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Cardiff and Vale
University Health Board



Shaping Our Future
**Sustainable
Healthcare**

Decarbonisation Action Plan 2024



Shaping Our Future
Wellbeing

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Shaping Our Future

**Sustainable
Healthcare**

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1 Foreword

Wales along with the rest of the world is continuing to feel the pressures of climate change, with increased adverse weather events now becoming the norm. In the UK, last September we saw the longest run of consecutive days (7 days) in excess of 30 °C ever recorded.

The changes to our climate will have a major impact for our population, and this impact will be felt more severely by those most disadvantaged by deprivation or ill health.

We know that through the impact of climate change we will see continued evolution in the nature and incidence of diseases in our population, such as more heat-related illnesses and psychological impacts from flooding and displacement, and worsening health inequalities. These impacts pose a risk to the Health Board and our residents.

Without mitigation we will see increased demand for services. Our infrastructure will also require significant investment and adaptation to deal with increasingly extreme and volatile weather events including heat and flooding.

We are not just seeing impacts on our climate, but also on our biodiversity and oceans. The most recent Cardiff and Vale UHB Director of Public Health Annual Report said that,

“We are in a nature emergency. Since 1970, there has been a 69% decline in biodiversity globally, with 1 in 6 species in Wales now facing extinction.¹”

The Met Office has recently reported that sea surface temperatures have reached “record breaking” levels in 2023². **We need to do more to reduce our impact on the planet, because the health sector is responsible for a significant proportion of carbon emissions, even more than the aviation sector.**

This is our fourth action plan. The Health Board is going further than ever. We have committed to reducing our impact on the environment by setting a challenging ambition in our refreshed strategy, Shaping Our Future Wellbeing – to reduce the emissions we control by 40% by 2027. It’s not going to be easy and we need all of our colleagues to play a part and put time into reducing our impact on the

environment. This plan reflects that need. It recognises that our emissions occur because people need healthcare, therefore we need to tackle demand. It recognises that delivering better quality health services tends to result in carbon emissions being avoided. It also recognises that we need to adapt to the changing climate.

We also identify that action taken to address climate change will lead to many benefits to our residents including cleaner air, a more physically active population and improved mental well-being.

We have a significant workforce with more of them than ever performing an active role in reducing our emissions. Though to achieve our ambitions and targets we will need to do more to galvanise everyone into playing their part.

The Welsh Government's Net Zero Public Sector ambition by 2030 is approaching quickly. We recognise that we cannot tackle this alone. A collective response to this mammoth challenge is required so we can deliver benefits more quickly and more efficiently. We are working with all our stakeholders including partners across the region, PSB colleagues, Welsh Government, other Health Boards and with our suppliers to find solutions to reduce our emissions and environmental impact.

As an organisation we recognise that unless we make changes to how we deliver care, climate change will continue to exacerbate our ability to delivery services. This is not just a climate emergency, it's a health emergency.



¹ <https://cavuhb.nhs.wales/files/board-and-committees/board-2023-24/7-6a-recall-of-the-wild-dph-annual-report-2022-published-2023-compressed-pdf/>

² [Sea surface temperatures breaking records | Official blog of the Met Office news team](#)

2 Executive Summary

2.1 Performance

In our 2022–23 report our carbon emissions were estimated at 217,000 tCO₂e. That is equivalent to all of our 16,000 staff flying around the world 3 times each. Our emissions are a by-product of delivering healthcare services.

217,000 tonnes is an increase of 7% in the last year.

The increase is down to increased supply chain emissions and the reporting of new emissions categories identified by Welsh Government. As the maturity of the carbon reporting Welsh Government ask Cardiff and Vale University Health Board to provide has increased thus our footprint is becoming more akin to the real picture of our carbon footprint.

We have seen the emissions we control (gas, electricity, petrol, diesel, etc) continue to reduce, however. Since 18/19, a reduction of 7% has been seen.

This has been achieved through energy efficiency measures, but also two recent mild winters have seen energy consumption rates reduce.

With demand for health services rising and our population growing, reducing our total emissions will be extremely challenging.

2.2 A new approach is needed

Despite the challenge, we have committed to further reduce our emissions in our refreshed Shaping our Future Well-Being strategy, which sets out our vision for improving the health and wellbeing of the populations we serve by 2035.

This is with the overall aim of achieving carbon neutrality by 2035.



This plan has built on the previous plans but has evolved further over the past year. It is set out over a 3-year context, aligning with the 2027 ambition. The evolution can be described in the following three ways:

1. Even though the plan is focused on mitigating our emissions we have set out an action to begin to tackle the **climate adaptation** challenge, and will publishing an adaptation plan within the next year.

2. Being explicit about the role **preventing ill health** has to play in reducing our emissions. A new Prevention theme is presented with a specific intent to understand the carbon impact of prevention in the diabetes pathway initially. The final new introduction this year is the recognition that our efforts to be more **operationally efficient**, through our response to Welsh Government's '6 Goals of Urgent and Emergency Care' for example, are having an impact upon our emissions.

This Plan has three major themes, each with sub themes and actions sitting underneath:

Sustainable and Climate Conscious Healthcare

Sustainable and Climate Conscious Leadership and Culture

Sustainable and Climate Conscious Estates

By delivering on these themes, we will ensure that what we do today does not compromise the wellbeing of our future generations.



3 Achievements so far

Each year, decarbonisation is more integrated into our organisation, however, there is still much more to be done. We want to build on what has been achieved so far and create an environment where colleagues can act to reduce our environmental impact and are encouraged to do so.

Highlights of what has been achieved over the past year include:

A study on what activity needs to take place to hit NHS Wales 16% emissions reduction target was completed and has inspired this action plan by linking carbon to prevention and our operational priorities in particular.

Identifying that between the 6 Goals of Urgent and Emergency Care and Planned Care Programmes, around 1% of our carbon footprint has been avoided due to operational improvements made that benefit patients, our colleagues and our carbon impact.

Our initiatives to remain financially sustainable this year have the potential to avoid up to 2% of our carbon footprint at the time of writing.

Many 'green groups' within Cardiff and Vale have emerged, within various departments. All are looking at ways in which they can improve their carbon footprint based on the way they operate.

Implementation of Re:Fit Phase 2 is concluding and will deliver a c300 tonne carbon saving (c0.25% carbon footprint improvement).

The UHB formally signed up to the Level 2 Healthy Travel Charter in Q3 23/24.

Our therapies team signed off their own decarbonisation action plan aimed at their professions.



3.1 Measurement and Impact

Measurement of the overall macro impact of this plan will come through the annual emissions reporting that gets delivered to Welsh Government in September each year.

Most of the actions in this plan do not have an estimated carbon impact, therefore the overall reduction impact of the plan cannot be estimated.

Estimates have been made however for the impact of some avoidance activity which could amount to 2–4% of our carbon footprint. Up to c8,000 tonnes CO₂e.

3.2 Resource to Deliver

Given the current financial outlook in the Welsh NHS, this action plan has been written in the knowledge that much can be achieved with existing resources,

therefore the emphasis is on prioritising and aligning our existing resource to support the decarbonisation agenda and at the same time, our operational priorities which are so often related.



4 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 our colleagues will be encouraged to make changes to working practices that will see our carbon emissions reduce initiative by initiative.

5 Why we need to act

5.1 The Climate Emergency

In 2019, Welsh Government became the first government in the world to declare a climate emergency. Highlighting that “Tackling climate change is not an issue which can be left to individuals or to the free market. It requires collective action and the government has a central role to making collective action possible.” With 52 countries now making such declarations.

