional and national programmes which aim to develop low carbon change.

We know that this is not a challenge that can be tackled by a few colleagues, but needs everyone to play their part and that is why we are ensuring this plan is owned by the whole health board. We will set the example as a Board and give our colleagues the tools, the space and know how to make a difference.

It will be challenging to make a meaningful difference to our carbon emissions, but it's essential we put more effort than ever behind it. We look forward to working with our colleagues and partners in making a difference to our carbon impact.



A handwritten signature in dark ink, appearing to read 'Janczewski'.

**Charles Janczewski**  
UHB Chair



A handwritten signature in dark ink, appearing to read 'S Rankin'.

**Suzanne Rankin**  
Chief Executive

## 2. Executive Summary

**Cardiff and Vale UHB estimated its annual emissions at 202,000 tonnes of CO<sub>2</sub>e for 2021/22 – this is greater than the household emissions generated by the town of Barry in the Vale of Glamorgan<sup>1</sup>. 81% of these emissions are from the products and services used to operate and deliver health services and roughly 18% from the energy used to provide those services.**

This action plan builds upon our previous two action plans from 2020 and 2021. The Health Board has learned much in the last few years, but there is still a long way to go to make a meaningful impact to our emissions levels. One of the aims of this action plan is to become much more mature and carbon literate as an organisation. This plan is focused on the mitigation of actions to reduce our impacts. A separate adaptation plan will be published to manage the risks of the changing climate already being experienced.

Reducing our carbon impact will be challenging as our experience has proven that gains from improvement initiatives tend to be small. There is no small number of initiatives that will save large amounts of carbon. In fact, it is estimated that even a 50% reduction in electricity consumption would reduce total emissions by just 2%. Therefore, action is needed across a wide range of areas in order to have the impact needed.

Decarbonising healthcare is an immature discipline – new knowledge and carbon reducing innovations are becoming available daily. It is known that a cultural shift is needed so that all of us - every one of our 16,000 colleagues, understand the responsibility to

take action and make a number of small but frequent acts that make a difference.. The Health Board needs to create the environment from the top which will equip and encourage our colleagues to make a difference.

Actions in this plan have been identified through the themes of Leadership, Estates, Transport, Procurement, People and Communications and Clinical Practice. They span the year 2023/24. Actions have also been suggested which lead the organisation towards 2025. This plan should be read alongside our Biodiversity Action Plan and upcoming Adaptation plan.

### 2.1 Our Vision

Cardiff and Vale UHB will be an exemplar in the delivery of sustainable healthcare, setting the pace that others will follow and learn from. Low environmental impact will be a business as usual consideration where all of our colleagues will be encouraged to make changes to working practices that will see our carbon emissions reduce initiative by initiative.



<sup>1</sup> Assuming 8.1t per household with 22,267 households in Barry (<https://www.valeofglamorgan.gov.uk/Documents/Our%20Council/Achieving%20our%20vision/Public-Services-Board/Well-being-Assessment/FINAL-ENGLISH-VERSIONS/Community-Profile-%E2%80%93-Barry-Final-Version-at-March-2017.pdf>)

## 2.2 Summary of New Commitments

### Leadership

Our leaders will set the example and encourage their teams to drive improvement in our carbon emissions.



### People & Communications

We will provide our colleagues with the tools to make a difference to the ways they work to minimise our impact on the environment.



### Clinical

We will continue to find ways to treat our patients with the same high-quality outcomes, but with a smaller impact on the environment.



### Estates / Waste / Water / Biodiversity

We will establish the potential feasible scope of projects that would help reduce the impact our energy consumption makes to the environment.



### Travel

We will encourage staff and patients to travel to our sites in more sustainable ways.



### Procurement

We will make sustainable procurement decisions.





**There are actions that have been described in this plan which seek to obtain carbon savings upon completion, though many are focussed upon setting the environment and direction for the organisation to equip itself to deliver savings. What is the point of having an action if you can't describe its impact? This plan seeks to answer that with each action categorised according to five criteria so that impact can be understood:**

- Direct Saving – where the carbon benefit of an action can be quantified before the event.
- Direct Saving Non-Quantifiable – where carbon can be saved, but it can't be quantified prior to actioning.
- Climate Conscious Leadership – where the action is demonstrating emissions reduction through leadership and decision making.
- Carbon Literacy – where the education of our colleagues has been improved.
- Supporting Transition – where the action transitions towards low carbon solutions.

Measurement of the overall macro impact of this plan will come through the annual reporting that gets delivered to Welsh Government, where a year on year comparison can be made, looking for carbon reductions. However, an ambition of this plan is also to investigate how a more granular view can be gleaned at an appropriate level of abstraction to understand how changes in practice impacts upon emissions. Qualitative based actions which focus upon putting in enabling measures, changing behaviour or practice to establish their impact.

As part of the 2022 – 2023 Sustainability Action Plan, the Board established an executive led Decarbonisation Delivery Group supported by a cross-health board Working Group to lead the development of the refreshed Decarbonisation Plan and to oversee delivery of the actions. The members will continue to engage others across Cardiff and Vale UHB; spanning estates and facilities, planning, transport, procurement, public health, clinical, and wider stakeholder groups, to ensure that the actions within this Decarbonisation Action Plan are taken forward and implemented. The Group will also share learning with NHS partners, and our partners in our two Public Service Boards (PSBs), which have both prioritised taking urgent action on climate change within the refreshed Wellbeing Plans.

The PSBs are looking for collaboration opportunities in the following areas:

- Fleet decarbonisation and shared Electric Vehicle charging infrastructure
- Green infrastructure, including better tree planting and biodiversity management across estates.
- Procurement policy to drive out high carbon elements on public service expenditure.
- Behaviour change and seeking consistent ways to embed climate responsive thinking across organisations.
- Understanding and mitigating our impacts on air quality

Given the current financial outlook in Cardiff and Vale UHB and the Welsh NHS, the action plan has been written in the knowledge that much can still be achieved with existing resources, therefore the emphasis is on prioritising the existing resource to support the decarbonisation agenda. Where investment is required, business cases will be



presented through the standard channels for consideration. In those instances, the costs and resources required to deliver this plan will be fully assessed and presented to the Health Board's Investment Group for approval. It is anticipated that a minimum of £100,000 per annum recurring discretionary capital budget should be set aside to cover an ongoing programme of active travel improvements, if a Healthy Travel Charter is adopted by the Health Board. There is also anticipated to be a revenue implication to cover additional resources to oversee and deliver the changes required. Finally, the outcomes of feasibility studies will require capital funding where the Health Board will look to bid into Welsh Government funding schemes between now and 2030. These bids are likely to form substantial sums when complex acute infrastructure intervention is explored.

This Decarbonisation Action Plan should be considered a working document by Cardiff and Vale UHB, where costs and funding can be updated as certain actions and policy decisions become clearer.



### 3. Why Cardiff and Vale UHB Needs to Act Now

**It is known that the health sector is a significant emitter of carbon. If the global health sector was a country, it would be the 5th largest carbon emitter. The Welsh NHS is part of the problem in Wales and must take urgent action to reverse the current carbon emission trajectories.**

2022 saw extreme weather events, not in remote parts of the world, but also in Wales where temperatures in the summer nudged 37 degrees, with very warm and wet periods at the beginning and end of the year. Wales will also experience severe flooding on a more regular basis causing significant disruption to the delivery of services. These changes to our climate are impacting on both our people and facilities. Our facilities had to deal with temperatures which they were never designed to cope with, having negative implications for our staff and patients. The NHS will be put under increased strain from the impacts of climate change and air pollution, in turn having an impact on the health of people in Wales. People are already feeling the effects of these changes particularly our young and ageing populations who are susceptible to heat and poor air quality related illnesses. As these weather events become more frequent and extreme it will exacerbate the health issues, with heat-related mortality being seen regularly during the summer months, and significant flood-related impacts on physical and mental well-being. Through changing the way healthcare is delivered to make it more resource efficient, Cardiff and Vale UHB is playing its part in mitigating the wider environmental challenges. A separate plan focussing on adapting to the changing climate will be published.

<sup>2</sup> <https://phw.nhs.wales/news/new-resource-highlights-health-impacts-of-climate-change/>

## 3.1 Welsh Government and NHS Wales Ambitions for Public Sector Decarbonisation

**Welsh Government declared a climate emergency in 2019 and set the goal for a net-zero public sector by 2030.**

The NHS Wales Decarbonisation Strategic Delivery Plan was published in March 2021 with the plan acknowledging the role the NHS in Wales has to play in contributing towards Welsh Government's ambition. It recognises that low carbon must be core to decision making and embedded into processes. This plan also set out a target for NHS Wales of achieving a 16% and 34% emissions saving from a 2018/19 baseline by 2025 and 2030 respectively. Since this time, the method of calculating emissions has changed and at the time of writing, the targets are being reviewed. Along with other organisations, Cardiff and Vale UHB does not have a line of sight to 16% savings by 2025 and this plan does not look to set a saving target, rather encourage the right behaviours that over time will see low carbon decision making and solutions embedded into day-to-day operations and contribute towards the net zero public sector.

This action plan is developed as part of our three year Integrated Medium-Term Plan (IMTP), with key actions summarised in that plan.

This plan also reflects the key recommendations made by Audit Wales in the report, **Public Sector Readiness for Net Zero Carbon by 2030** published in July 2022<sup>3</sup>. This report called for an increase in pace of activity amid clear uncertainty about whether it is possible to achieve an ambition for net zero emissions by 2030 for the Welsh Public Sector. Audit Wales set out five calls to action:



1. Strengthen your leadership and demonstrate your collective responsibility through effective collaboration.



2. Clarify your strategic direction and increase your pace of implementation.



3. Get to grips with the finances you need.



4. Know your skills gaps and increase your capacity.



5. Improve data quality and monitoring to support your decision making.

*These actions have been taken into consideration throughout the development of this plan.*

<sup>3</sup> <https://www.audit.wales/publication/public-sector-readiness-net-zero-carbon-2030>

Cardiff and Vale UHB is committed to embracing the direction set out by Welsh Government through its 2030 route map highlighted below. This action plan has been created commensurate with the 'well on our way' stage, where for example our strategy refresh, Shaping Our Future Wellbeing, is

reflecting the climate crisis, efforts will be made with colleagues to make the most sustainable choices in their work and decisions will be made taking carbon into account. This plan builds on the work already delivered and looks to further incorporate the actions into 'business as usual'.

<b>Achieving our goal 2026 - 2030</b>	<b>We embed</b> value over cost. By doing so, society understands, accepts and expects that sustainability and climate action is integral to public services.	<b>Staff and citizens demand</b> zero tolerance of unsustainable behaviour as it is socially unacceptable.	<b>Self regulate</b> and feedback processes across the public sector. Sustainability is part of life.	<b>Value</b> all resources including people's time and the natural environment. Account and profile all resources for a no waste approach.	<b>Tailor</b> citizen-centred, low carbon services. The public sector, society and the individual work together to reduce inequalities & improve well-being.	<b>Require and expect</b> low carbon technologies to be incorporated in all public sector services and products.
<b>Well on our way 2022 - 2026</b>	<b>We integrate</b> action on climate change into our public facing engagement. We show how we appreciate the value of low carbon products, services and places.	<b>Staff and citizens expect</b> to be able to make choices based on sustainability and well-being criteria when considering services and products.	<b>Account</b> for climate change future impacts in all decision making processes. Life cycle costing is the norm in the public sector.	<b>Model</b> business decisions so entire resource impact is accounted for. All resources need to include full life cycle carbon costings.	<b>Collaborate</b> with cross sector partners to prevent disadvantage, promote well-being and develop sustainable joint service plans.	<b>Enable and support</b> technology to allow the empowerment, equality and well-being of individuals.
<b>Moving up a gear 2021 - 2022</b>	<b>We engage</b> with the climate change debate. The public sector explains its case for taking sustainability seriously and considers how it can impact on the wider society.	<b>Staff and citizens understand</b> what you can do. You know you should act. You know you can make a difference.	<b>Agree</b> on responsibilities, mechanisms and measures including legislation, regulation and public reporting of progress.	<b>Research</b> how to use all types of resources better to enhance health and minimise waste. Identify, prioritise and address gaps in knowledge.	<b>Explore</b> sustainable models. Increase investment to prevent disadvantage and improve well-being. Optimise benefit from nature.	<b>Adopt and invest</b> in sustainable technologies. Reduce the risk of investment in new technology. Welcome innovation.
	<b>Society</b>	<b>Individual</b>	<b>System governance</b>	<b>Use of resources</b>	<b>Models of service delivery</b>	<b>Technology</b>
	<b>Behaviours</b>		<b>Standards</b>		<b>Innovation</b>	

A Route Map to carbon zero for social care that reflects the stages: getting ready, well on our way and achieving the targets. This is shown in Appendix 4.

