

Bae Abertawe Cynaliadwy



One Bay Way: Climate Action Plan 2024-26

Swansea Bay University Health Board

Foreword

I am proud to be able to introduce our second plan responding to the Climate Emergency, renamed the 'Climate Action Plan'. This plan highlights the amazing work that has been undertaken since approval of the first plan (March 2022), and how we look to build on this over the next two years.

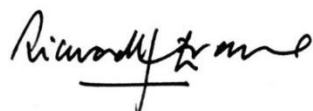
Swansea Bay University Health Board (SBUHB) has led exciting and innovative work including firsts for Wales in Sustainable Quality Improvement through Green Teams, inhaler recycling, and the opening of our Solar Farm directly supplying Morriston Hospital, the first of its kind in the UK. There are so many examples of teams from across the Health Board (HB) developing projects and schemes that are innovative and support wider work on reducing carbon emissions and preparing for a climate adapted future. Our first 'Sustainable Healthcare' award captured some of these in 2023.



In addition, the HB has an active 'Swansea Bay Green Group', who are bringing ideas, increasing momentum, and changing our ways of working to support a healthier, greener and brighter future for the staff and people of Swansea Bay.

As a HB we need to take this learning and see how we can support our staff in embedding this, particularly how we use our resources in the most efficient way, seeking to reduce waste and duplication. Giving our staff 'Permission to Act' is key in building a sustainable healthcare system. This requires working beyond our usual groups, to ensure that projects are spread and scaled to maximise impact.

The health emergency caused by the climate emergency will need all of us to continue to be bold and brave in our actions if we are to truly thrive. I remain committed to supporting our teams to build on their achievements, and to working closely with Welsh Government and our partners to deliver the change we need.



Dr Richard Evans

Interim Chief Executive Officer, Swansea Bay University Health Board

Table of Contents

Foreword	1
1 Introduction	2
1.1 Aim and objectives	2
1.2 Why Climate & Health?	2
2 Our journey so far	3
2.1 Our successes	3
2.2 Our challenges	3
3 The refresh.....	4
3.1 Methodology.....	4
3.2 2024-2026.....	4
3.3 What success looks like	6
3.4 NHS Wales Decarbonisation Strategic Delivery Plan.....	6
3.5 Partnerships.....	6
3.6 Our Culture & Ways of Working	7
3.7 Our Buildings & Estate	8
3.8 Our Travel	9
3.9 Our Procurement.....	10
3.10 Our Sustainable Healthcare	11
4 Our emissions	13
5 Well-Being of Future Generations Act.....	14
6 Future challenges.....	14
7 Leadership & Governance	15
8 2026 Onwards.....	15
Glossary	16
Appendices	17

1 Introduction

A Climate Emergency was declared by Welsh Government in 2019, leading to the Net Zero Wales ambition for the Welsh “public sector to collectively reach net zero by 2030”. In response NHS Wales developed a ‘Decarbonisation Strategic Delivery Plan (DSDP)’ (published in 2021). SBUHB’s Decarbonisation Action Plan was developed to support the All Wales approach and was approved by Management Board in March 2022. However, during implementation it has been recognised that this plan goes beyond the original purpose of reducing emissions, with it furthering the seven goals and five ways of working in the Well-Being of Future Generations Act (WBFGA).

1.1 Aim and objectives

Through this plan we shall;

AIM: Reduce emissions from SBUHB activities, whilst maximising support of the WBFGA.

This will be achieved through:

Role as a healthcare provider and employer:

- Consistent messaging from Leadership to ensure sustainable healthcare is business as usual
- Support the healthcare workforce to develop the skills/projects required to support themselves and their services to mitigate and adapt to impacts of climate change through giving ‘Permission to Act’.
- Highlight how existing programmes of work support sustainability, estimating emissions reductions (where possible)

Role as an anchor institution and a key partner:

- Capitalize on opportunities to collaborate and influence the local agenda including place-making, supporting nature recovery, and strengthening resilience to climate risks alongside mitigation strategies.

1.2 Why Climate & Health?

Climate change is impacting global health in many ways, including ‘*leading to death and illness from increasingly frequent extreme weather events, such as heatwaves, storms and floods, the disruption of food systems, increases in zoonoses and food-, water- and vector-borne diseases, and mental health issues*’ ([WHO](#)).