Cardiff and Vale UHB declared in 2020, but recognised that commitments do not mean anything without significant action. As a Health Board, through our Decarbonisation Action Plans we looked to set aims and ambitions to deliver change as quickly as possible. We take our declaration seriously and through new ambitions hope to continue to demonstrate leadership in what low carbon healthcare of the future could look like.



5.2 Shaping Our Future Wellbeing

The Shaping our Future Well-being strategy sets out the Health Board's Vision for improving the health and wellbeing of the populations we serve by 2035. It commits to taking the actions necessary to respond to these challenges as well as to adapt quickly and take new opportunities to improve the wellbeing of generations to come.

This plan has been written with the Health Board's corporate strategy, Shaping Our Future Wellbeing³ front and centre. We have already referenced the ambition to reduce the emissions we control by 40% by 2027.

The strategy sets out 4 strategic priorities which play into the decarbonisation agenda and are:

Putting people first

Providing outstanding quality

Delivering in the right places

Acting for the future

Under acting for the future in particular, the health board will work to ensure that what we do today does not compromise the wellbeing of our future generations. We will protect the environment and develop and use new technologies, treatments and techniques to provide the best possible health outcomes and sustainable health care into the future. Setting out high standards for reducing emissions within our control.

³ <https://shapingourfuturewellbeing.com/>

5.3 Targets

The NHS Wales Decarbonisation Strategic Delivery Plan (SDP) was published in March 2021, acknowledging the role the NHS in Wales has to play in contributing towards Welsh Government's Net Zero ambition. It recognises that low carbon actions must be core to decision making and embedded into day to day work.

This plan also set out a target for NHS Wales of achieving 16% and 34% emissions saving from a 2018/19 baseline by 2025 and 2030 respectively.

The SDP is described further down in this document.

The UHB in 2023 set out to Board that it does not have line of sight to the 16% target and that the SDP, plus available support (financial for example) does not provide a route map to get there. Welsh Government are reviewing targets at the time of writing. As the climate emergency is here, we have however recognised the need for a challenging ambition and through our Shaping our Future Wellbeing strategic plan, to **reduce emissions that are within our control by 40% by 2027 and 68% by 2035**. This is with the overall aim of achieving carbon neutrality by 2035. A demonstration of how committed we are to reducing our impact.

National Targets

2025

16% emission reduction
(total emissions)



2027

40% reduction of emissions we control



2030

34% emission reduction
(total emissions)



2035

68% reduction of emissions we control and Carbon Neutrality



Internal Ambition

6 Cardiff and Vale UHB's Progress to Date



6.1 Achievements to date

Despite the actions taken over the past three years, our emissions continue to rise. That said, much has been achieved in the past year which includes:

Delivery of an Energy Reduction programme	Over 200 Green Group members	Appointment of Nursing, Therapies and Clinical Leads
Renewable energy schemes delivering – 300,000 kwh	Active cycle to work scheme	4th Sustainability fellow appointed
Therapies Action Plan produced and approved	Digital consultations saved 67 tonnes CO2e in 2023	Walking aid Recycling scheme saving £47,000 and over 4,200 items being reused.
PC Switch off programme has been established	ITU green improvement programme in progress	SOFW strategy approved containing a challenging carbon reduction ambition
Clearer understanding of our emissions profile	Sustainability Pledge introduction	Fellows working on Sustainability within depts (ED, etc)
Committed to achieve the Level 2 – Healthy Travel Charter	Climate risk raised on risk register	Monitoring Air Quality at UHW and UHL
Pre-reviewing business cases prior to Investment group decision making	Embedded into Value based healthcare programme	Kidz Meds – aiming to reduce liquid medicine by 20%
Decarbonisation is part of corporate induction events	Toothbrush recycling scheme in our dental hospital	Completion of N2O manifold closure in the Dental Hospital
Intermediate Oral Surgery Services providing care more locally	6 Goals and Planned Care estimated to have avoided over 1,200 tonnes CO2e since 1st April 2023	Between 2,600 and 4,700 tonnes CO2e could have been avoided through our financial sustainability initiatives

It is estimated at the time of writing that around 5,000 tonnes of carbon could be avoided in 2023/24. Equivalent to over 2% of our carbon footprint.

6.2 Our Environmental Impact 2022-23

Cardiff and Vale UHB have been reporting emissions to Welsh Government using a method common to all public sector bodies since 2021 for financial year 2020/21. For 2022–23, there has been an increase in reported emissions to 217,690 tonnes CO₂e compared to 202,149 tonnes CO₂e in 2021/22. An increase of c15,500 tonnes.

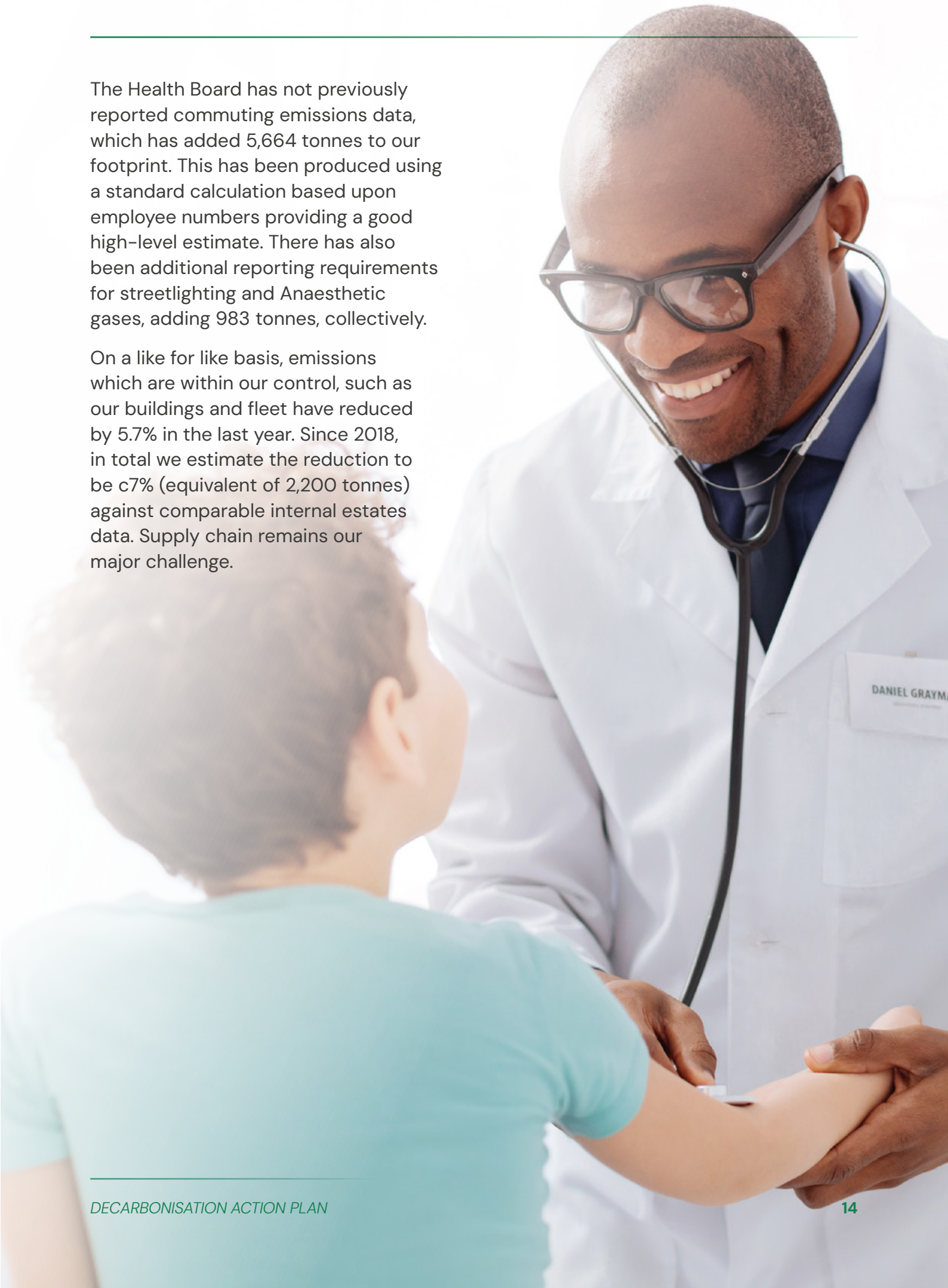
	2021–22	2022–23	
Sector	Emissions (tonnes CO ₂ e)	Emissions (tonnes CO ₂ e)	Difference
Buildings	36,871	34,751	-2,120
Streetlighting	0	76	76
Fleet and equipment	457	415	-42
Commuting	0	5,664	5,664
Business travel	589	675	86
Waste	1,690	1,789	99
Supply Chain	162,541	173,412	10,871
F-gases and anaesthetic gases	0	908	908
Total	202,149	217,690	15,541