## 3.2 Further Influences / Additional Considerations

**There have been a number of further influences which have helped with the production of this action plan. These include The Well-Being of Future Generations Act, the Health Board's Shaping Our Future Wellbeing Strategy and our Director of Public Health's Annual Report for 2021.**

As a major local employer and anchor organisation, Cardiff and Vale UHB also has a role as an exemplar in Cardiff and the Vale of

Glamorgan, working with our communities and public, third sector, academic and private sector partner organisations.

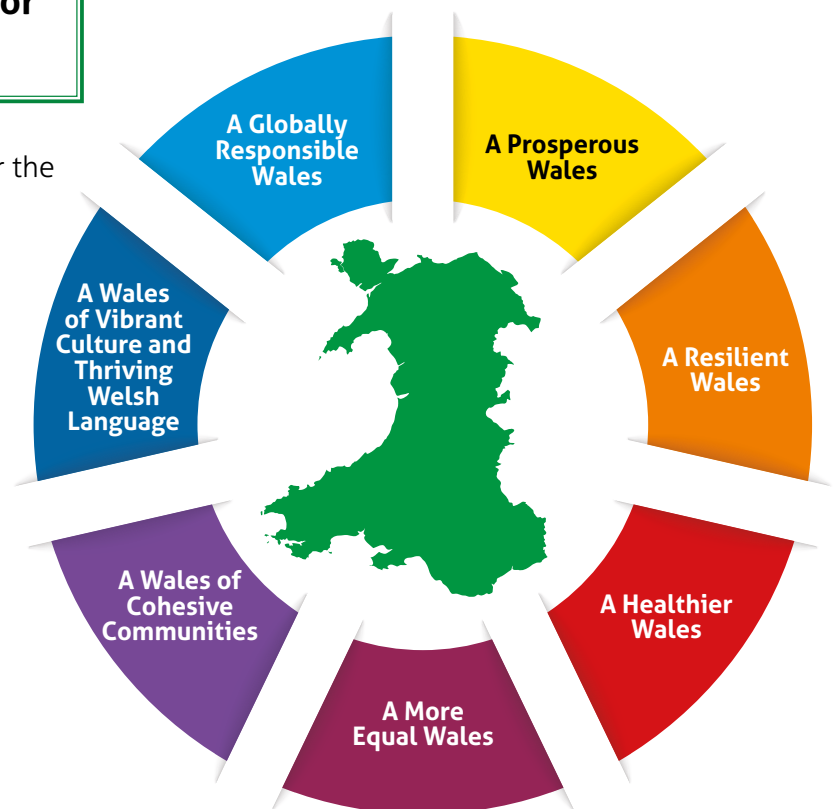
## 3.3 Well-being of Future Generations (Wales) Act 2015

**The Well-being of Future Generations (Wales) Act 2015 requires consideration is made of the social, cultural, economic and environmental impacts of our decisions, both now and for the long-term.**

The statutory well-being objectives under the Act are reflected in our 10-year strategy Shaping Our Future Wellbeing.<sup>4</sup>

As the Health Board refreshes its strategy for the next ten years, the organisation will need to restate our well-being objectives and demonstrate alignment with the 5 ways of working and 7 well-being goals in the Act, and the objectives of our two Public Service Board's.

Cardiff and Vale UHB is committed to delivering against the requirements set out in the Well-being of Future Generations Act. This plan has been developed taking account the ways of working and will contribute towards a prosperous, resilient, healthier and globally responsible Wales.



<sup>4</sup> <https://cavuhb.nhs.wales/about-us/our-mission-vision/shaping-our-future-wellbeing-strategy/strategic-objectives/>

## 3.4 Shaping Our Future Wellbeing - Avoid Harm, Waste and Variation

**Our Shaping Our Future Wellbeing Strategy contains a number of objectives. One of those objectives is to Avoid Harm, Waste and Variation which has direct relevance to efforts to reduce our environmental impact by doing things consistently and respectful of the resources available to us.**

**The objective says:**

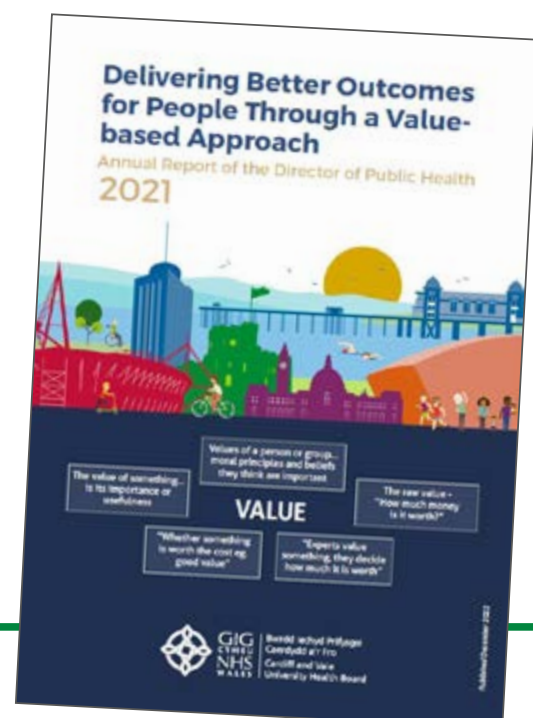
- **Adopt best practice, standardising as appropriate.**
- **Fully use the limited resources available, living within the total**
- **Minimise avoidable harm**
- **Achieve outcomes through minimum appropriate intervention**

What does this mean? By using treatments that are the most effective, utilising the resources available to the maximum and intervening in a minimal way, our impact on the environment can be minimised.

## 3.5 Cardiff and Vale's Director of Public Health Annual Report

Cardiff and Vale UHB's Director of Public Health published an Annual Report in January 2023<sup>5</sup> and was based on the theme of value. It advocates that in the current economic circumstances, our services must make best use of public money to meet the needs of local people. It presents four pillars to value: the value that is important to the person from the health services they receive; the allocative value which includes how to distribute resources to best effect; the technical value which asks how well resources allocated are meeting goals; and societal value which considers how services contribute to society. These are in tune with the Health Board's aim to avoid harm, waste and variation plus makes a link to efforts to decarbonise through our impact on society in particular.

This action plan recognises Value Based Healthcare and the need to build sustainability into our services. Clinical colleagues will be influencing the Value Based Healthcare agenda and is highlighted in the clinical actions described in this plan.



<sup>5</sup> <https://cavuhb.nhs.wales/files/annual-report-of-the-director-of-public-health-2021/?showMeta=2&ext=.pdf>



## 4. Our Environmental Impact

As highlighted, Cardiff and Vale UHB has emissions estimated to be 202,000 tonnes of CO<sub>2</sub>e for 2021/22. Our impact on the environment needs to be lower. Emissions are generated through our functions such as energy consumption, over 4,000 tonnes of waste generated each year, the impact on local air quality through our business travel and commuting and the carbon associated with the products and services used every day in the delivery of healthcare. It is this latter category contributes most to our carbon footprint.

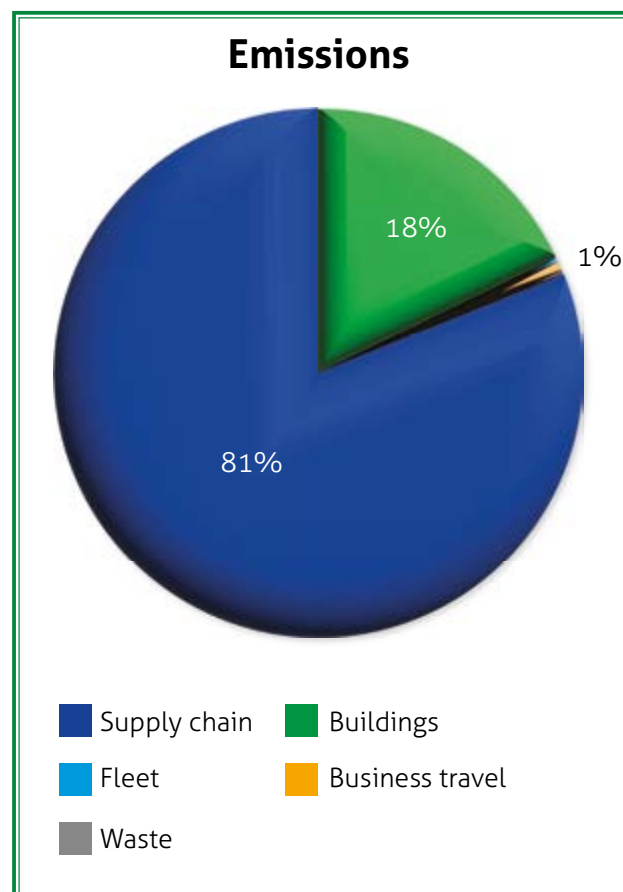
The most sustainable form of healthcare is healthcare that doesn't have to be delivered. A preventative approach to avoid ill health and medical treatment in the first place where this is possible is optimal. Our strategic direction is to focus more of our resources over time on health improvement and disease prevention interventions, but will also continue to have a major role in delivering acute and community health services as a result of an ageing population, genetic and hereditary conditions and disease-causing lifestyle choices.

Being conscious of the wider impact healthcare is having on the environment is part of the education journey. Having an understanding of the real cost of medical products, not just financial, will give a greater insight of what should be purchased. Often, it's the case that low-cost products are purchased with only some or no regard of the environmental impact it will have in its lifecycle, for example single use plastic items. The current route for many products starts with creation from virgin plastic, produced in a faraway country, shipped or flown to the UK heavily packaged in more single use plastic, used once then disposed of to be incinerated. This approach is not sustainable.

### 4.1 2021/22 Estimated Emissions Profile in Kilograms (CO<sub>2</sub>e)

Emissions are generated from various aspects of delivering our business. These are broken down by sector and also scopes.

Sector	Emissions (kgCO <sub>2</sub> e)	% of total emissions
Buildings	36,871,148.88	18.24%
Fleet	457,584.15	0.23%
Business travel	589,493.49	0.29%
Waste	1,690,170.23	0.84%
Supply Chain	162,541,053.31	80.41%



## 4.2 What Are Scopes?

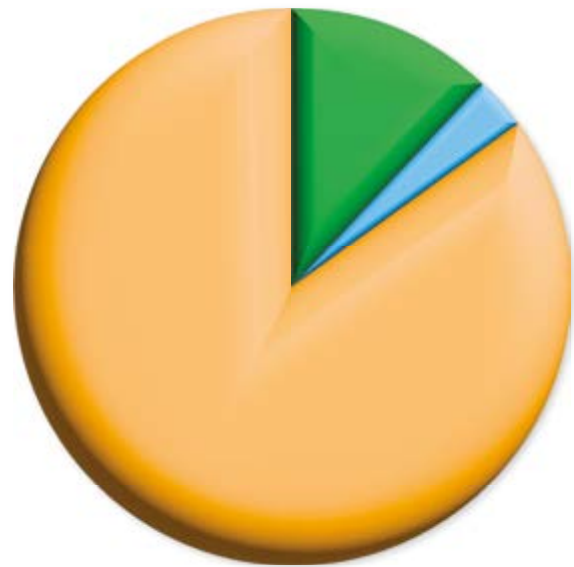
**Emission Scopes are described through three definitions:**

**Scope 1** - Direct emissions of an organisation, including combustion of fuels and fugitive emissions.

**Scope 2** - Indirect emissions of an organisation, including purchased electricity and heat.

**Scope 3** - Other indirect emissions associated with an organisation, including the supply chain, transport and distribution, business travel and commuting, use of products, waste, investments and other leased assets or franchises.

### Emissions from Scopes



■ Scope 1
 ■ Scope 2
 ■ Scope 3

Emissions by scope	KG CO <sub>2</sub> e
<b>Scope 1</b>	24,538,184
<b>Scope 2</b>	6,178,314
<b>Scope 3</b>	171,432,952

19% of our emissions come from the electricity and gas used to run services in our buildings plus the waste generated. 0.5% originating from our fleet and business travel.