Wales have been assessed by Public Health Wales (2023) in a [Health Impact Assessment](#). Future health impacts predicted for Swansea and Neath Port Talbot include:

- Increases in cardiovascular and cerebrovascular deaths
- Increases in sleep disruption & disorders
- Decreases in cognitive performance & the ability to learn
- Increases in respiratory deaths
- Significant increase in mental health problems in the local population as a result of flooding

Impacts may also be felt through food & water insecurity, supply chain challenges and increased migration from areas becoming more inhospitable. This highlights the importance of:

- Reducing our emissions (climate mitigation)
- Preparing for the future (climate adaptation)

2 Our journey so far

2.1 Our successes

The HB has worked with Welsh Government, other Welsh Health Boards, wider public sector, and businesses to drive emissions reductions. Key successes from the initial plan include:



The Estates team have led on carbon emissions reductions, between 2019/20 and 2022/23 the HB has used less natural gas (-9%), gas oil (-84%) and grid electricity (-24%)



The Procurement Team has developed materials to support staff in understanding their responsibilities when procuring goods & services



A group of theatre staff have initiated nitrous oxide reduction and theatre shutdown schemes



Pharmacy have developed an inhaler decarbonisation programme, including clinics with patients focussing on better inhaler use with potential to save 8.5 tonnes of CO₂e



Collaboration between Wellbeing, Charity and the Sustainable Travel group to install bike maintenance stations and lockable bike racks



Theatre Matrons introducing reusable scrub jackets, reducing disposable gown use



3 Clinical Leads to lead embedding sustainability in clinical spaces appointed in November 2023

Further successes are shown in Sections 3.6 to 3.10.

2.2 Our challenges

This plan recognises that there are challenges around resourcing our plans, including staff time/availability and funding. However, identifying ways in which we can work smarter from embedding into processes earlier, to encouraging optimisation of resources, sustainable healthcare offers us an opportunity to save staff time, money and improve patient experience. With adapting to climate change expected to cost up to 6 times more in the future than if we reduce our emissions and minimise the impact of climate change now¹.

Other challenges include:

- Staff engagement: Need to reach more people to build momentum and awareness.
- Accountability: Substantial waste within the system, particularly on use of materials and people's time as not seen as their responsibility
- Consistent messaging: Inconsistent messaging and prioritisation of emissions reductions and wider sustainability linked messaging is confusing for staff
- Disposal of unused equipment/consumables: Common occurrence as considered 'easier' than sorting it out and knowing how to effect changes and where to get the approval.

Despite the challenges, staff are engaged with this space and keen to include in their work.

¹ [Economic cost of climate change could be six times higher than previously thought | UCL News - UCL – University College London](#)

3 The refresh

3.1 Methodology

Refreshing the plan has provided an opportunity for the HB to reflect on progress and opportunities. This has been achieved through activities shown in Figure 2.

This process has increased participation in the plan development, and highlighted how many people

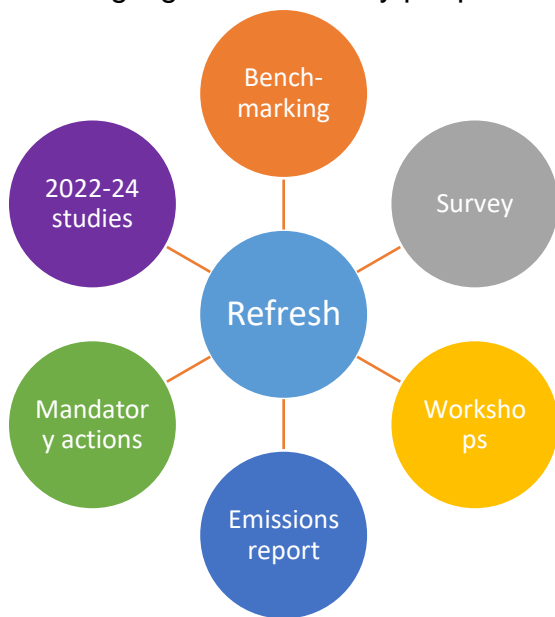


Figure 1 Refresh methodology

have ideas that can support our journey. This demonstrates that sustainability is everyone’s business if there is to be success.

3.2 2024-2026

Discussions during the refresh process consistently showed a need to move to prevention, not just of health problems, but also in our use of resources.

Figure 2 shows what this looks like in the 2024-26 plan, demonstrating how actions across the system seek to reduce multiple wastes, from materials to staff time to finances.