Emissions from our buildings and fleet have reduced, providing relatively significant savings. Limiting our overall increase. It should be noted however that the last two winters have been mild and so decreases in emissions still need to be worked upon.

The main reason for the overall increase is due to supply chain emissions rising. This has accounted for over 70% of our annual increase. There have also been minor increases in Business Travel and Waste of 185 tonnes collectively.

The Health Board has not previously reported commuting emissions data, which has added 5,664 tonnes to our footprint. This has been produced using a standard calculation based upon employee numbers providing a good high-level estimate. There has also been additional reporting requirements for streetlighting and Anaesthetic gases, adding 983 tonnes, collectively.

On a like for like basis, emissions which are within our control, such as our buildings and fleet have reduced by 5.7% in the last year. Since 2018, in total we estimate the reduction to be c7% (equivalent of 2,200 tonnes) against comparable internal estates data. Supply chain remains our major challenge.



6.3 Red Flags

The increase in emissions seen year on year illustrates the size of the challenge. Last year's action plan referenced 'red flags' that are hindering progress generally. It is felt that they are still true in 2024 and are highlighted below:

The current financial landscape doesn't allow Cardiff and Vale UHB to meaningfully develop plans to hit NHS Wales targets.

The 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 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.

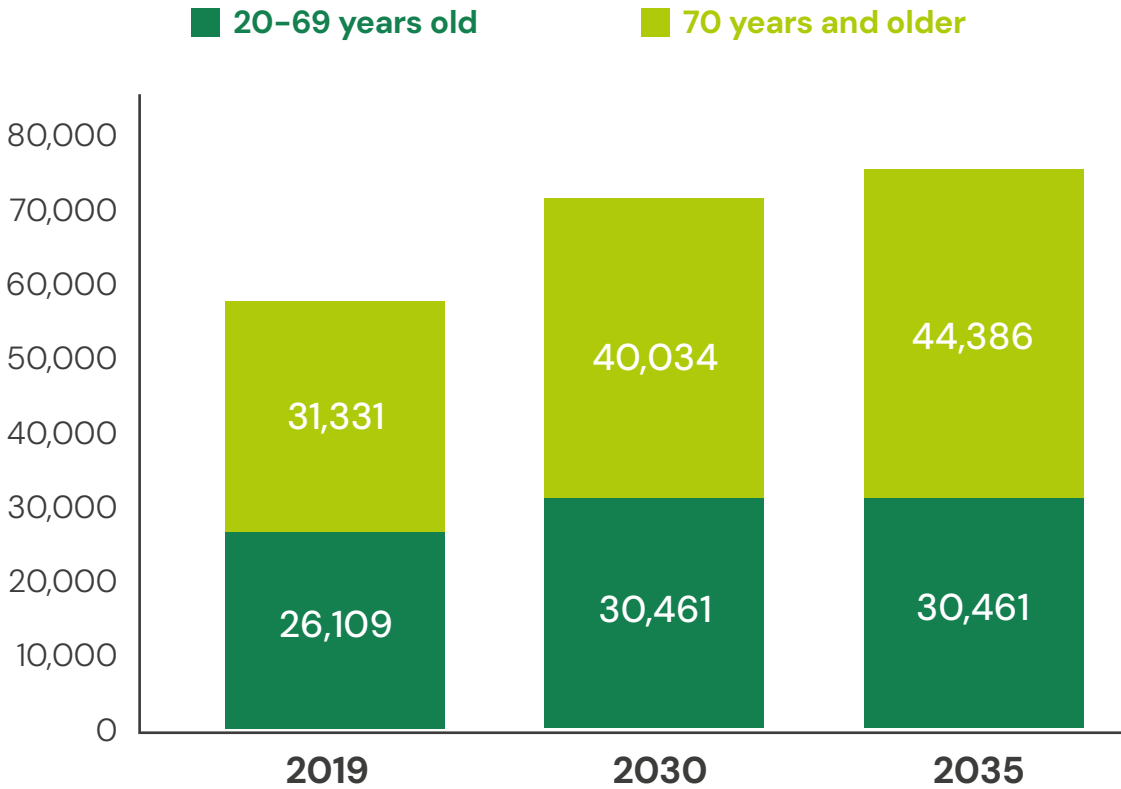
Unless dedicated resource or time is provided to already stretched and overburdened staff, sustainability will continue to be seen as an add-on to existing work and priorities.

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 not be met.

Low carbon heat technologies run on electricity rather than gas. Through feasibility studies, there is no financial case to switch to these technologies that would be acceptable in the current NHS Wales financial environment.

Finally, our population is growing and demand for health services is forecast to increase as can be seen in the following projection prepared by Cardiff and Vale UHB's Finance colleagues:

The estimated number of people living with major illness in C&V



Despite these, this plan endeavours to make progress managing our emissions by committing to actioning the right things: progressing the shift upstream in our care pathways; supporting operational efficiency and throughput; increasing active travel; changing the way services are delivered to name a few.

6.4 Cardiff and Vale Green Groups

Over the last year in particular, a swell of interest and activity has emerged from our colleagues across the health board. Departmental 'Green Groups' have formed. Mostly informal in nature, they nevertheless are pursuing small and incremental change at a working level. Groups have formed in areas including:

Intensive Care

Emergency Unit

Department of Sexual Health

Dental Hospital

Therapies

Clinical Diagnostics and Therapies

Anaesthetics

Ophthalmology

The kind of change implemented at a working level have tended to be small in benefit but are encouraging. To illustrate one example of change, colleagues in Intensive Care have sought agreement to stop providing a certain cohort of patients with sterile water as good quality tap water can equally meet their needs. Purchasing sterile water comes with a carbon footprint.

As a result, an annual carbon saving of 600kg is estimated to have been avoided along with a cash saving of around £11,000.

Additionally, there is a Cardiff and Vale Green Group with over 200 members, offering a monthly hour-long event to report on change with respect to decarbonisation that's happening within the Health Board in order to inform and inspire others.

Recent presentation topics to the group have included:



Emergency Department colleagues describing their journey to accrediting themselves against their Royal College's sustainability framework



our energy manager presenting on ways our building/energy efficiency is being improved

our Therapies colleagues describing their decarbonisation action plan



our Digital and Information Intelligence team presenting their initiative to automatically power down PCs overnight in order to save energy.