Most of our emissions, 80%, are made up of the products that are purchased to deliver healthcare and run a healthcare organisation. Of this 80%, the two biggest categories of emissions are pharmaceuticals and manufactured products as shown in the following graph (based on an interpretation of Standard Industry Codes which is being updated for 2023). A further breakdown of our procurement spend against Standard Industry Codes is contained in Appendix 2.



## 5. People Perspective

### 5.1 Attitudes and Perceptions - Views of Colleagues

**In developing this plan, the views and attitudes of our colleagues has been reflected upon.**

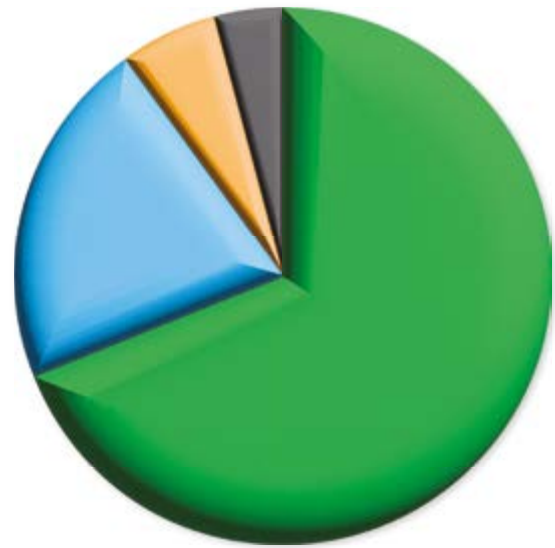
In January 2023, a survey was undertaken with our Therapies Department colleagues. It showed people are making small changes, though they tend to be personal in nature where they can directly influence, such as recycling or walking to work. There were also, however, barriers mentioned such as lack of understanding of decarbonisation in the work environment, perceived infection risks associated with the reuse of items in clinical settings and lack of digital records negating the use of paper. Lack of time and headspace to enact change was also highlighted.

The survey also revealed a commonly expressed view about the priority placed on decarbonisation as summarised in the following quote:

**“Looking at sustainability and climate change at a time when different areas of the health board are struggling to manage safe patient care should be aspirational but lower on the scale of priority.”**

That said, Therapies colleagues overwhelmingly agreed (90%) that action should be taken to reduce their environmental impact. Only around 30% however agree that enough is being done.

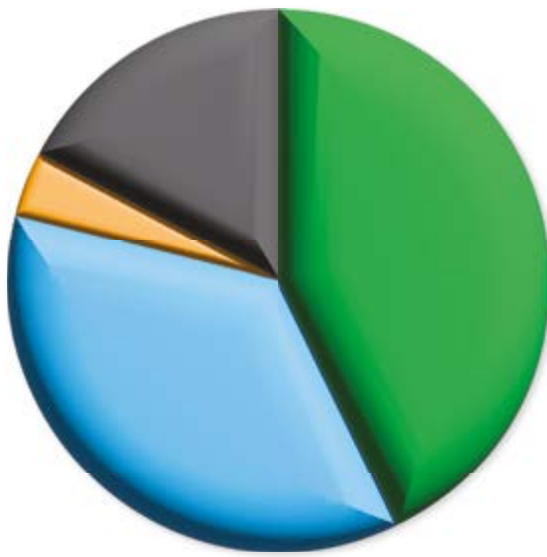
**Question: I believe that Therapies should take climate change seriously and should take appropriate action to reduce its carbon emissions/impact.**



■ Strongly Agree
 ■ Agree
 ■ Neither Agree nor Disagree
 ■ Disagree & Strongly Disagree

A survey of nurses in autumn 2022 revealed that over 50% of respondents were not aware of CVUHB's sustainability initiatives. Encouragingly, a January 2023 survey of nurses in the Surgery Clinical Board showed that there is a desire to learn more about sustainable practices.

### Question: Are you aware of Cardiff and Vale's current sustainability initiatives?



Strongly Disagree
  Disagree
  Agree
  Strongly Agree

To help change the way people go about their work whilst in the Health Boards, more needs to be communicated about what part people can play and how this can be built into peoples' roles, i.e. take responsibility. Time needs to be set aside for some colleagues to be able to enact improvement initiatives, supported by change management where necessary. Some larger scale initiatives may require dedicated staff input to implement and embed new ways of working.

## 5.2 Views of the Public

Public Health Wales and Bangor University published a report in 2022 presenting findings from a national survey in Wales on public attitudes towards climate change<sup>6</sup>. It found that:

- Most people (82%) were concerned about climate change.
- Over half (56%) believe that climate change would have mostly negative effects on population health.
- Most people (88%) report always recycling, but levels of engagement in other climate friendly actions (e.g. minimising energy use, buying local products) are much lower and could be improved.

*However:*

- Almost a quarter of people (23%) believe they can have no personal influence on climate change.
- Almost a third (31%) strongly agreed that it was their responsibility to do something about climate change but almost three quarters (72%) strongly agreed that big business needed to do more to help people change their behaviour.

These findings suggest that more needs should be done to help staff appreciate how their individual actions can contribute to a much larger societal effort towards change.

<sup>4</sup> [Climate-Change-and-Health-report-Eng-FINAL.pdf \(phwwhocc.co.uk\)](https://phwwhocc.co.uk/Climate-Change-and-Health-report-Eng-FINAL.pdf)

## 6. Progress to Date

Despite the actions taken over the last two years, our emissions continue to rise so actions set out in this plan must be delivered with commitment and urgency. This action plan will

be reviewed and updated annually to reflect new knowledge and experience, and forms part of our route map towards achieving zero emissions across public services by 2030.

**Despite this overarching position, progress has been made with the actions committed to in our first two plans. This has included:**



Each **executive director** has taken a **sustainability objective**



An **Executive level sponsor** is in place, Governance arrangements have been established Board have committed to a **Board champion**



Employed a **full time sustainability improvement manager**



**Awarded** our first staff award for **Most Sustainable Team**



Formation of the **Cardiff and Vale University Health Board Green Group**



**Tracking our emissions** annually using a Welsh Government approved method



We have invested in a **new cycle locking facility** at UHW



**Appointed temporary leaders** in Nursing, Therapies and Clinical specialisms **to act as beacons** to their colleagues



**Decreased our energy use** since 2018 by **1%**



Improved our metering to **better understand where electricity is being consumed**



10 x **sustainability scholars** had received training from Centre for Sustainable Healthcare in Sustainable Quality Improvement and over a **10 month period saved a total of 40 tonnes of CO<sub>2</sub>** through a number of initiatives



We have invested in a new **active travel facility** at UHW, including secure cycle storage, showers, and a drying room



**3,800 tCO<sub>2</sub>e saved** through energy efficiency measures since 2018



A **Nitrous Oxide project closed down** the pipework that provided NOX to most of UHW and UHL. This saved **500 tonnes** and has been shared by Health Boards across Wales who are looking to replicate



Regular **communications about green matters**



Funded, along with HEIW, our **third Sustainability Fellow**



There have been c92,000 consultations held virtually, **saving almost 31,000 patient hours** and estimated 960,000 miles of patient travel since April 2020



Installed **300k kwh of renewable energy sources** through solar panels at UHW and UHL



Sending **no waste to landfill**

## 7. Experience to Date

**Vast experience has been gained through running the previous two action plans. There is more activity being undertaken, stakeholders are more aware, but still not enough is being done to achieve NHS Wales targets. When assessing and putting into context the 2025 and 2030 targets of a 16% and 34% emission reduction target, a number of red flag findings can be concluded:**

The NHS supply chain business model is largely based upon the consumption of single use/disposable products.

The existing method for calculating supply chain emissions is immature, being based upon spend rather than a true reflection of carbon contained with products.

Sustainability is not yet embedded throughout decision making (operational, clinical, corporate).

COVID-19 recovery focusses on increasing the amount of clinical activity to address the backlog.

Sustainable healthcare is not a mature discipline and across the globe, decarbonisation remains an emerging science. Many of the innovations and solutions to the challenges the Health Board face do not yet exist.

Unless dedicated resource and time is provided to already stretched staff, sustainability will continue to be seen as an add-on to existing work and priorities.

Even if all energy consumption could come from renewable sources so that gas and grid electricity were eradicated, the NHS Wales 34% target by 2030 would still not be met.

The financial climate is extremely challenging, with the Health Board annual plan for 2023/2024 indicating a substantial deficit to be addressed over the medium term. This makes investing in decarbonisation challenging and investment decisions will need to be prioritised.

Experience and evidence is informing us that at present, there is not a fixed set of actions which can deliver the NHS emissions targets. This means that as new evidence and knowledge emerges, our action plan will need to be updated. To exemplify the scale of the challenge, the following hypothetical scenarios were applied to the 2021/22 Health Board emissions calculation submitted to Welsh Government. These scenarios outline the emissions reductions of various large and challenging actions at a level beyond what could be delivered in the short-term.



A 50% reduction in electricity use would save 2% of total emissions (4040 tonnes CO<sub>2</sub>e)

A 5% reduction in Pharmacy spend would generate 1.5% savings from total emissions (3030 tonnes CO<sub>2</sub>e)

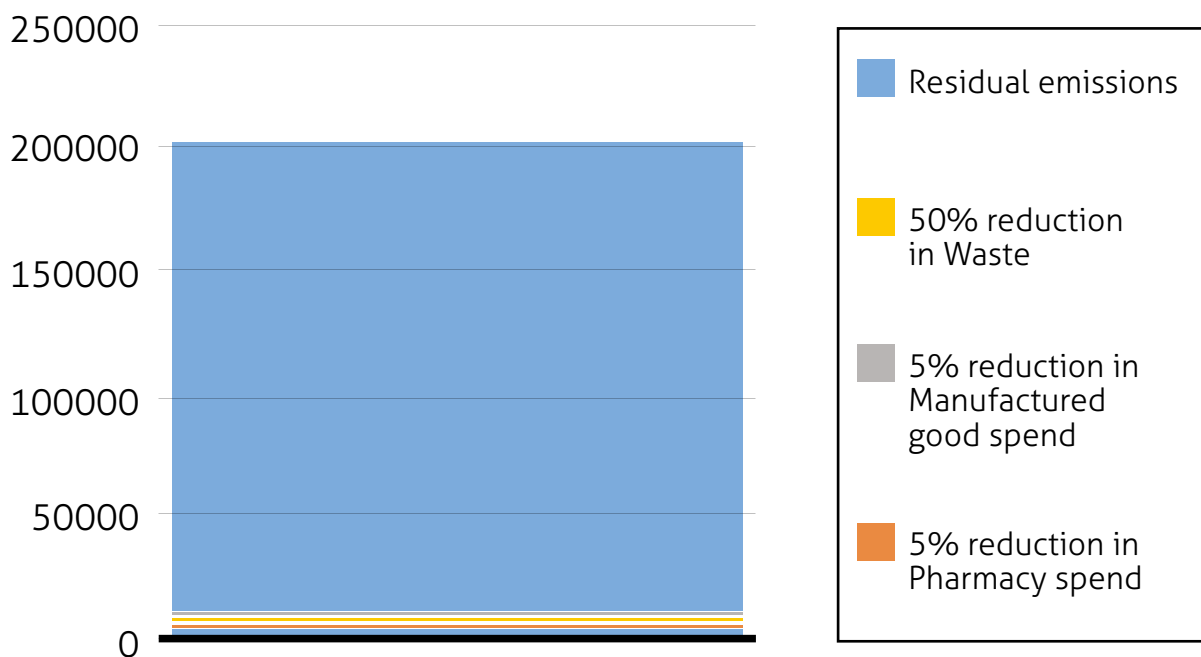
A 5% reduction in spend on manufactured goods would generate 0.75% savings from total emissions (1515 tonnes CO<sub>2</sub>e)

A 50% reduction in waste would save 0.4% saving of total emissions (808 tonnes CO<sub>2</sub>e)

All of these hypothetical actions combined would contribute less than 5% emissions saving.

Furthermore, in 2021/22 an initiative titled 'Sferic Scholars' was run, where 10 volunteers undertook a sustainable quality improvement project each and received training in Sustainable Quality Improvement (SusQi) from the Centre for Sustainable Healthcare. The participants came from a range of backgrounds including administration, management, nursing and surgery. Of these 10 initiatives, a combined total of 41 tonnes of carbon was estimated to have been saved. This built our understanding that there aren't small numbers of large projects that will make significant carbon gains, rather many people making small contributions each and every day will be how the dial shifts. This requires the whole organisation to be involved therefore in our transition.