It was evident our staff know where the wastes are and are the ones who will be able to identify the best opportunities for future projects. This highlights why engaging and enabling our staff at the HB is key. There is a need to give staff ‘Permission to Act’, in-line with the Health Board’s 10 year Vision. This will be supported by mechanisms to share success and challenges, as well as support others to do the same.

This plan acknowledges that there are a considerable number of projects supporting emissions reductions and wider sustainability goals across the HB already underway. Whilst this may not have been a consideration during project development it is still important to highlight how, and give recognition to the relevant teams/groups involved in this work. This recognition can be through the development of case studies, sharing through sustainability forums in Wales and beyond, as well as the Sustainable Healthcare award in the annual ‘Living Our Values’ awards. Emissions reduction doesn’t need to be an additional job, but can be embedded in the way we work.

Our plan is based on three principles:



Engage



Embed



Enable

AIM: To reduce emissions from SBUHB activities, whilst maximising support of the Well-Being of Future Generations Act

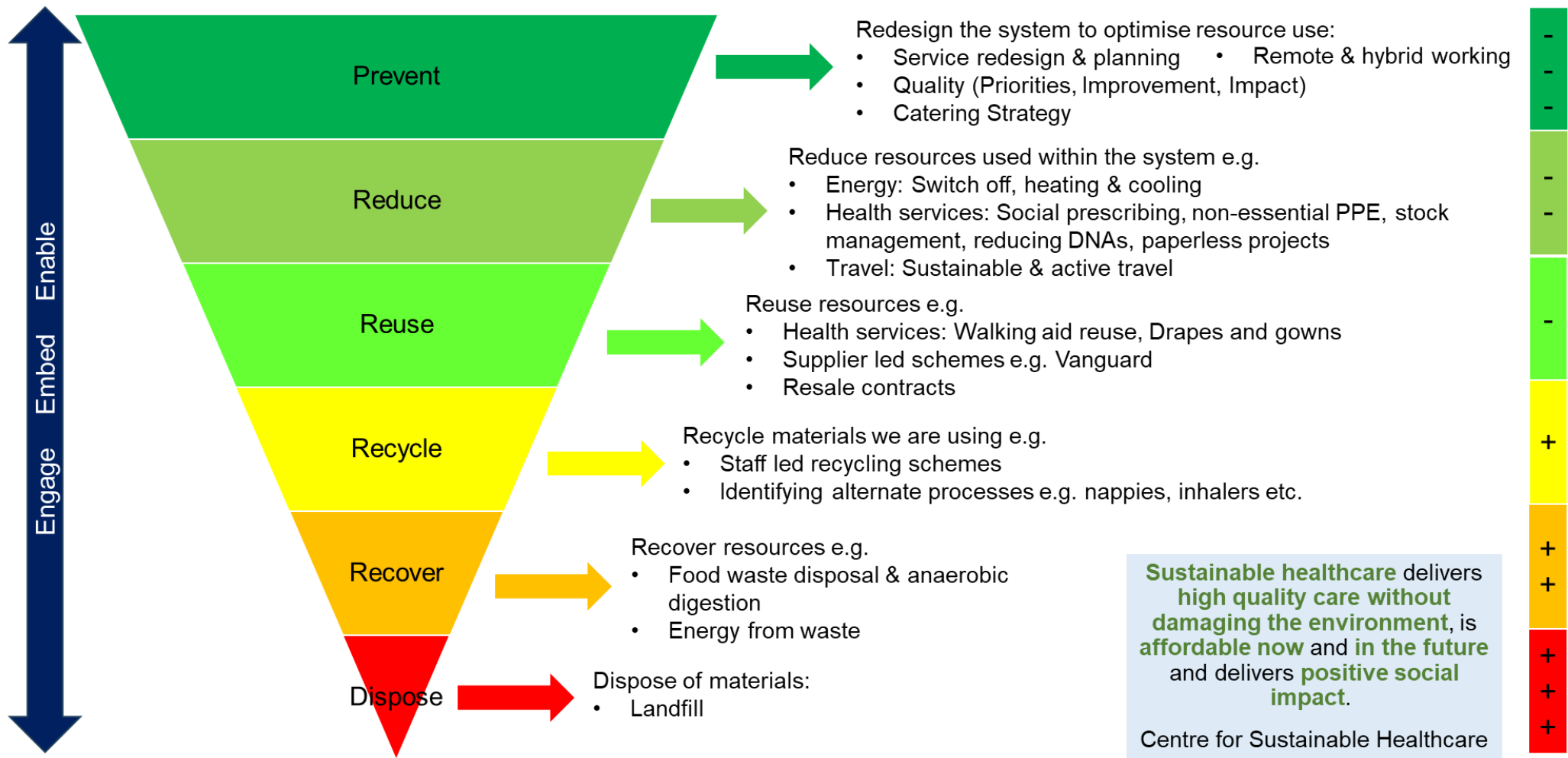


Figure 2: Our approach 2024-2026

3.3 What success looks like

Quantification of emissions is not easy, especially in clinical services, and there aren't resources in NHS Wales to support this. However, success for this plan moves beyond emissions reductions. Success is when we work with our staff across the HB to support them in understanding and becoming more sustainable in their spaces and services.

For every action that is included in the plan, outcomes have been identified that are:

- Specific
- Measurable
- Achievable
- Relevant
- Time-bound

It is highlighted where emissions calculations are possible.

3.4 NHS Wales Decarbonisation Strategic Delivery Plan (DSDP)

There are 77 mandatory actions in the DSDP. 16 have been completed and 32 are considered as undeliverable until suitable funding can be identified. Actions that support the DSDP are shown in Appendix 1.

3.5 Partnerships

The HB recognises mitigating and adapting to climate change cannot be achieved in isolation. Working with partners both within and outside of NHS Wales will be key in achieving emissions reductions and adapting to the impacts.