7 2024-2027 Ambition

7.1 Cardiff and Vale UHB Evolution

In the previous action plan, we set out to achieve 54 actions, in addition to those set out in the NWSSP SDP.

Summary of actions

Vast experience has been gained through delivery of our three previous action plans. The last year has seen a step change in our understanding of what needs to be done and how to model the carbon impact of change initiatives. This has happened through the greater understanding of our emissions profile and running simulations against the component parts of our carbon footprint in order to see movements. Additionally, the results being seen from important initiatives such as the 6 Goals of Urgent and Emergency care can have carbon avoidance benefits, calculated from operational work that on the face of it has no relation to classic carbon footprint improvement.

The key conclusions which have influenced this plan therefore are:

- **Operational Improvement yields carbon benefits**
- **Financial Prudence**
- **Prevention**
- **Value Based Healthcare**

7.2 Operational Improvement yields carbon benefits

The post-pandemic pressures on the Welsh NHS have seen policies such as the 6 Goals of Urgent and Emergency Care introduced. This policy is seeking to ensure that our patients are promptly treated in the most suitable place, that if they need hospital treatment are seen and treated by the right skillset and discharged safely as soon as they're well enough. Thinking about just two of the outcomes the '6 Goals' policy is trying to achieve, treating people in community settings and reducing length of stay means you can reduce carbon, in this case by a patient avoiding a long drive to A&E and a right sized stay in hospital meaning a bed is available sooner for a deserving patient in need of treatment – it is possible to calculate a carbon impact for both.

Cardiff and Vale UHB has made enormous improvements in ambulance wait times outside A&E. Waits of over four hours were common. Through the efforts of colleagues taking a zero-tolerance approach to long waits, those ambulances are not sat outside UHW with their engines running for prolonged periods. They can be more quickly made available to service the next patient.

7.3 Financial Prudence

With our local population growing and the demand for health services consequently increasing, the financial allocations to health boards have also grown over the years but cannot grow indefinitely. Over the last year, Cardiff and Vale UHB have been running initiatives aimed at ensuring what we spend on care is in line with the allocations received. Demand for our services is high so smarter ways of doing things have needed to be found. Through the introduction of improved stock management of medicines for example, less medicines need to be purchased and these cost avoidances can be traced back to a carbon avoidance benefit.

7.4 Prevention

The most sustainable form of healthcare is healthcare that doesn't need to be delivered because our population is healthy.

It is estimated that [over a fifth of deaths in England and Wales are avoidable](#), due to preventable or treatable conditions.

By shifting our care pathways to focus more on preventing ill health, and the deterioration of people who already have disease, we can reduce the demand on acute care which has a higher carbon footprint than prevention and primary care.

During 2024/25 we will seek to better understand the contribution of prevention to the reduction in carbon footprint, through analysis of the diabetes pathway. This should generate insights and an approach to calculating potential reductions in carbon emissions through a focus on prevention, which can be applied to our other care pathways.

7.5 Value Based Healthcare

Finally, the growth of Value Based Healthcare projects in Cardiff and Vale UHB are yielding actual carbon benefits. Value based healthcare is a way of looking at care through the lens of what is most valuable to a patient. To exemplify, many patients receiving palliative care prefer to be at home with their families, rather than being in a hospital bed. By safely changing the way such patients are cared for (for a limited number of conditions), i.e. away from the hospital, it has been found that patients and families prefer it, plus for the health board a bed is available for another deserving patient. A carbon impact can be attached to this.



7.6 Maturing of Themes

Our action plan recognises that our carbon footprint is influenced by the above findings and contains specific sub-themes around them. The themes have matured in the last year to both consolidate and see new ones added. Here is a comparison between 23/24 and 24/25.

2023/24 themes

2024/25 themes and sub-themes

Clinical



Sustainable and Climate Conscious Healthcare

- Prevention
- Clinical Quality
- Operational Excellence

Leadership People



Sustainable and Climate conscious leadership and cultures

- Leadership
- Communication and engagement

Estates Travel



Sustainable and Climate Conscious Estates

- Building, Land, Waste and Transport
- Adaptation

The maturity we have gained have therefore played into the actions in our 24/25 plan. Few of the actions in our plan last year have been dropped because we think we can for the most part, carry actions forward and go further. Some have been merged as experience showed they were duplicates.

8 Cardiff and Vale UHB Actions

There are three tiers of actions that we are advocating in this plan. The things everyone can do no matter where you sit in the organisation, the things departments or Clinical Boards can do and the things the leadership of the organisation needs to do.



Board & Executives

- Execs take another annual objective
- Part of decision making
- Create adaptation plan
- Embed in diabetes prevention initiative
- Note how operational improvements/targets avoid carbon
- Embed in SOF Quality Excellence
- Sponsor behaviour change programme
- Lead and reinforce importance with teams – become part of vocabulary
- Act upon biodiversity audit
- Implement L2 Heal Travel Charter
- Carbon considered in SOFH masterplan



Departments and Clinical Boards

- Implementing SOF Quality Excellence
- Part of Value Based Healthcare projects
- Communicate/Promote
- Opportunities to increase energy efficiency
- Procurement efficiency
- Feasibility of carbon in clinical board performance reviews
- Delivering against Therapies action plan



Individuals

- Can you think of how you can be more prudent in your day to day work?
- Can you use sustainable modes of transport
- Please dispose of waste appropriately
- Switch off lights and equipment when not in use

8.1 Individual Pledges / Values

This plan cannot be delivered without the involvement and buy in from everyone within the organisation. All 16,000 colleagues. It will take a concerted effort from us all to produce a robust and efficient service which is sustainable. We are asking staff to “sign up” to 4 Values which we would like you to consider while you are on our sites.

I will commit to:

1

Switch off lights and equipment when not in use

2

Dispose of waste correctly

3

Use sustainable modes of transport

4

Think about how I can deliver my work in a way which limits my impact on the environment.

Switching off one medical device in our dental hospital out of hours has avoided over £15,000 per year in energy costs.

Incorrectly segregated waste attracts a financial penalty compelling us to treat waste appropriately, there will also be new legislation coming into force which we will be required to comply with.

Our Lift share programme has avoided over 50,000 miles, saving 11 tonnes of CO₂e.

The walking aids recycling programme has estimated to have saved over £47,000 in one year.

8.2 Department Level Actions

At a department level, actions have been defined that can be introduced and managed locally, such as introducing Value Based Healthcare projects against particular services or allocating time to champion roles as colleagues in Therapies and our Dental hospital have done during 2023/24.

? Will this make a difference? ?

Although these seem small, we have seen instances of large savings being derived from seemingly benign actions.

8.3 Board / Executive Level Actions

Finally, there are actions that need to be led from the top of the organisation, such as sponsoring a prevention stream of work and value the outputs of work to baseline our biodiversity and how a 40% reduction in emissions could be achieved.

8.4 Measurement and Impact

Measurement of the overall macro impact of this plan will come through the annual emissions reporting that gets delivered to Welsh Government in September each year. For year 23/24, this reporting is compiled and delivered in September 2024. With this information, a year on year comparison can be made.

Most of the actions in this plan do not have an estimated carbon impact, therefore the overall reduction impact of the plan cannot be estimated.

Estimates have been made however for the impact of some avoidance activity which could amount to 2 – 4% of our carbon footprint. Up to c8,000 tonnes CO₂e.

This avoidance comes from work to be more financially sustainable and operationally efficient.