## Hypothetical Reductions



## 8. Actions

**This 2023/24 action plan was built based on the learning from our previous plans, along with the knowledge and views of colleagues who have contributed to devising these actions.**

### 8.1 What Works

The following exemplify the things people can do to conserve energy and resources:

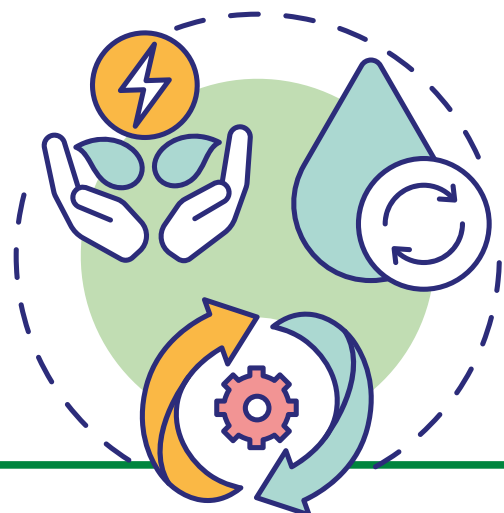
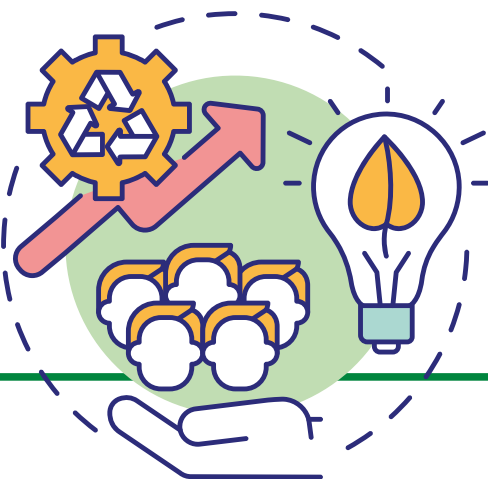
- Reducing consumption of single use plastics
- Switching off idle equipment overnight: PC's, monitors, etc.
- Switching off lights
- Closing windows in cold weather
- Reducing consumption of products
- Using cars less; where cars are used, sharing journeys with others and switching to electric vehicles reduces (but doesn't eliminate) emissions Using public transport more
- Increasing active travel participation
- Reducing meat consumption as part of a balanced and nutritious diet
- Switching to LED lights, insulating hot water pipes and other building efficiency measures

**There are also things that relate to the delivery of healthcare that can make a difference and known to work:**

- Switching from liquid to tablet based medicines is better for the environment
- Not over intervening and only undertaking what care is necessary
- Use of reusable products generally have a better environmental footprint in the long run
- Focussing on preventative measures to avoid illness or developing a condition is less intensive to treat, reducing the demand for product use and travel to healthcare appointments
- Using technology to reduce patient travel to appointments reduces road traffic and therefore emissions and improves air quality
- Using non-sterile gloves only where required reduces waste

As not all colleagues have the knowledge to make an impact it is therefore necessary to take steps to address this gap.

Despite our leadership and the work undertaken so far, there remains much more to be done to reduce the organisation's carbon footprint. Tackling our carbon footprint requires a broad approach to reducing energy and product demand, plus re-thinking how people travel.



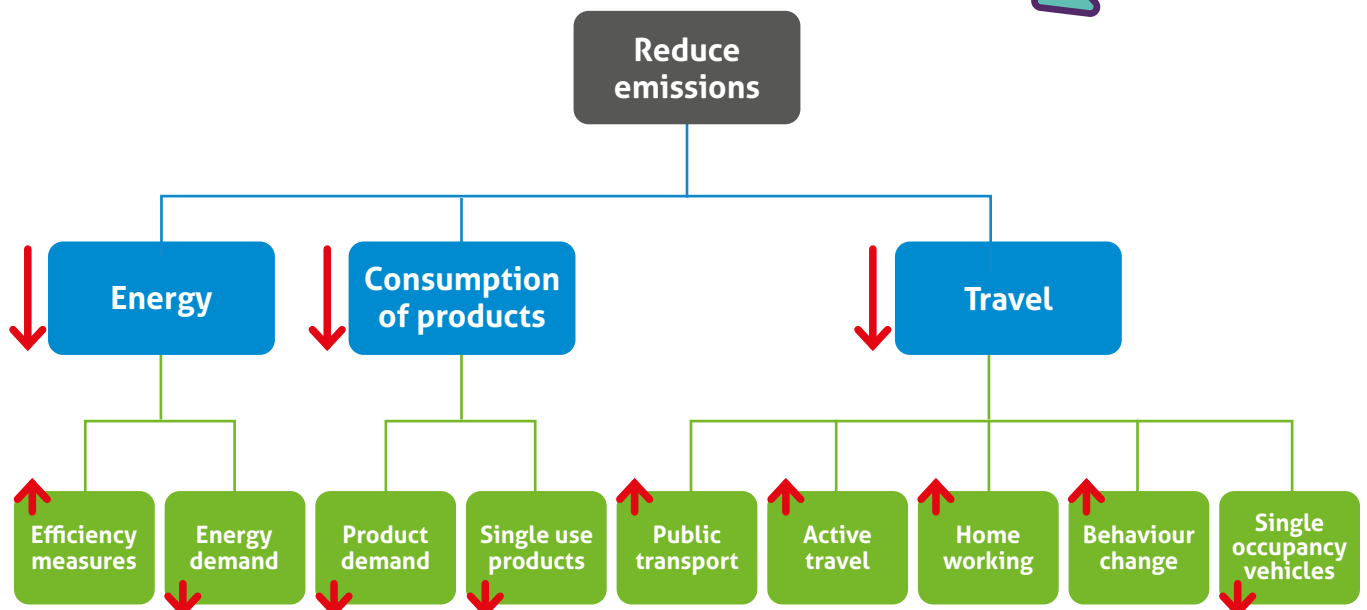


## The diagram below simply summarises the actions to be adopted collectively as an organisation and as individuals.

**Energy** – whilst there is a need to increase energy efficiency measures (installation of LED lights for example) there is a need to also look to reduce demand such as switching lights off, turning off PCs and equipment when not needed, and automating this wherever possible (e.g. through movement sensors).

**Consumption of products** – Reduce product demand (where appropriate) and limit the amount of single use products purchased. Dispose of any products correctly where there is waste, maximising the opportunity for recycling where possible.

**Travel** – Decrease the amount of single passenger car journeys whilst increasing our use of public transport, active travel and home working habits. Reduce the carbon emission of fleet vehicles by switching to electric vehicles.





# Themes

## Our key themes for 2023/24 are:

### 1. Leadership

Creating the environment to build low carbon practices into business as usual operation.



### 2. Estates

Finding ways to be more efficient in the use of energy resources.



### 3. Travel

Encouraging patients and staff to use sustainable means of travel to our sites, and eliminating some journeys (e.g. through remote consultations and flexible working).



### 4. Procurement

Buying low carbon products and contributing to the local economy.



### 5. People

Engaging our 16,000 colleagues to make the many small changes required to reduce our impact on the environment.



### 6. Clinical Care

As an organisation delivering health services, have the ambition to deliver high quality patient care, though with a lower impact on the environment.



A summary of the actions to be delivered by 31st March 2024 are highlighted from section 8.2 – 8.9 of this document. Full details of all actions can be found in Appendix 3.

Measurement of the overall macro impact of this plan will come through the annual reporting that gets delivered to Welsh Government, where year on year comparisons can be made. However, an ambition of this plan is also to investigate how a more granular view can be gleaned at an appropriate level of abstraction to understand how changes in practice impacts upon emissions more locally within the organisation. Qualitative based actions which focus upon putting in enablement measures, changing behaviour or practice have measures set against them to establish their impact.

In terms of overall impact, this plan asks the organisation to prioritise the time of colleagues into making a positive impact on our carbon footprint such that it is a core part of peoples' day jobs. This creates capacity. Decisions will need to be made taking carbon impact as a factor for consideration, providing more leadership and increasing pace. It will be part of senior leaders' vocabulary, again showing greater leadership from the top. Finally, leaders will be encouraging their teams to add value and our energy efficiency can be improved creating carbon savings.

The intent therefore, is that by March 2024, the Health Board is more mature in its carbon literacy overall and that carbon emissions are being lowered.





## 8.3 Leadership – Creating the right climate and activating culture change

**The leadership of Cardiff and Vale UHB need to set the example, the direction and tone, encouraging their teams to participate in carbon reduction and reinforce the importance to act.**

Also, setting out the expectation around decision making that takes environmental impact into account. The actions below set the approach to be implemented from the top of the organisation. All actions that appear in later sections evolve from these commitments. These actions will not have a direct carbon saving per se but will set the structure and culture for the organisation that reducing emissions is taken seriously and valued.

### Owned by the Board and the Executive Team:

- We will review the expected carbon and cost savings of this plan by autumn 2023.
- We will ensure decarbonisation and wider sustainability forms part of the Shaping Our Future Wellbeing strategy refresh.
- We will build decarbonisation into our key decision making. Additionally, by amending the Terms of Reference for relevant meetings led by executives we will ensure decarbonisation is given the focus it needs.
- We will explore ways to measure emissions at a more granular level than present, such as by department.
- We will value and encourage our teams to make improvements in carbon emissions. Allocate time for quality improvement initiatives or allocating Green Champions to undertake beneficial research or implementation work.
- We will continue to ask our executive team to take an annual objective to reduce carbon emissions.
- We will take on board the recommended actions articulated by Audit Wales in July 2022.
- We will recommend Board level decarbonisation/carbon literacy training.

- We will consider any emerging collaboration opportunities with our Public Sector Board colleagues.
- We will sponsor a decarbonisation education/behaviour change / communications programme.
- We will support proposals to increase our energy efficiency.
- We will consider a costed proposal to adopt and implement the Level 2 Healthy Travel Charter which will encourage our staff to travel sustainably. We will share our experience to any other Health Board in Wales to aid learning.
- We will ensure Decarbonisation is included in any clinical service redesign.

### Impact

These actions, taken together will enable us to establish the environment for the organisation to deliver emissions reduction and develop the culture within the organisation. With the aim that every one of our employees is taking action to contribute to the achievement of the carbon reduction targets.

Improvements in carbon literacy, leadership, supporting transition and some carbon savings will be achieved by the end of this plan.

### Cost

A costed proposal to support Board and leadership actions will be developed for consideration as part of our annual plan process. This will support a behaviour change programme and develop a method of developing a measurement/reporting method at a more granular level such as by department and training for our Board. The costs associated with this work are estimated to be £70,000.



## 8.4 Decarbonisation of our Estate

**It is estimated that 18% of our 2021/22 carbon emissions came from the electricity and gas used plus the waste generated through the delivery of our services.** Our estate accounts for 99% of our scope 1 and scope 2 emissions, i.e. those emissions the Health Board is in control of. Our estate is ageing and will require significant improvements to be truly low carbon. The long-term future of our estate is being considered in the Shaping Our Future Hospitals and Shaping our Future Wellbeing in the Community programmes and will be reflected in a refreshed estates strategic plan but short to medium term optimisation opportunities should be sought to reduce energy usage and save on utilities.

### Owned by the Estates Department:

- We will commission a programme of studies to understand the range of energy saving, energy efficiency and renewables opportunities for those buildings that have a long-term future. Those studies that prove viable will be brought forward for implementation using the funding schemes open to the public sector.
- We will complete a programme of work funded through the UHB and EFAB worth £381,000 by financial year 24/25. This is estimated to save around 300 tonnes of carbon.
- We will assess the future of UHW and UHL through a Strategic Outline Case for Shaping Our Future Hospitals programme to inform long term decarbonisation investment proposals.
- We will monitor electricity usage and identify high consumption areas for investigation.
- We will create Green Waste Champions to ensure the correct treatment of clinical waste

- We will continue to monitor water conservation and search for efficiencies across the estate.
- We will commission a specialist biodiversity assessment and audit and will develop prioritised and costed recommendations to receive compliance with Section 6.
- We will consider collaboration opportunities with PSB partners on energy efficiency should they arise, such as district heating proposals in the Vale of Glamorgan

### Delivery challenges to consider

We are already installing renewable energy schemes where we can and have installed approx. 300,000kwh of renewable energy capacity. Other opportunities across our sites will be searched for and identified. Our highly complex acute hospital sites will require complex and costly solutions that should be considered at the same time as our Shaping Our Future Hospitals Strategic Outline Case that will devise a preferred way forward for this estate.