Partnerships established since the initial plan include the Swansea Bay Healthy Travel Charter, Swansea and Neath Port Talbot Public Service Board Working Groups, and the Health and Social Care Climate Emergency Programme.









Figure 3 Some of the SBUHB partnerships (top to bottom: Biophilic Wales, Cae Felin Community Supported Agriculture, Laboratory Efficiency Framework, Swansea Project Zero, Swansea Bay Green Group, Healthy Travel Charter)



3.6 Our Culture & Ways of Working

This area of the plan seeks to embed climate mitigation, and wider sustainability into 'business as usual' across the HB. Key areas include communications, existing processes and procedures, training, and how to support staff in implementing their ideas. A new area that has been introduced is climate change adaptation, identifying existing and future work to support this area.

3.6.1 Success

	Multiple bulletins every month demonstrating sustainability & emissions reduction
	Over 280 staff sustainability survey responses
	Embedding in: <ul style="list-style-type: none"> • Procurement • Capital Planning • Estates Strategy
	Decarbonisation Action Plan implementation
	Population Health Strategy, linking with climate mitigation & adaptation
	First 'Sustainability in Healthcare' Living Our Values award, awarded to Pharmacy for inhaler decarbonisation

3.6.2 What we will do...

To build on our success we will address challenges recognised during the implementation of the first plan, this includes reaching our staff, leadership and embedding into existing processes. Actions include:



ENGAGE

- Evolve our communications approach, including how we reach beyond the intranet and consistent messaging
- Provide a pack so staff can lead sessions across the HB
- Use champion networks to share key messages



EMBED

- Maximise outputs from external groups the HB staff attend
- Embed sustainability, decarbonisation and adaptation to climate change in strategic planning processes including clinical service/pathway redesign



ENABLE

- Undertake a workshop to explore potential academic partnerships for emissions reduction & adaptation work
- Work with local partners, through PSBs, on climate change adaptation approaches



3.7 Our Buildings & Estate

The second largest emissions area for the HB is from the way we utilise our Estate, accounting for 13.5% of emissions in 2022/23. Historically the focus has been on changing the fabric of the buildings. However, due to financial challenges in obtaining capital funding, a focus on the way in which we use our spaces is going to be key.