8.5 Governance

Over the next year, we will look to review and if necessary, improve our governance structures and we look forward to an internal audit report expected to be published in Q1 24/25. Currently an executive led Decarbonisation Delivery Group reports into our Finance and Performance Committee. A cross health board Working Group delivers our action plan and reports into Delivery Group. We will continue working with PSB colleagues, both of whom have prioritised taking urgent action on climate change.



9 24/25 Actions

We estimate from this year's action plan 2-4% or up to 8,000 tonnes of our carbon footprint could be avoided.

9.1 Sustainable / Climate Conscious Healthcare

9.11 Prevention

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 most optimal. Our strategic direction is to focus more of our resources over time on health improvement and disease prevention interventions, but we will also continue to have a major role in delivering acute and community health services because of an ageing population, genetic and hereditary conditions and disease-causing lifestyle choices.

Actions

Calculate reductions in carbon emissions through preventing ill health, using diabetes as a starting study.

By 2027

As set out in Shaping Our Future Wellbeing, this preventative theme intersects two of its themes:

Putting People First. One of its aims is that:

“ Life expectancy for men will rise to 79.6 years and for women to 84 years ”

And

Providing Outstanding Quality:

“ We will increase the proportion of the Health Board's resources to support people to live healthy lives, to reduce risk of ill health... ”

9.12 Clinical Excellence

We cannot underestimate the impact our operations and clinical services have on our carbon emissions. Everything we do and deliver is with the aim of delivering outstanding patient care, however, we do not currently consider enough the impact this has on the environment. In this plan we have aimed to establish, through these actions, the further integration of decarbonisation into clinical practice.

Actions

- Align with the Value Based Healthcare programme to ensure carbon benefits of their work are captured.
- Nursing, Therapies and Clinical professions driving sustainable change
- Therapies delivering against their Decarbonisation Action Plan
- Nursing to take forward Welsh Governments recommendations in the Sustainability in Nursing documentation.
- Nursing to develop a Decarbonisation Plan
- Through our Shaping Our Future Clinical Services programme develop a clinical service plan with lean and green design principles built in
- Establish the feasibility of decarbonisation included in the Quality Excellence programme
- Establish the feasibility of appointing 5th Sustainability fellow
- Obtain SusQi Beacon site status
- Work with staff to understand the barriers for delivery of decarbonisation action,
- Seek opportunities to reduce carbon impact of F-gases across the site
- Establish the most viable options to embed the decarb agenda into clinical boards along with the ability to regularly monitor progress

By 2027

Aligning with the Providing Outstanding Quality theme of Shaping Our Future Wellbeing, these actions contribute to the ambition of,

“ We intend to be in the top 25% of comparable healthcare providers in the UK for key quality indicators including patient experience, avoidable harm and mortality. ”

Additionally, aligning against the Putting People First theme the actions form part of the ambition that,

Life expectancy for men will rise to 79.6 years and for women to 84 years.



Our digital team, DH&I, have implemented a Digital Energy Saving Configurations (DESC) initiative which saves energy by deploying scripts that automatically switch computers off when they are left idle and not logged in.

A single desktop left idle overnight can, over the course of a year, emit around 185kg of CO₂ and waste £210 in energy costs.

D&HI suggest that through this programme a 60% reduction would have a net CO₂e emission savings of 314 tons and energy costs savings of c£300,000 per year.

9.13 Operational Excellence

The way in which we operate as an organisation has a direct impact on the emissions we produce. We have set out in this plan how delivery of programmes such as financial sustainability, has a large and positive impact on our carbon profile. Through ongoing Operational Excellence, we are aiming to take account of carbon saved or avoided.

Actions

- Financial Sustainability, 6 Goals, Planned Care programmes are operational priorities and their carbon impact will be tracked.
- Increase and Maximise circular economy opportunities
- Increase and Maximise foundational economy opportunities
- Review opportunities for large suppliers to reduce our emissions
- Develop a guide for request to consider low carbon good and service.
- Low carbon alternatives must be considered when creating purchase specifications.
- Consider ways that procurement engage with clinical boards, and vice versa, to review spend and trends, and how this can provide efficiencies.
- Measure the decarbonisation impacts from implementation of the Welsh Nursing Care record
- Digital will implement a Digital Foundations programme, seeking to create the conditions and increase the digital maturity
- Implementation of DESC programme
- DH&I will implement systems in 2024 which will reduce paper usage. such as Badgernet and Pacemaker Monitoring.

By 2027

Aligning with the Delivering in The Right Places theme of Shaping Our Future Wellbeing, "We will have in place a digitised health and care system..., having delivered 50% of the roadmap (level 3 of the digital maturity model)" by 2027. Our operational teams will be designing ways of maximising the efficiency of Cardiff and Vale UHB for the benefit of our population and routinely identifying ways initiatives can impact upon our carbon footprint.

We will be procuring the most environmentally friendly clinical products and services that meet our defined functional specifications.

9.2 Sustainable / Climate Conscious Leadership and Culture

We aim to ensure the UHB show leadership in decarbonising its operations and explain the importance of doing so. We want everyone to be aware and involved in the path to net zero. Our decision making needs to take into consideration the carbon impact of initiatives. Most of the actions are top down but we are asking all our staff to be champions of the agenda and hold others to account.



Actions

- Ensure the UHB show leadership in decarbonising
- Executives to take an annual decarbonisation objective
- Include decarbonisation in clinical services redesign
- Through the review of our Board Assurance Framework, create an appropriate profile for climate and biodiversity risk and risk management.
- Comply with NWSSP's SDP actions and influencing any new plan
- Consider how decarbonisation behaviour change can be implemented through the Quality Excellence programme.
- Track sustainability pledges programme across 2024
- Communications messaging to include decarbonisation benefits where possible.
- Work with Education leads from each speciality to commence incorporating decarbonisation messaging into courses.
- Track "climate awareness" courses attended
- Consider introducing mandatory Decarbonisation training
- Annual Sustainability Staff award presented
- Values Based Appraisals to include decarbonisation
- Publicise travel discounts schemes

By 2027

We will be at the Achieving our Goal stage of the WG routemap,

“ Where choosing zero carbon has become routine, culturally embedded and self-regulating. ”



Our Emergency Unit have looked to reduce their impact on the planet by undertaking actions through the Green ED Framework. Developed by the Royal College of Emergency Medicine.

The framework sets out a series of actions which improve the environmental and financial sustainability while maintaining or improving our patient care.

The team have been successful in implementing a number of projects which include:

- Job Plans include time for projects
- Appointment of a sustainability fellow
- Reduction of Entonox by 60%
- Radiology reports to be signed off electronically
- Ensuring their waste layout/signage is fit for purpose

9.3 Sustainable / Climate Conscious Estates

Although our estates make up less than 20% of our emissions, it is within this area we have the most control. Our new strategic ambition highlights the need to act urgently and with pace, where we have influence. We need to ensure that our estate and environment meets our needs now and within a Net Zero future. We will need to transition our buildings, transport and waste to produce less carbon. Adapt our estate and clinical services to combat the impacts of climate change and improve environments to make them more biodiverse⁴.