### Impact

Whilst continuing to make inroads into the emissions resulting from the running of our estate, implementing these actions will also provide a view of the cost of decarbonising our estate.

### Cost

- Revenue funding of around £30,000 is required to undertake a biodiversity assessment.
- £381,000 has already been committed for energy saving schemes.
- Other actions will be managed within the Estates department's existing budget.

## Case Study

### REFIT

**The Health Board through the Re:fit programme has delivered significant energy, carbon and cost reductions and to help support our decarbonisation aims. The first phase of Re:Fit delivered a selection of non-complex energy conservation measures which included:**

- Nearly 7,000 lights replaced with LED including emergency light fittings and smart controls.
- Over 100 replacement fans, replacing existing less efficient fan motors, belts and fan assemblies in Air Handling Units.
- Pipework Insulation and other miscellaneous schemes.

The annual estimated carbon emission reduction and energy cost savings are 700 tonnes and £300,000 - £350,000 per annum respectively. Furthermore, the measures have also improved environmental comfort conditions in a range of areas of the Estate.



## 8.5 Healthy and Sustainable Travel



Cardiff and Vale University Health Board has a statutory duty to protect and improve the health of our residents and patients. Acute hospitals are likely to be attended by people at higher risk of harm from air pollution, including some people (principally patients) with chronic lung conditions, and older and younger people. The impact of air pollution is unevenly distributed and associated with deprivation, with people in more deprived communities less likely to have access to a vehicle, but more likely to live in an area with worse air pollution.

In addition to reducing air pollution and carbon emissions, encouraging a shift away from private car use to walking, cycling and public transport use has significant health benefits, including reductions in sedentary behaviour, cardiovascular disease, and multiple cancers; improvements in mental well-being and reduction in stress; reduced sickness absence, and increased productivity.



To reduce our impact, there is a need to support staff and visitors to travel shorter distances (for example, through remote consultations and flexible working, where possible), and make public transport and active travel the default way to reach our sites for non-urgent journeys during the normal working day. This will help reduce congestion and improve parking availability on our sites for staff and visitors, where this is essential.

To do this, the Health Board should to support and encourage the use of public transport to reach our sites, including working with our local authority and transport provider partners; and encourage walking and cycling, particularly for shorter journeys or in combination with public transport for longer journeys. Where the use of a car cannot be avoided, to reduce polluting vehicles on site (for example through our Park and Ride facilities), support car sharing, and encourage people to switch to electric vehicles where feasible.

The siting of future healthcare facilities in our area, both community and acute, is an essential consideration in reducing future dependency on cars to reach our services.

Cardiff and Vale UHB employ around 16,000 staff. Supporting their transition away from single passenger vehicles will significantly improve local air quality and reduce traffic volumes. We have made progress improving our cycle storage facilities, and we continue to operate park and ride schemes for our two acute hospital sites.

Shaping Our Future Wellbeing and our outline clinical services plan describe our model of care being centred on 'at home', with as much care provided at home or as locally as possible. Where people do need to come to our acute hospitals, their stay should be for the minimum amount of time.

### Owned by our Executive Team

- We will consider a costed plan to formally adopt the Level 2 Healthy Travel Charter<sup>7</sup> to encourage sustainable travel to our sites by staff and the public. This charter advocates a rolling programme of investment to improve cycle storage, changing and shower upgrades to increase uptake of sustainable travel.

### Owned at Department Level

- We will work with public transport providers in our area, including through the Healthy Travel Charter group, to proactively offer discounts to all staff, and highlight opportunities for improving connections and schedules to meet the needs of staff.
- We will continue to offer an all year around cycle to work scheme.
- We will promote the salary sacrifice scheme allowing staff to obtain an electric vehicle.
- We will transition our fleet to EVs where practical when they need replacing and where vehicles are available.
- We continue and further expand monitoring of air quality at our acute sites, and conduct traffic volume monitoring on our sites, subject to funding availability.



# Healthy Travel Wales

<sup>7</sup> <https://www.healthytravel.wales/level2.html>



The Level 2 Healthy Travel Charter was launched in September 2022. It is suited to public, private and third sector organisations in Wales who want to show true ambition and leadership in the area of healthy and sustainable travel.

## Impact

With our staff, patients and visitors coming to our sites, the improvement in facilities will increase uptake of active and sustainable travel options, making the local air quality better.

## Cost

The Healthy Travel Charter requires a recurring budget to be set aside to support healthy and sustainable travel. A costed proposal is being developed and will be considered as part of the delivery of our annual plan. An indicative estimate of £100k per annum.

### Case Study – Supporting Sustainable Travel with The Introduction of A New Cycle Hub at UHW

As part of our commitment to encourage sustainable travel, Cardiff and Vale UHB has opened its new cycle facility at the University Hospital of Wales (UHW) site. The new hub was developed following feedback from staff on how to improve cycling and active travel facilities across the health board. The cycle hub contains two-tier storage for 90 bikes as well as changing facilities, two unisex showers, a toilet and a drying room. The new facility has been designed using the latest technology, is timber clad and well insulated to reduce energy consumption.



## 8.6 Sustainable Procurement



**Procurement, at 80% of our emissions has by far the greatest impact on our carbon footprint.** The exacting requirements of healthcare have led to significant volumes of protective packaging and single use devices that are safely discarded after use on a patient. Colleagues will play a key role in coming up with areas for investigation, working with procurement colleagues to understand possibly more sustainable options. Procurement colleagues in NHS Wales Shared Services Partnership have their own action plan<sup>8</sup> to reduce emissions, however Cardiff and Vale UHB in partnership with Procurement colleagues will go further.

### Owned at Department level from within Procurement:

- We will review what we buy from some of our top suppliers to assess any carbon savings opportunities.
- We will provide a route for colleagues to suggest low carbon alternatives to products we currently buy so they can be considered.
- We will maximise circular and foundational economy opportunities through our procurement operations.
- We will disqualify any bidder who does not have a decarbonisation plan for contracts of value over £5m.

<sup>8</sup> P77, <https://www.gov.wales/sites/default/files/publications/2021-03/nhs-wales-decarbonisation-strategic-delivery-plan.pdf>



## Impact

- We will search for opportunities to influence suppliers along with English and Scottish colleagues to package products in the minimum safe way.
- We will create a pipeline of products that have the opportunity to be purchased in a more sustainable way.
- We will attempt to spend more money in Wales.
- We will only let large contracts to suppliers who have serious plans to decarbonise.

## Cost

There will be no additional cost implications.



## 8.7 People and Communications



**It is through the ingenuity, knowledge and experience of our staff will see Cardiff and Vale UHB reach its carbon reduction ambitions.** As one of the largest employers in Cardiff and the Vale of Glamorgan with over 16,000 staff, over 80% of whom live in the area, we have the opportunity for our staff to make a big difference by taking carbon reducing action every day, at work and at home. A few eager participants won't move the dial, rather significant collective action is required. Doing many little things often such as, adapting the way people commute and travel, dispose of waste and use more sustainable practices. This will not only support emissions reduction but also reduce local environmental impact. At a leadership level we need to create the environment for colleagues to instinctively know what the low carbon thing to do is.

### Owned at Department Level:

- We will create a behaviour change and communications programme to equip colleagues with the know-how to make a difference to theirs and their team's carbon footprints and present an implementation proposal to the Health Board. Delivery methods will vary but could include events, corporate messaging, videos, leadership networks, toolkits, etc. Subject matter could include energy reduction, new cycle routes, air quality levels, successes, etc. The aim is to not be prescriptive, rather point people in the right direction and allow them to deliver in their own way. Resources have been gathered by Public Health Wales to assist organisations: <https://phw.nhs.wales/news/public-health-wales-launches-resources-for-sustainable-health/resources-for-sustainable-health-e-catalogue/>.

- We will include decarbonisation within new employee inductions and newly written job descriptions, expecting colleagues to play their part in the decarbonisation effort.
- We will investigate the practicality of including decarbonisation in the annual appraisal process to support regular and accurate recording of travel mode by employees across the organisation, and encourage colleagues to tell us the good things they've done to reduce our environmental impact.
- We will publicise public transport options/ discounts for accessing our main sites, working with bus and train operators.
- Recognise the work our staff do around sustainability through a dedicated Sustainability award.

### Owned by our people

- We will encourage staff to undertake decarbonisation training.
- We will encourage membership of our Green Group and Green Health Wales.
- We will ask colleagues to think sustainably in their day to day work.
- We will ask staff to participate in decarbonisation challenges.



## Impact

So far, the decarbonisation message has not permeated enough through the organisation, as evidenced by the survey findings referenced earlier in this document. These actions will increase penetration, knowledge and action ranging from the simple actions that everyone can do through to applying successes achieved elsewhere into their areas of specialism. The allocation of champions mentioned elsewhere in this action plan, provide a localised 'go-to' for help and advice.

## Cost

A proposal will be costed for consideration by the Health Board as part of the annual planning process, to support behaviour change work, where possible, integrating with existing programmes.

### Case Study

#### Walking Aid Amnesty

In early 2023 Cardiff and Vale UHB relaunched its Walking Aids Recycling Scheme.

As part of our commitment to recycle and prevent unwanted walking aids ending up in landfills, drop zones for medical equipment such as crutches, walking sticks and frames have been set up across our estate where items can be dropped off for cleaning and refurbishment by our Physiotherapy team support staff.

So far, the service team has been able to recycle over 1,500 walking frames and 2,000 pairs of crutches (worth over £28,000) that would have otherwise ended up in landfill sites.

The scheme works in partnership with HM Prisons Probation Service, who provide extra support to clean and refurbish this equipment while also providing the opportunity for ex-offenders to take part in meaningful work and develop their skills.



## 8.8 Our Clinical Service Model

**Our business is to deliver high quality healthcare for our populations and to support our communities to live healthy lives.** Around 75% (12,000) of our staff are patient facing. This plan has already set out the actions which will give our people the knowledge to impact on their carbon footprint. There are also things that can be done to the way clinical services are delivered now and in the future, to embed low carbon principles, such as making virtual patient appointments and implementing digital solutions. Clinical colleagues advocate that Value Based Healthcare and Quality and Safety are two key areas to build in low carbon thinking operationally. Whilst our use of pharmaceuticals benchmarks relatively well in Wales, we still spend a significant amount of money annually on drugs and medicinal products. We know that not all prescribing or use of products is evidence-based and there are areas of waste and unwarranted variation that we must target. Therefore, a number of initiatives to reduce waste are going to be trialled. Looking longer term, the Shaping Our Future Clinical Services programme will lay out the future of service delivery and will have low carbon built into it from the ground – the first phases of work start in Q1 2023/24.

### Owned at Executive level:

- We will ensure decarbonisation is central to our Value Based Healthcare implementation
- We will embed decarbonisation into quality and safety across nursing, therapies and clinical colleagues.
- We will maintain support for allocated time (a day a week) for a leader in Clinical, Therapies and Nursing disciplines to drive the decarbonisation of our clinical model, working closely with the Shaping Our Future Clinical Services Programme.

- We will allocate time to a limited number of colleagues so they can carry out specialism related research into decarbonisation and/or implement specific improvement projects.

### Owned by various departments:

- We will bid for our 4th HEIW Leadership Fellow in Sustainability for a nominated start date of September 2023 for a year.
- Our Shaping Our Future Clinical Services programme will have environmentally sustainable principles embedded into it.
- We will become a Centre for Sustainable Healthcare Beacon Site.
- We will reduce waste in pharmacy, being more efficient in how we stock and track pharmaceutical products.

## Impact

These initiatives once delivered will embed environmental sustainability into more working practices. There will be recognised champions within Nursing, Therapies and the Medical communities who will be able to be a focal point and guide their fellow specialists in advancing their knowledge and impact.

## Cost

No additional funding is being sought to undertake these actions.



## Case Study

### NO<sub>2</sub> – Nitrous Oxide Reduction

The main nitrous oxide manifold at University Hospital of Wales has been successfully decommissioned, marking a huge step forward in the Health Board's commitment to reducing its emissions.

Nitrous oxide was commonly used in healthcare, but has become less so. The pipework used to distribute had also been prone to wastage due to leaks. As it is a harmful greenhouse gas, opportunities were sought to reduce supply and use. Studies show nitrous oxide has more than 265 times the global warming potential than CO<sub>2</sub>.