Actions

- Establish what would be required to achieve 40% -reduction in emissions we control by 2027
- Decarb a central pillar of new buildings and refurb
- Decarbonisation included in UHW masterplan (final output expected in f/y 25/26 at least)
- Run a programme of installing and monitoring Metering (electricity, gas and water)
- Consider district heating opportunities should they arise.
- Consider more renewable/ energy efficiency schemes through feasibility studies.
- Seek to reduce waste and comply with waste legislation
- Biodiversity audit (inc sequestration opportunities) undertaken and action plan produced.
- Continue to review air quality at UHL and UHW
- All new vehicles to be EV
- Level 2 Healthy Travel Charter implementation and make demonstrable progress
- Develop a Health Board climate adaptation plan using WG commissioned toolkit

⁴ Will require Welsh Government Capital investment

By 2027

- The Delivering in The Right Places theme of Shaping Our Future Wellbeing says, "Plans to replace or redevelop UHW and UHL will be well advanced..."
- The Acting for Our Future theme says "For the emissions we control directly, our ambition is to reach 40% reduction."
- Given an action is being laid out to develop a climate adaptation plan, it is expected that before 2027, we will be delivering against that plan.



The Critical Care team in CAVUHB are providing an exemplary approach to tackling sustainability. The team have set aside time to review high usage and high value products to assess whether there are alternatives to reduce emissions, such as reducing the use of non-sterile gloves. The team works with staff in the department and across the organisation through their green group meetings to enable delivery of the initiatives.

One project reviewed the waste generated from 1 patient in multiple organ failure, for a 24 hour period (pictured here).



10 Resource to Deliver

There can be significant costs associated with the delivery of decarbonisation of our estate. It is recognised that the majority of costs, especially those delivering improvement will save carbon over the long term. At the present time, the financial environment does not allow for large scale capital investment and revenue uplifts to pay for carbon reducing schemes. We are therefore unlikely to achieve substantial building improvements and renewable energy schemes through existing grants and funding mechanisms.

This plan has been written understanding that new money is unlikely to be available, but also our growing knowledge is telling us that it is the time and effort of our existing colleagues that needs to be invested. For this plan to be successful, this plan requires the Health Board to use peoples' time too.

The prevention agenda will need to be supported to reduce the upstream costs to the service. By people being responsible for their own health and intervening as early as possible with only the medical intervention that's needed, it should make delivering healthcare lower carbon.

11 Conclusion

The understanding of the things Cardiff and Vale UHB need to do to mitigate against carbon emissions has been largely acquired: prevent ill health, be prudent and efficient in the delivery of health services, educate colleagues; encourage small ground-up change. The challenge is that in a sector where demand is increasing, change needs to be implemented in the face of our operational pressures and unprecedented pressure upon our colleagues.

We know delivering more energy efficiency against our estates and transport alone are not going to allow us to meet our commitments. Our carbon footprint is a function of our delivery of health services, therefore the whole organisation needs to play a part in reducing it and mitigating climate change.

The actions we would like to deliver on with respect to prevention and operational efficiency are new and have been shared with colleagues across Wales. We feel we are moving in the right direction, but more needs to be done to make a real and tangible difference and arrest our ever-increasing carbon emissions.

Annex 1 – Detailed Actions

Theme	Action	Owner	Team	Delivery by 2027	New, carry forward	Benefits	Measure	By when	Cost Request to deliver plan where not BAU	Cost to the UHB	NWSSP SDP Alignment	Audit Wales Alignment
Sustainable and Climate Conscious Healthcare												
Prevention of Ill Health Is the Most Sustainable Form of Healthcare	Calculate reductions in carbon emissions through preventing ill health (such as primary and secondary prevention of diabetes)	Director of Public Health	PH & cross UHB colleagues	Clear understanding of carbon savings associated with specific prevention interventions in our care pathways, to guide and promote further reductions in carbon when reviewing pathways	New	Direct Saving Non Quantifiable / Supporting transition / Climate Conscious Leadership	Establish carbon impact of the diabetes prevention programme as at 31/3/25, linking with value programme (below)	March 2025	N/A	staff time (PH)	39,42	Strategic Direction Pace of Implementation
Delivering Excellent Clinical Quality Delivers Lower Carbon Emissions	Value programme to ensure carbon benefits of work are captured from their projects.	Director of Operations	Value Team	"We intend to be in the top 25% of comparable healthcare providers in the UK for key quality indicators including patient experience, avoidable harm and mortality."	New	Direct Saving Non Quantifiable / Carbon Literacy / Supporting transition / Climate Conscious Leadership/ Financial Savings / Operational Benefits / Patient Benefits	Carbon avoided calculated from Value projects against: • Diabetes • Heart Failure • PIC • Supportive care - Day case IV • Pre-op anaemia • HHP • PROM • Variation programme	March 2025	N/A – Led by Value Programme	Staff time	NA	Pace, Skills
	Nursing profession driving sustainable change	Deputy Executive of Nursing	Nursing		New	Direct Saving Non Quantifiable / Carbon Literacy / Supporting transition / Climate Conscious Leadership/ Financial Savings / Operational Benefits / Patient Benefits	Impact of nursing initiatives – gloves, uniforms and continence pants, plus others.	March 2025	N/A	Staff time	N/A	Pace, Skills
	Nursing to take forward recommendations presented in Welsh Governments, Sustainability in Nursing: Maximising the nursing contribution to the public sector aim of net-zero by 2030	Deputy Executive of Nursing	Nursing		New	Direct Saving Non Quantifiable / Carbon Literacy / Supporting transition / Climate Conscious Leadership/ Operational Benefits / Patient Benefits	Implementation of actions	March 2025		Staff time		
	Deliver against Therapies decarbonisation action plan	Deputy Director of Therapies & Health Science	Therapies			Direct Saving Non Quantifiable / Carbon Literacy / Supporting transition / Climate Conscious Leadership/ Financial Savings / Operational Benefits / Patient Benefits	Meeting targets set out in Therapies' decarbonisation action plan	March 2025	N/A	Staff time	N/A	Pace, Skills

Annex 1 – Detailed Actions (continued)

Theme	Action	Owner	Team	Delivery by 2027	New, carry forward	Benefits	Measure	By when	Cost Request to deliver plan where not BAU	Cost to the UHB	NWSSP SDP Alignment	Audit Wales Alignment
Sustainable and Climate Conscious Healthcare												
	Develop a Nursing decarbonisation action plan	Deputy Executive of Nursing	Nursing			Direct Saving Non Quantifiable /Carbon Literacy / Supporting transition / Climate Conscious Leadership	Action plan in place	TBC				
	Develop a clinical service plan with lean and green design principles built in	Programme Director, Strategic Clinical Redesign	Strategy		CF	Supporting transition	Pre-engagement SOFCS Clinical Service Plan developed with a focus upon sustainable delivery models.	March 2025	N/A	Staff time	N/A	Leadership
	Establish the feasibility of decarbonisation being included in the emerging Quality Excellence Programme.	Prog Director, SoFQE (to be appointed)	Clinical colleagues		CF	Carbon Literacy / Supporting transition / Climate Conscious Leadership	Is decarbonisation embedded Evidence of benefit	TBC (aiming for Q2 2024)	N/A	Staff time	39,44, 45,46	Leadership
	Establish the feasibility of appointing a 5th Sustainability Clinical fellow for 2025	Clinical Sustainability lead	N/A		CF	Carbon Conscious Leadership	Business case for consideration in place. Agreement in place. Fellow in the pipeline to start in 2025	March 2025	£20k pa (currently managed by medicine/ Surgery)	Staff time	39,44, 45,46	Skills
	Obtain SusQI Beacon site status	Assistant Director Improvement and Implementation	I&I		CF	Carbon literacy / Direct saving non quantifiable	Beacon site status achieved Tangible evidence of carbon saved.	March 2025	N/A	Staff time	NA	Leadership/ Skills
	Through the convening of departmental green groups, establish any barriers to decarbonisation and establish with operational colleagues their removal	Clinical Sustainability lead	N/A		New	Direct saving non quantifiable	Tangible evidence of carbon saved.	March 2025	N/A	Staff time	NA	Leadership/ Pace
	Seek Opportunities to reduce f-gases.	Clinical Sustainability lead	Anaesthetists, Pharmacy and medical gas committee		New	Supporting Transition	Lower emissions recorded from f-gasses	March 2025	N/A	Staff time	?	Leadership/ Pace
	Establish the most viable options to embed the decarb agenda into clinical boards along with the ability to regularly monitor progress	Director of Operations			New	Carbon Literacy / Supporting Transition /	Baseline assessment carried out to understand readiness Clinical Boards issued with a plan to bring them up to a minimum level of awareness and practice.	March 2025	N/A	Staff time		Leadership / Pace