Following a successful pilot, a team from across the Health Board decommissioned much of the infrastructure that distributed nitrous oxide around UHW and UHL because it was no longer needed (leaving just the dental hospital and St David's Hospital with a piped supply) and practice changed such that it can be delivered in portable cylinders when it is needed.

The Health Board has projected savings of 1.15 million litres of nitrous oxide or 679 tonnes of CO<sub>2</sub>e each year. The experience of running this project is also being shared with colleagues across other Welsh Health Boards.

## 9. Implementation Capacity

The current financial climate has informed the action plan by seeking its delivery within existing resources. This is because many positive actions such as being mindful of how best to recycle an item, being conscious of avoiding waste or making a decision with carbon as a consideration however do not have any direct cost and should become business as usual activity. The organisation will generally need to prioritise existing resource to support this agenda.

Today's implementation capacity comprises a full time Sustainability Improvement Manager, with part time leadership from the Programme Director for Shaping Our Future Hospitals. There are temporary part-time funded positions held by a nurse, two doctors and two therapists to provide leadership within their organisations. These positions need to continue but wherever possible, implementation will be embedded into business as usual, allocating people.

To implement this action plan however, additional resource is anticipated to be required in the following three areas:

- Culture change leadership and communications.
- Sustainable travel & transport manager to drive the Level 2 charter if implemented.
- Full time strategic leadership.

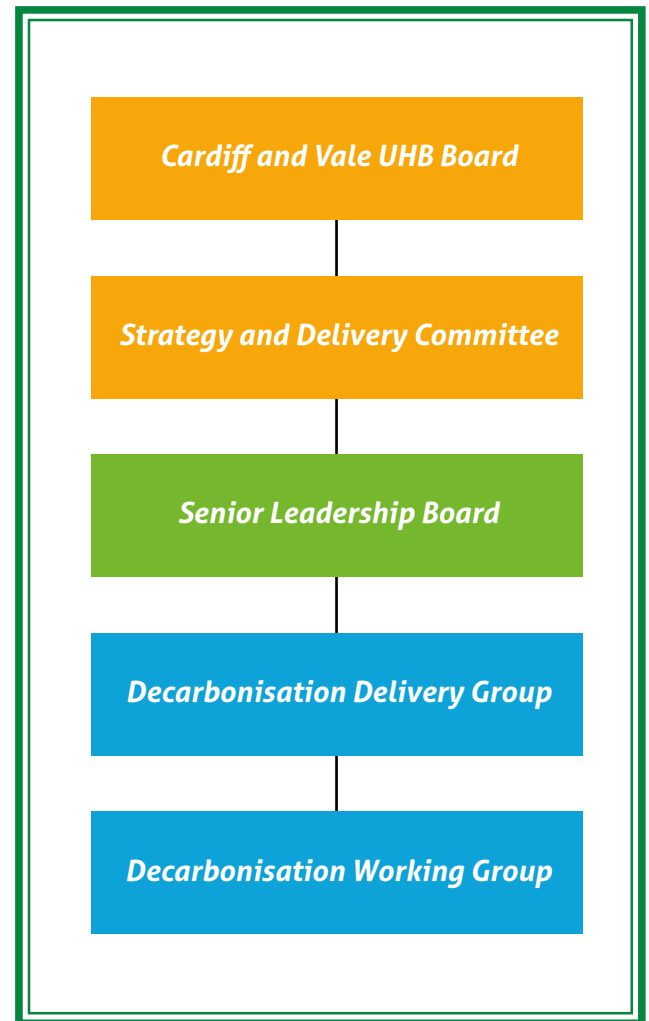
A costed proposal to increase capacity will be taken to the Health Board for consideration.



## 10. Governance

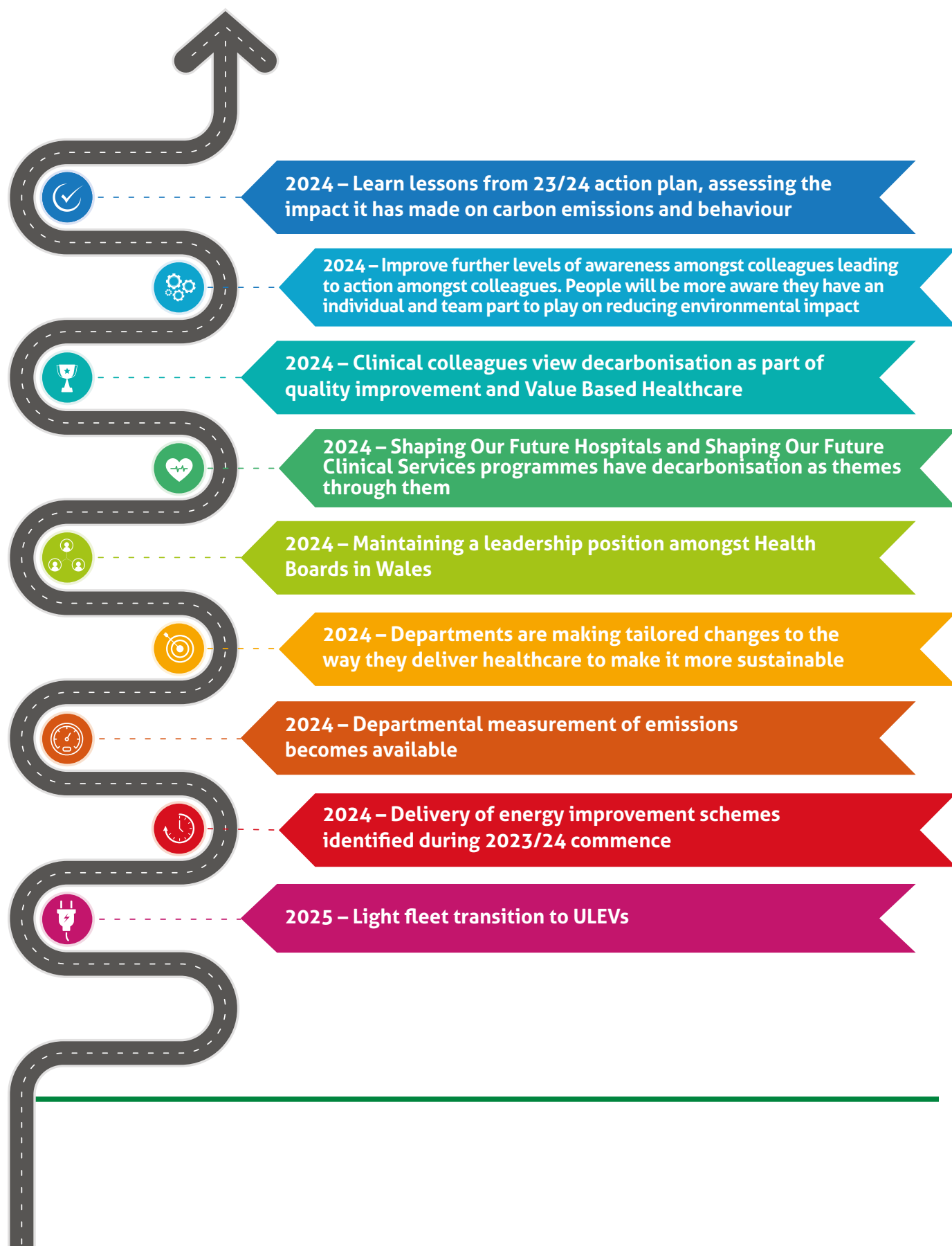
### Governance was established in 2022.

Reporting into Senior Leadership Board, a Decarbonisation Delivery Group provides oversight of the decarbonisation action plan, embed sustainability into the Health Board and break down any barriers. Members comprise a mix of Executive Directors and Assistant Directors. A Decarbonisation Working Group reports into the Delivery Group, delivering the action plan and acting as advocates within the Health Board.



## 11. 2024 Onwards

**This action plan takes a step beyond the plans that have gone before, but this plan won't be the end.** Cardiff and Vale UHB wish to mature its thinking and levels of participation therefore the kind of actions relevant for the years leading to 2025 could include:



## 12. Conclusions

**As our third action plan, this is the most far reaching yet. It is being driven from the top of the organisation and asking, in particular, for time to be allocated to colleagues to deliver change. It is also seeking to do more to embed the low carbon thinking into the organisation in order to deliver emissions reductions.**

The climate is changing, getting warmer and wetter, not just in far reaches of the world,

but locally. Action taken to address climate change will lead to many co-benefits for our population including cleaner air, a more physically active population, and improved mental well-being.

Cardiff and Vale UHB will play its part in reducing its impact on the environment.

## Appendices

### Appendix 1 – Cardiff and Vale UHB Emissions by Scope

	Scope 1 - kgCO2e	Scope 2 - kgCO2e	Scope 3 - kgCO2e
Buildings	24,167,253	6,178,314	6,525,582
Fleet	370,931	-	86,653
Business travel	-	-	589,493
Waste	-	-	1,690,170
Supply chain			162,541,053
Totals	24,538,184	6,178,314	171,432,953
Total Emissions	202,149,451		
Renewables - on site	297,920	savings (through reduced usage)	
Renewables Purchased	29,097,695	not recognised	