Annex 1 – Detailed Actions (continued)

Theme	Action	Owner	Team	Delivery by 2027	New, carry forward	Benefits	Measure	By when	Cost Request to deliver plan where not BAU	Cost to the UHB	NWSSP SDP Alignment	Audit Wales Alignment
Sustainable and Climate Conscious Healthcare												
Operational Excellence Driving Carbon Reduction	Deliver against Finance and Operations priorities ensuring carbon benefits of work are captured. 6 Goals, Planned Care programmes are operational priorities. Additionally, prevention, Value based healthcare and Quality Excellence will emerge as important programmes. Through efficiency (inc Digital), financial prudence and good patient care, carbon reduction can be achieved.	Executive Director of Finance/ Director of Operations	All UHB	Financial break even Operational aspiration – Proportion of 100,000 bed day saving. "We will have in place a digitised health and care system...., having delivered 50% of the roadmap"	New	Carbon Literacy/ Supporting transition / Financial Benefits / Operational Benefits	Carbon avoided calculated through operational and financial efficiency schemes. A £50m savings programme translated into carbon benefit (TBC exact level of savings). At a 0.21 carbon factor, 10,500t CO2e could be avoided – 04-5%. If 50% of £50m was addressable, a saving of c5,000t could be possible. Achieve theatre utilisation targets defined by ops Help Me Get Home Targets defined in carbon terms and record of progress.	March 2025	N/A	Staff time	NA	Strengthen Leadership Pace Finance
	Increase and Maximise Circular economy opportunities	Head of Procurement	Procurement		CF	Leadership / Supporting transition	£ Value	Ongoing	N/A	Staff time	25, 26, 27, 29, 30, 31, 32	Leadership
	Increase and Maximise Foundation economy opportunities	Head of Procurement	Procurement		CF	Leadership / Supporting transition	£ Value	Ongoing	N/A	Staff time – funding from WG has been cut (NWSSP funding)	25, 26, 27, 29, 30, 31, 32	Leadership
	Review opportunities for large suppliers to reduce our emissions	Head of Procurement	Procurement		CF	Direct Saving Non Quantifiable / Carbon Literacy/ Supporting transition	Number of suppliers reviewed, and issues/ opportunities fed back Carbon impact of work (KG/tCO2e)	Ongoing	N/A	Staff time	25, 26, 27, 29, 31, 32	Pace/ Leadership
	Low carbon alternatives must be considered when creating purchase specifications	Head of Procurement	Procurement		CF	Supporting transition	Products reviewed/ sustainable items purchased	Ongoing	N/A but potential for increased cost in order to buy greener	Staff time	27, 30, 31	Leadership / Skills
	Consider ways that procurement engage with clinical boards, and vice versa, to review spend and trends, and how this can provide efficiencies.	Head of Procurement	Procurement	Projects identified to reduce emissions from purchases, deliveries, packaging. £/ carbon saved.	New	Direct Saving Non Quantifiable / Carbon Literacy/ Supporting transition		By March 2025 and ongoing		Staff time		Leadership / Skills

Annex 1 – Detailed Actions (continued)

Theme	Action	Owner	Team	Delivery by 2027	New, carry forward	Benefits	Measure	By when	Cost Request to deliver plan where not BAU	Cost to the UHB	NWSSP SDP Alignment	Audit Wales Alignment
Sustainable and Climate Conscious Healthcare												
	Measure the decarbonisation impact of the Welsh Nursing care record	Deputy Executive Nursing Director	Nursing/ Digital/ Sustainability team		New	Leadership/ Supporting transition				Staff time		
	Our Digital team will implement a Digital Foundations programme, seeking to create the conditions and increase the digital maturity of Cardiff and Vale UHB.	Director of Digital & Health Intelligence	Digital		New	Leadership/ Supporting transition				Staff time		Leadership
	Implementation of DESC which will save energy by turning off PCs/Laptops left on overnight	Director of Digital & Health Intelligence	Digital		New	Direct Saving Non Quantifiable / Leadership Carbon Literacy/ Supporting transition	Q1 2024 and ongoing			Staff time		Leadership Pace
	Our DH&I team will implement systems in 2024 which will reduce paper usage. Such as Badgernet and Pacemaker Monitoring.	Director of Digital & Health Intelligence	Digital		New	Direct Saving Non Quantifiable / Leadership Carbon Literacy/ Supporting transition				Staff time		Leadership

Annex 1 – Detailed Actions (continued)

Theme	Action	Owner	Team	Delivery by 2027	New, carry forward	Benefits	Measure	By when	Cost Request to deliver plan where not BAU	Cost to the UHB	NWSSP SDP Alignment	Audit Wales Alignment
Sustainable / Climate Conscious Leadership and culture												
Setting CVUHB as leaders in low carbon healthcare delivery	Ensure the UHB show leadership in decarbonising	Executive Director of Planning	Decarb Team	Routinely embedded in our way of working	CF	Leadership / Supporting transition	Receive internal audit report on sustainability. Implement audit actions. Improve decarb prominence in redesign, IMTP and investment decisions where applicable. Implement improvements to governance with the intent of raising the profile of decarbonisation.	March 2025	N/A	Staff time	NA	Strengthen Leadership
	Executive team to continue to have an annual decarbonisation objective as part of objective setting for 2024/25	CEO			CF	Direct Saving Non Quantifiable / Leadership / Supporting transition / Carbon Literacy /	Impact as a result of taking an objective. Carbon impact of work (KGtCO2e)	Ongoing	£0	N/A	3	Strengthen Leadership Pace
	Decarbonisation included in any clinical service redesign	Executive Director of Planning	Strat planning		CF	Direct Saving Non-Quantifiable / Leadership/ Carbon Literacy/ Supporting Transition	Decarbonisation is included.	31/3/25	N/A	Staff time	NA	Leadership
	Through the review of our Board Assurance Framework in 2024, create an appropriate profile for climate and biodiversity risk and risk management.	Director of Corporate Governance	Corp Gov		CF	Leadership/ Carbon Literacy / Supporting Transition	Risk is actively monitored and improved	Ongoing	N/A	Staff time	3	Management Action
	Compliance with NWSSP Strategic Delivery Plan actions and Influencing Any New Plan	Executive Director of Planning	Decarb Delivery Group		CF	Direct Saving Non-Quantifiable / Leadership/ Carbon Literacy/ Supporting Transition	Supplying on time reporting to NWSSP, raising any risks or CVUHB influence on new SDP.	Ongoing	TBC - Grant funding, EFAB and other schemes may be available for exploitation.	Staff time	2	Strengthen Leadership Pace Management Action

Annex 1 – Detailed Actions (continued)

Theme	Action	Owner	Team	Delivery by 2027	New, carry forward	Benefits Skills	Measure	By when	Cost Request to deliver plan where not BAU	Cost to the UHB	NWSSP SDP Alignment	Audit Wales Alignment
Sustainable / Climate Conscious Leadership and culture												
Engaging and Communicating with Colleagues	Consider how decarbonisation behaviour change can be implemented through the Quality Excellence programme.	TBC	Comms	Culturally embedded into our quality ways of working	New	Leadership/ Carbon literacy	Plan created and delivered	Q3 2024	N/A	Staff time	NA	Skills gap Increase capacity
	Track the voluntary sustainability pledges advertised across the UHB in Jan '24.	Environmental Sustainability Manager	Decarb Team			Supporting Transition						
	Communication messaging to include decarbonisation benefits where possible.	Director of Communications and Engagement	Comms		CF	Leadership/ Carbon Literacy/ Supporting Transition	Messaging including decarbonisation	Ongoing	N/A	Staff time	2,3	Leadership
	Work with Education leads from each speciality to commence incorporating decarbonisation messaging into courses. Seek involvement from staff in line with strategy.	Executive Director of People and Culture	Education		CF	Leadership/ Carbon Literacy/ Supporting Transition	Information on courses and material provided.		TBC	Staff time	2,3	Skills
	Track progress including decarb courses attended and the integration of messaging	Sustainability Manager	Sustainability team		New	Leadership/ Carbon Literacy/ Supporting Transition	Track courses and inductions attended, green groups held.	Ongoing	N/A	Staff time	2,3	Skills
	Consider development of range of bite-size decarbonisation training to be promoted and available via e-learning	Executive Director of People and Culture	Workforce		CF	Direct Saving Non-Quantifiable / Leadership/ Carbon Literacy/ Supporting Transition	Review take up of the courses offered.		Development costs - TBC	Staff time	2,3	Skills
	Annual Sustainability - Staff award presented	CEO/ Executive Director of People and Culture	Workforce		CF	Climate conscious Leadership	Award event held	Annual ongoing	N/A	Staff time	2,3	Pace/ Skills
	Establish how decarb can be included in regular 1:1 manager and employee conversations and team meetings'	Executive Director of People and Culture	Workforce		CF	Direct Saving Non-Quantifiable / Leadership/ Carbon Literacy/ Supporting Transition	Included on appraisals or guide notes	Q1 24/25	N/A	Staff time	2,3	Skills
	Publicise travel discounts schemes	Executive Director of People and Culture/ Director of Communications and Engagement/ Director of Estates	Transport and Comms		CF	Supporting Transition	Messaging distributed. Discounts available	Ongoing	N/A	Staff time	2,3	Pace

Annex 1 – Detailed Actions (continued)

Theme	Action	Owner	Team	Delivery by 2027	New, carry forward	Benefits	Measure	By when	Cost Request to deliver plan where not BAU	Cost to the UHB	NWSSP SDP Alignment	Audit Wales Alignment
Sustainable / Climate Conscious Estates												
Lowering the footprint of Buildings, Land, Waste and Transport	Establish what would be required to achieve 40% -reduction in emissions we control by 2027	Executive Director of Finance		"Plans to replace or redevelop UHW and UHL will be well advanced..." as NZC Reduce emissions we control by 40%"	New	Direct savings/ Supporting transition	Create a plan to achieve a pathway to a 40% reduction for presentation to Decarb Delivery Group to establish the possibilities, constraints and next steps.	Q2 2024	Delivery of the 40% ambition will require capital investment including from Welsh Government	Staff time	NA	Finance needed, Pace
	Decarb a central pillar of new buildings and refurb	Executive Director of Finance	Estates			Direct saving/ Leadership/ Supporting transition	Definition or implementation of projects with measures included. Carbon impact of work (KG/tCO2e)	31/3/25	N/A – subject to WG business cases	Staff time	4/ 5/ 6/ 7/8/9/10/11/ 12/13/ 16/ 28	Leadership, Pace
	Decarbonisation included in UHW masterplan (final output expected in f/y 25/26 at least)	Executive Director of Finance/ Director of Operations	Strat planning		CF	Supporting Transition	Carbon options specified as an output	31/3/25	N/A – Cost of masterplan sought from WG	Staff time	11/ 12/13/ 16/36	Pace
	Run a programme of installing and monitoring Metering (electricity, gas and water)	Executive Director of Finance	Energy		CF	Direct saving non-quantifiable / Supporting transition	Closing off identified anomalies. Carbon impact of work (KG/tCO2e)	March 2025 – ongoing	N/A	Staff time	4, 28	Pace
	Consider district heating opportunities should they arise.	Executive Director of Finance	Energy		CF	Supporting Transition	Assessment of viability of any proposed schemes	Ongoing	N/A	Staff time	7	Pace
	Consider more renewable/ energy efficiency schemes through feasibility studies, plan for feasible renewables to be implemented as and when resources & funding are available	Executive Director of Finance	Energy		CF	Direct saving Non-Quantifiable/ Leadership/ Supporting transition	Feasibility studies delivered Carbon impact of work (KG/tCO2e)	March 2025	Delivery will require capital investment including from Welsh Government	Staff time	7/ 8/ 9/ 10/15/ 35	Pace, Finances
	Seek to reduce waste and comply with waste legislation	Executive Director of Finance	Energy		CF/New	Direct Saving Non-Quantifiable / Carbon Literacy	Maintenance of compliance	Ongoing	N/A	Staff time	2, 44	Pace, Leadership

Annex 1 – Detailed Actions (continued)

Theme	Action	Owner	Team	Delivery by 2027	New, carry forward	Benefits	Measure	By when	Cost Request to deliver plan where not BAU	Cost to the UHB	NWSSP SDP Alignment	Audit Wales Alignment
Sustainable / Climate Conscious Estates												
	Biodiversity audit (inc sequestration opportunities) undertaken, and action plan produced. Confirm ownership in CVUHB.	Executive Director of Finance/ Director of Public Health			CF	Direct saving Non-Quantifiable/ Leadership/ Supporting transition	Complete baseline, ecological survey, action plan adopted, and delivery commenced. CVUHB owner confirmed	Q2 24/25	TBC – to meet Section 6 obligations.	Staff time, cost of ecological survey	34	Pace
	Continue to review air quality at UHL and UHW through routine SRS NO2 reporting	Director of Public Health			CF	Carbon Literacy / Supporting Transition	Annual NO2 readings specific to UHW and UHL, for comparison with 2023/24 baseline, to assess impact of sustainable transport initiatives	Ongoing	N/A	Staff time (PH)	16, 17 21,39	Pace
	All new vehicles EV	Executive Director of Finance	Transport		CF	Direct savings/ Leadership	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/CO2e)		N/A		19	Pace
	Level 2 Healthy Travel Charter implementation and make demonstrable progress	Executive Director of Finance/ Director of Public Health	PH/ Transport		CF	Direct saving Non-Quantifiable/ Leadership/ Supporting transition	Actions implemented Commitments scoped with costs	March 2026	TBC	Staff time, potential costs associated with some commitments – to be scoped as part of delivery	14	Pace, Leadership
Adaptation Planning	Develop a UHB climate adaptation plan using WG commissioned toolkit	Executive Director of Strategic Planning/ Executive Director of Finance/ Director of Public Health	PH Lead	Delivering against Adaptation plan	CF	Direct saving Non-Quantifiable/ Leadership/ Supporting transition	Adaptation plan developed and agreed for UHB, clear action owners and timescales	March 2025	TBC	Staff time, Potential costs associated with delivering some elements, to be scoped as plan put together	NA	Pace of Implementation Finance Needed



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