### Emission Scopes

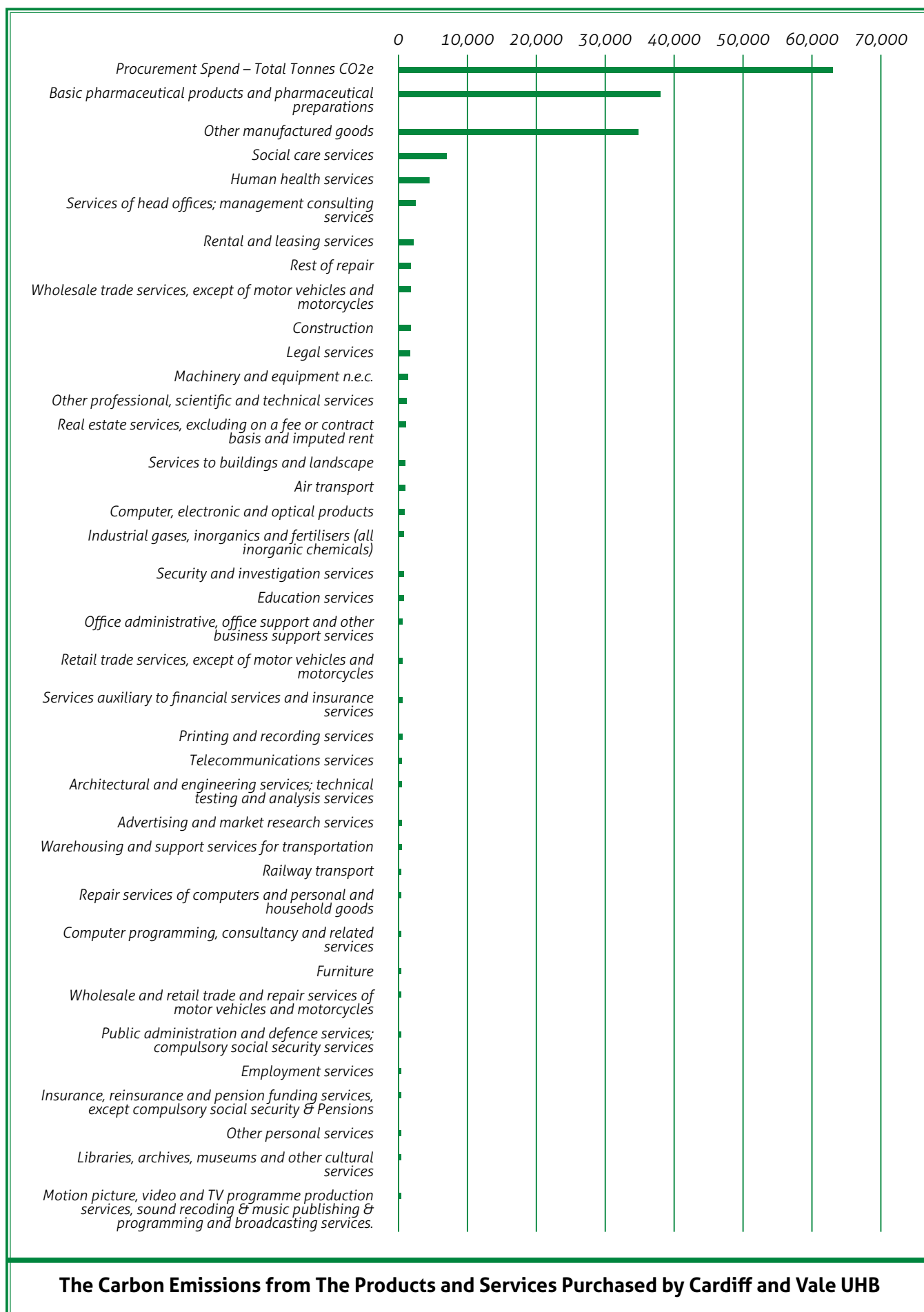
- Scope 1
- Scope 2
- Scope 3



## Appendix 2 – Standard Industry Code Breakdown of Procurement Spend in Cardiff and Vale UHB

Product category	Total kg CO2e	Percent of total
Printing and recording services	311,199	0.15%
Industrial gases, inorganics and fertilisers (all inorganic chemicals)	493,146	0.24%
Basic pharmaceutical products and pharmaceutical preparations	62,265,567	30.82%
Computer, electronic and optical products	631,082	0.31%
Machinery and equipment	1,107,978	0.55%
Furniture	65,610	0.03%
Other manufactured goods	37,400,231	18.51%
Rest of repair; Installation	1,902,214	0.94%
Construction	1,497,510	0.74%
Wholesale and retail trade and repair services of motor vehicles and motorcycles	59,138	0.03%
Wholesale trade services, except of motor vehicles and motorcycles	1,559,607	0.77%
Retail trade services, except of motor vehicles and motorcycles	382,891	0.19%
Railway transport	171,364	0.08%
Air transport	659,906	0.33%
Warehousing and support services for transportation	212,568	0.11%
Motion picture, video and TV programme production services, sound recording & music publishing & programming and broadcasting services	452	0.00%
Telecommunications services	269,409	0.13%
Computer programming, consultancy and related services	132,393	0.07%
Insurance, reinsurance and pension funding services, except compulsory social security & Pensions	22,337	0.01%
Services auxiliary to financial services and insurance services	316,066	0.16%
Real estate services, excluding on a fee or contract basis and imputed rent	829,963	0.41%
Legal services	1,407,536	0.70%
Services of head offices; management consulting services	4,175,001	2.07%
Architectural and engineering services; technical testing and analysis services	255,494	0.13%
Advertising and market research services	227,964	0.11%
Other professional, scientific and technical services	890,232	0.44%
Rental and leasing services	2,251,624	1.11%
Employment services	29,475	0.01%
Security and investigation services	433,598	0.21%
Services to buildings and landscape	668,771	0.33%
Office administrative, office support and other business support services	407,301	0.20%
Public administration and defence services; compulsory social security services	50,624	0.03%
Education services	420,723	0.21%
Human health services	6,610,981	3.27%
Social care services	34,237,227	16.95%
Libraries, archives, museums and other cultural services	7,172	0.00%
Repair services of computers and personal and household goods	163,555	0.08%
Other personal services	13,144	0.01%

## Procurement Spend - Total Tonnes CO<sub>2</sub>e



**The Carbon Emissions from The Products and Services Purchased by Cardiff and Vale UHB**

### Appendix 3 – Detailed Action Plan by Theme - Leadership (see paragraph 8.2)

Sector	Action	Owner	Team	Support team	Development Cost	Investment Cost	Carbon Benefits	Measure	By when	NWSSP ACTION ref	Audit Wales/ Int Audit Ref
Leadership	Decarbonisation to be an agenda item of all relevant executive meetings (with any ToRs amended)	Director of Corporate Governance	Corporate Governance	Decarbonisation team	£0	£0	Direct Saving Non-Quantifiable/ Carbon Literacy/ Leadership / Supporting transition	Audit of Exec and Department meetings. Carbon impact of work (KG/tCO2e)	2023	2/3	Strengthen Leadership. Pace
Leadership	Develop an estimate of what 2025 16% reduction would take – effort and money.	Sustainability Manager	Decarbonisation Team	Finance, Estates	£0	£0	Leadership/ Carbon Literacy	Estimate produced of cost and transformation to achieve a 16% saving.	Autumn 2023		Data, Leadership, Finance
Leadership	Decarbonisation to form a part of the SOFW strategy refresh	Executive Director of Strategy and Planning	Strategy	Decarbonisation team	£0	£0	Leadership/Supporting Transition	Included in refreshed strategy having completed public engagement.	8/23	2/3	Leadership/ Pace
Leadership	Executive colleagues to continue to take annual objective to impact carbon emissions	Executives	Executives	Corporate Governance / Decarbonisation Team / Workforce	£0	£0	Direct Saving Non Quantifiable / Leadership / Supporting transition / Carbon Literacy /	Impact as a result of taking an objective. Carbon impact of work (KG/tCO2e)	Ongoing	3	Strengthen Leadership Pace
Leadership	Decarbonisation Identified as a risk on the corporate risk register	Sustainability Manager	Decarbonisation team	PHW and Corporate Governance	£0	£0	Leadership/ Carbon Literacy / Supporting Transition	Board assess the risks of mitigation and adaptation to the Health Board	2023 - Ongoing	3	Management action
Leadership	Decarbonisation to be a central pillar of decision making across all leadership functions from Board through to at least department/ clinical board	Executives	All	Department and Clinical Boards	£0	£0	Direct Saving Non Quantifiable / Leadership / Carbon Literacy	Evidence of decisions made taking decarbonisation into account	2023	3	Strengthen Leadership Pace
Leadership	Investigate how to measure emissions at a departmental level with the aim of monitoring savings and actions for decarbonisation	Sustainability Manager	Decarbonisation Team	Departments and Clinical Boards	£60,000	£0	Leadership / Carbon Literacy	A means to track changes in financial and/or carbon using Health Board data.	Ongoing	2	Data
Leadership	Sponsorship of Climate Champions across the organisation with either dedicated time allocated to research and recommend change or to drive change that is known to have worked elsewhere	Executives	Executives	Departments and Clinical Boards	£0	0	Direct Saving Non Quantifiable / Leadership / Carbon Literacy / Supporting Transition	Each champion to keep a record of delivery against their champion assignment specification. Carbon impact of work (KG/tCO2e)	2023 - Ongoing	1/2	Leadership, Skills
Leadership	Propose Board level training on Decarbonisation to increase awareness and be able to be seen as evangelists to the rest of the organisation.	Sustainability Manager	Decarbonisation	Workforce/ Corporate Governance	£0	£4,000	Leadership / Carbon Literacy / Supporting Transition	TBC	2023	2/3	Leadership
Leadership	Sponsor a decarbonisation behaviour change programme with an associated communications campaign to encourage self participation and increase skills.	Senior Leadership Board	Executives/ Clinical Boards	Workforce/Comms	£20,000	£0	Direct Saving Non Quantifiable / Leadership/ Carbon Literacy/ Supporting Transition	Audit and assessment of delivery. Carbon impact of work (KG/tCO2e).	2023 -2025	2	Skills
Leadership	Leaders are prominent in sharing, promoting, valuing and reinforcing decarbonisation actions to all staff	Executives	Executives/ Clinical Board leads	Comms	£0	£0	Leadership/ Carbon Literacy/ Supporting Transition	TBC	Ongoing	3	Leadership
Leadership	Decarbonisation is included in all clinical service redesign	Executives	Executives/ Clinical Board leads/Operations	Decarbonisation Team	£0	£0	Direct Saving Non Quantifiable / Leadership/ Carbon Literacy/ Supporting Transition	Audit and assessment of delivery. Carbon impact of work (KG/tCO2e).	Ongoing		Leadership

### Appendix 3 – Detailed Action Plan by Theme - Estates (inc Waste) (see paragraph 8.3)

Sector	Action	Owner	Team	Support team	Development Cost	Investment Cost	Carbon Benefits	Measure	By when	NWSSP ACTION ref	Audit Wales/ Int Audit Ref
Estates	Decisions on estate and new buildings made with decarbonisation as a central pillar	Executives	CEF	Finance	£0	£0	Direct saving/ Leadership/ Supporting transition	Implementation of projects with measures included.  Carbon impact of work (KG/tCO2e)	Ongoing	Int 4/ 5/ 6/ 7/8/9/10/11/ 12/13/ 16/ 28	Leadership, Pace
Estates	Assess the future of UHW and UHL through a Strategic Outline Case for Shaping Our Future Hospitals to inform long term decarbonisation investment bids.	Programme Director Shaping our future hospitals	Strategy	Estates	£0	£0	Supporting Transition	Complete pending approval	TBC	11/ 12/13/ 16/36	Pace
Estates	Commit to undertaking a programme of feasibility studies to decarbonise our estate to understand the potential projects, the costs and carbon benefits.	Director of Estates	Energy	N/A	£0	TBC	Direct saving Non Quantifiable/ Leadership/ Supporting transition	Feasibility studies delivered  Carbon impact of work (KG/tCO2e)	31/3/24	Int 7/ 8/ 9/ 10/15/ 35	Pace, Finances
Estates	Consider external opportunities such as district heating to reduce estate emissions. An early stage proposal has been developed for Barry.	Director of Estates	Capital Estates	Energy Team	TBC	TBC	Supporting Transition	Assessment of viability of proposed Barry scheme	TBC	7	Pace
Estates	Implementation of RE:FIT/ EFAB and other energy conservation and decarbonisation scheme planned for 2023/24 and 24/25.	Director of Estates	Energy	N/A	£381,000	TBC	Direct Saving — c300 tCO2e  Supporting transition	Delivery of milestones over 2023/24.  Carbon impact of work (KG/tCO2e)	31/3/25	4, 5	Pace
Estates	Investigate options to increase sequestration as much as possible across the estate	Sustainability Manager	Decarb	TBC	TBC	TBC	Leadership/ Supporting transition	Proposal developed	31/12/23	33	Leadership
Estates	Commission a specialist Biodiversity audit across our estates	Director of Estates	Biodiversity	Estates	c£30,000	TBC	Leadership	Complete and action plan adopted	30/9/23	34	Pace
Estates	Allocation of champions and staff training and support to reduce waste and energy usage.	Director of Estates	Energy/ Waste / Comms	Clinical Boards/ Workforce (ESR)	£0	£0	Direct Saving Non-Quantifiable / Carbon Literacy	Record of champions and actions taken  Carbon impact of work (KG/tCO2e)	6 monthly	2, 44	Leadership/Pace
Estates	Search for savings opportunities as a result of a developing electricity metering programme	Energy Manager	CEF	All departments	£0	£0	Direct saving non-quantifiable / Supporting transition	Closing off of identified opportunities  Carbon impact of work (KG/tCO2e)	Quarterly	4, 28	Pace
Estates	Water conservation — Across large estate, work with Welsh Water to identify/avoid/address any instances of leakage.	Energy Manager	CEF	N/A	£0	£0	Direct saving non-quantifiable / Supporting transition	Rectifying any identified leaks.  Estimate of water saved.	31/3/24	4	Leadership

### Appendix 3 – Detailed Action Plan by Theme - **Travel / Fleet** (see paragraph 8.4)

Sector	Action	Owner	Team	Support team	Development Cost	Investment Cost	Carbon Benefits	Measure	By when	NWSSP ACTION ref	Audit Wales/ Int Audit Ref
Transport	Recommend with a costed plan that our SLB formally sign Level 2 Healthy Travel Charter, with agreed capacity to implement.	Executive Team	Executive	PH/ CEF	TBC	TBC	Direct Saving Non Quantifiable / Leadership/ Supporting transition	Approved y/n Carbon impact of work (KG/tCO2e)	30/6/23	14	Pace/Leadership
Transport	Promotion campaign for new cycleway linking city centre to UHW when opens in 2023	Consultant in Public Health – Lead HTC	PH	Comms	£0	£0	Leadership / Supporting transition/ Carbon literacy	Promotion campaign run Number of interactions	30/6/23	2	Pace
Transport	Review trend in air quality on UHW and UHL sites	Consultant in Public Health – Lead HTC	PH	CEF	£0	£0	Carbon Literacy / Supporting Transition	Measurement of trend	Quarterly	16, 17 21,39	Pace
Transport	Fleet transitioning to EV as a preference and where practical.	Transport Manager	Transport		TBC	TBC	Direct saving non quantifiable / Supporting transition	All new cars and light goods fleet vehicles procured across NHS` Wales after April 2022 will be battery-electric wherever practically possible Carbon impact of work (KG/tCO2e)	31/3/24	19	Pace

### Appendix 3 – Detailed Action Plan by Theme - **Procurement** (see paragraph 8.5)

Sector	Action	Owner	Team	Support team	Development Cost	Investment Cost	Carbon Benefits	Measure	By when	NWSSP ACTION ref	Audit Wales/ Int Audit Ref
Procurement	Review top suppliers and seek ways to reduce emissions from products/ services / packaging in CVUHB to assess high value gains.	Head of Procurement	Procurement	Clinical Boards	£0	£0	Direct Saving Non Quantifiable / Carbon Literacy/ Supporting transition	Number of suppliers reviewed and issues/ opportunities fed back Carbon impact of work (KG/tCO2e)	31/3/24	25, 26, 27, 29, 31, 32	Pace/Leadership
Procurement	Clear process for clinical staff and procurement to engage with each other on the purchase and use of more sustainable products	Head of Procurement	Procurement	All	£0	£0	Supporting transition	Operating process and pipeline of opportunities Number of interactions	30/9/24	27, 30, 31	Leadership/Skills
Procurement	Embed circular economy principles in our procurement.	Head of Procurement	Procurement	Waste / Clinical Boards	£0	£0	Leadership / Supporting transition	£ Value	31/3/24	25,26,27,29, 30, 31,32	Leadership
Procurement	Embed foundation economy principles in our procurement	Head of Procurement	Procurement	N/A	£0	£0	Leadership / Supporting transition	£ Value	31/3/24	25,26,27,29, 30, 31,32	Leadership
Procurement	Instant fail on procurement assessment for any organisations who do not have a carbon reduction plan. For tenders > £5m.	Head of Procurement	Procurement	N/A	£0	£0	Direct saving non quantifiable / Leadership/ Supporting transition/ carbon literacy	Implementation y/n and evidence of operation Carbon impact of work (KG/tCO2e)	31/3/24	25,26,27,29, 30, 31,32	Leadership

### Appendix 3 – Detailed Action Plan by Theme - Clinical (see paragraph 8.7)

Sector	Action	Owner	Team	Support team	Development Cost	Investment Cost	Carbon Benefits	Measure	By when	NWSSP ACTION ref	Audit Wales/ Int Audit Ref
Clinical	Decarbonisation embedded into Value Based Healthcare	Clinical Sustainability Lead	Clinical	VBH team	£0	£0	Carbon Literacy /Climate Conscious Leadership/Supporting Transition	Embedded and carbon saved Carbon impact of work (KG/tCO2e)	31/3/24	39,40,41,42, 43,44,45,46	Skills
Clinical	We will bid for our 4th HEIW Leadership Fellow in Sustainability	Clinical Sustainability Lead	Clinical	N/A	£0	£0	Carbon Conscious Leadership	In place y/n	30/9/23	39,44,45,46	Skills
Clinical	Develop a Sustainable value working group to highlight high carbon areas and product switches (procurement/clinical interface)	Clinical Sustainability Lead	SV team	Clinical Boards	£0	£0	Direct Saving Non-Quantifiable / Carbon Literacy/ Supporting transition/ Climate Conscious Leadership	Implemented y/n Carbon impact of work (KG/tCO2e)	30/9/23	39,44, 45,46	Skills
Clinical	Decarbonisation embed into quality and safety (investigate/propose)	Clinical Sustainability Lead	Clinical	Decarb Team	£0	£0	Carbon Literacy / Supporting transition / Climate Conscious Leadership	Embedded y/n	30/6/23	39,44, 45,46	Leadership
Clinical	Allocate time to staff to research and/or implement environmental improvement. This is a limited proposal for specific benefit and not universal to all staff.	Nursing, Clinical, Therapies, Clinical Boards	Nursing, Clinical, Therapies, Clinical Boards	NA	£0	£0	Direct Saving Non-Quantifiable / Leadership/ Carbon Literacy/ Supporting Transition	Body of work demonstrating education, adoption, direct improvement. Carbon impact of work (KG/tCO2e)	31/3/24	2,3	Pace, Leadership
Clinical	Embed sustainable principles into “Shaping our future Clinical services” programme.	Shaping our future Clinical Services lead	SOFCs	All	£0	£0	Climate Conscious Leadership/ Carbon Literacy/ Supporting Transition	Clinical Services Plan complete y/n	31/12/23	11, 12, 13, 14, 15, 16	Leadership
Clinical	Investigate becoming a Beacon site and implementing SusQI into Quality Improvement	Head of Improvement implementation	Shaping Change	Decarb/ Clinical	£0	£0	Carbon Literacy	Implemented y/n	31/12/23		Leadership, Skills
Clinical	Create a Digital Strategic Outline Case for the modernisation of the Digital capability in C&V on the condition of WG funding in 23/24	Director of Digital Transformation	Digital	All	£0	£0	Leadership/ Supporting Transition	Complete and approved y/n	31/3/24	37,38, 39	Pace/Finances
Clinical	Commit to providing time to leaders in Nursing, Therapies and Clinical specialities at least on the scale of that committed to in 22/23.	Executive Medical Director/ Executive Nursing Director / Executive Director of Therapies & Health Science	Clinical, Nursing, Therapies	Clinical Boards	£0	£0	Direct Saving Non Quantifiable / Leadership/ Carbon Literacy/ Supporting Transition	Leaders appointed Carbon impact of work (KG/tCO2e)	30/6/22	2,3	Leadership/ Skills/Capacity
Clinical	Establish good linkages/ Robust relationship with PHW on with the impacts of Decarbonisation on public health	Sustainability Manager	Value Based Healthcare/ Public Health	N/A	£0	£0	Carbon Literacy/ Supporting Transition	Number of interactions	30/6/22		Leadership
Clinical	Pharmacy – Commence a pilot medicines waste avoidance project, where pharmacy manage and rotate ward stock.	Pharmacy Sustainability Lead	Pharmacy		Existing BAU budget	TBC	Direct saving non quantifiable / Leadership/ Carbon Literacy/ Supporting Transition	Measure of waste avoided Carbon impact of work (KG/tCO2e)	31/3/24	44, 45, 46	Leadership/ Pace
Clinical	Introduce Kids Med Cymru – moving from liquid to tablet based products which are more sustainable. Testing in respiratory.	Pharmacy Sustainability Lead	Pharmacy		Existing BAU staff budget (Non staff – Staff lottery funding initial set up for project)	£0	Direct saving non quantifiable /Carbon Literacy/ Supporting Transition	Reduction in use of liquid based drugs across paediatric services Carbon impact of work (KG/tCO2e)	31/3/24	44, 45, 46	Leadership/ Pace



### Appendix 3 – Detailed Action Plan by Theme - People and Communications *(see paragraph 8.6)*

Sector	Action	Owner	Team	Support team	Development Cost	Investment Cost	Carbon Benefits	Measure	By when	NWSSP ACTION ref	Audit Wales/ Int Audit Ref
People and Comms	Incorporate Decarbonisation into a Culture Change Programme, considering an ERG (Employee Resource Group), proposing a programme if going beyond set aside budget.	Assistant Director OD, well-being and culture	Change Hub/ Decarb/ Workforce/ Comms/ Clinical	Decarb/Workforce/ Comms/Clinical	£10,000	TBC	Supporting Transition	Survey results showing movement in level of awareness and ability to act Number of responses	31/3/24	2,3	Pace Leadership Skills
People and Comms	Include decarbonisation in the induction material for all staff.	Sustainability manager/Clinical Leaders	Decarb	Workforce	£0	£0	Supporting Transition	Complete y/n Number of interactions	30/6/23	2,3	Pace Skills
People and Comms	Feasibility for inclusion of decarbonisation into staff annual appraisals (for VBA community).	Assistant Director OD, well-being and culture	Workforce	Decarb	£0	£0	Supporting Transition	Complete in appraisal document y/n Number of interactions	30/6/23	2,3	Pace Skills
People and Comms	Decarbonisation to be included in job descriptions	Sustainability manager	Decarb	Workforce	£0	£0	Carbon Literacy	Integration in template	30/6/23	2,3	Pace Skills
People and Comms	Encourage staff to undertake Decarbonisation training. This may include Welsh e training and other delivery methods including a Masterclass	Sustainability manager	Decarb	Workforce/Comms	£0	£0	Carbon Literacy	Number of training courses accessed	Quarterly	2,3	Pace Skills
People and Comms	Leadership and Management - Review opportunities to influence internal course materials	Assistant Director OD, well-being and culture	Workforce	HEIW	£0	£0	Leadership/ Carbon Literacy/ Supporting Transition	State where included	31/3/24	2,3	Skills
People and Comms	Communicate case studies, successes, energy saving opportunities, events, etc to UHB colleagues.	Sustainability manager	Decarb	Comms/Estates/ Clinical	£0	£0	Supporting Transition	Number stories Number of interactions	Monthly	2,3	Skills
People and Comms	Spread the word using existing leadership networks such as the alumni programme	Sustainability manager	Decarb	Workforce	£0	£0	Supporting Transition	Number presentations	30/6/23 & 31/3/24	2,3	Pace Skills
People and Comms	Continue sustainability award at annual staff awards	Head of learning	Workforce	Decarb	£0	£0	Climate Conscious Leadership	Judged candidates and award made	31/3/24	2,3	Pace Skills
People and Comms	Incorporate air quality and climate change impacts into sustainable travel messaging	Consultant in Public Health	PHW	Comms / Decarb / Transport	£0	£0	Supporting Transition	At least four updates Number of interactions	30/6/23 &	2,3	Pace Data
People and Comms	Regular cross-channel promotion of public transport discounts and options for reaching main sites, working with bus and train operators	Assistant Director OD, well-being and culture	Workforce	Transport / Comms & Workforce (staff discounts)	£0	£0	Supporting Transition	At least 4 quarterly updates Number of interactions	31/3/24	2,3	Pace

## Social care in Wales – Decarbonisation Routemap towards Net Zero by 2030

### Moving up a gear (2021-2022)

Understanding the context, formulating actions to accelerate and securing stakeholder sponsorship.

**Short term**

The 'Health and Social Care Climate Emergency National Programme Board' will **embrace the decarbonisation of the social care sector** and support the delivery of a future decarbonisation strategy.

Local Authorities will fully support the Climate Emergency for Wales declaration in the delivery of social care, by championing a future **decarbonisation strategy**.



**Key stakeholder groups**, including the National Commissioning Board, ADSS Cymru and social care provider forums will **add decarbonisation as a fixed item on their agenda**.

### Well on our way (2022-2026)

An expectation that low carbon is becoming the norm for a Net Zero social care sector and stakeholders are aware of what has to be done.

The carbon impact will be appraised in planning, commissioning, and the delivery of social care. **The reduction of carbon emissions will be mandated** within new procurement contracts for social care providers and the social care related supply chain.

Local Authorities and **social care providers will promote active travel**, consider models of care that reduce travel mileage and strengthen the local community workforce while Welsh Government will provide incentives to **pursue the provision of ultra-low emission vehicles**, the necessary infrastructure as well as public transport.



**Medium term**

**New developments and refurbishments of social care buildings will be designed and built according to Net Zero building standards**, which includes the provision of low-carbon heat, the generation of renewable electricity and the provision of EV charging. The Welsh Funding Programme or other incentives are considered as funding routes for energy efficiency and renewable energy technology.



### Achieving our goal (2026-2030)

Net Zero has become routine, is culturally embedded and self-regulating.

**Long term**

**Education and carbon literacy programmes** will be undertaken for **social care workers** and those who commission and procure social care services. The sector will **share activities and learning** via social care stakeholder groups.

Welsh Government and local authorities will develop the approach to the **procurement of social care sustainability credentials** and exert greater influence in the supply chain.



A smart and positive approach to modern, **environmentally friendly**, low carbon, **high-quality social care will be incorporated into all processes, energy and carbon reporting/monitoring is common practice**.

**Every building used for social care will have undergone energy-efficiency upgrades** - low carbon heating will be utilised, renewable energy will be generated on-site and/or provided by community projects where feasible.



Any procured **social care related service or product will also be appraised in terms of carbon**. Besides delivery of social care at the highest standards, the commissioning of social care will have a clear low carbon approach.

**Low carbon travel will be established** and social care providers will be implementing low carbon travel plans as standard.



Social care related carbon emissions will have reduced, and the sector will be aware of how to **achieve Net Zero by 2030**. Focus groups and panels will concentrate on lessons learnt, progress monitoring and related activities such as biodiversity, and adaptation.



Gwasanaeth Ynni  
Energy Service





GIG  
CYMRU  
NHS  
WALES

Bwrdd Iechyd Prifysgol  
Caerdydd a'r Fro  
Cardiff and Vale  
University Health Board