3.7.1 Success

The HB has seen emissions reductions since 2019/20 in Natural Gas (-9.1%), Gas Oil (-85.8%) and grid electricity (-24.0%). This has been through the



New Modular Theatres at NPT using low carbon tech



Biophilic Wales work on biodiversity at HB sites making spaces greener



Establishing a Community Supported Agriculture project, Cae Felin working with social prescribing & increasing biodiversity



Re:Fit project incl. LED light replacement scheme, solar farm



28 decarbonisation audits at community sites to understand emissions reductions opportunities



Decarbonisation Plans and costs for Singleton & Morriston hospitals

3.7.2 What we will do...

To reduce the impact of our buildings we need to be aware of how we are using the spaces. This will be achieved through:



ENGAGE

- Investigate alternate funding routes for building/infrastructure, as detailed in the DSDP



EMBED

- Whole lifecycle costings/emissions estimates in design
- Sustainability lead in design team
- Post construction / refurbishment performance monitoring



ENABLE

- Undertake a 'Switch off' behaviour change campaign
- Continue energy efficiency programme, where funding is available
- Review heating and cooling requirements of the Estate



3.8 Our Travel

Our travel impacts how our staff, patients and visitors can access our sites and services across the HB footprint. This area requires extensive partnership working with public sector and private providers. Work within this area has been led by the Sustainable Travel Group.

Challenges applicable to travel include limitations associated with influencing how staff, visitors and patients travel with a reduced public transport network and extensive pressures on parking. However, there are opportunities too, especially through the Swansea Bay Healthy Travel Charter and work on active travel with local councils.

3.8.1 Success



Member of the Swansea Bay Healthy Travel Charter



Dr Bike sessions at three sites & Sustainable travel breakfasts for National 'Cycle to Work' day & bike week



Developing three site maps showing sustainable travel facilities and access



Starting an earlier bus service so staff can get to work (with First Cymru)

3.8.2 What we will do...

The actions around travel in this plan look at influencing how people travel to our sites and services, utilising the sustainable travel hierarchy (Figure 4):



ENGAGE

- Improve knowledge and access to active travel facilities & travel information



EMBED

- Consistent approach to working from home, avoiding travel



ENABLE

- Work with public transport providers to improve connectivity, where we are able
- Ensure suitable signage and access for sustainable travel to sites
- Utilise tools to reduce single occupancy vehicles e.g. car share
- Execute HB's agreed approach to Electric Vehicles (EV)
- Establish a 'No Idling' policy



Figure 4 Sustainable Travel Hierarchy



3.9 Our Procurement

The Social Partnership and Public Procurement (Wales) Act published in 2023 puts a requirement on the public sector to improve economic, social, environmental, and cultural well-being when purchasing goods, works and services. Through the HB’s work with NHS Wales Shared Services Partnership (NWSSP) projects and best practice are being shared continually.

In addition, in 2022/23 42% of the HB’s spend was with businesses in Wales, demonstrating the investment associated with a HB’s non-pay spending capacity.

3.9.1 Success



Moving to Tier 2 emissions data reducing 2022/23 supply chain emissions by 17,000 tCO₂e



Social value questions in all tenders:

- Foundational economy
- WBFGA
- Decarbonisation



Opportunities for reuse identified e.g. WARP-IT



42% of HB spend in Wales

3.9.2 What we will do...

Our Procurement Team are enablers, they are not responsible for what our staff purchase. Ensuring all those purchasing understand this will be key to moving to sustainable procurement.

Between 2024 and 2026, the HB will seek to:



ENGAGE

- Work with those purchasing to make more sustainable purchasing decisions



EMBED

- Further strengthening the procurement process through support for evaluating social value questions



ENABLE

- Work with NWSSP’s Sustainability and Net Zero team to identify opportunities
- Continue to implement stock management systems to reduce expired materials going to waste
- Identify and review areas of high throughput of high cost items for potential reductions/alternate items

This will be alongside the extensive work of supporting all staff in ensuring their tenders include, and make the most of, the social values questions:

- WBFGA
- Foundational Economy
- Decarbonisation



3.10 Our Sustainable Healthcare

Formerly known as ‘Approach to Healthcare’, this is now the largest section of the plan, seeking to embed what sustainable healthcare is into everything we do. Sustainable healthcare is defined as:

“Sustainable healthcare delivers high quality care without damaging the environment, is affordable now and in the future and delivers positive social impact” Centre for Sustainable Healthcare

Since implementation of the previous plan, synergies with other areas have been identified including Quality, Value Based Healthcare, and Population Health. Working alongside these wider teams and highlighting where and how their work supports sustainability is key in providing tangible examples of what sustainable healthcare is.

3.10.1 Success



Formation of Swansea Bay Green Group



- Inhaler decarbonisation
- Training & support to Primary Care
 - ScriptSwitch to encourage change
 - Inhaler recycling



Food ordering app to reduce waste



Working from home
Using digital in services



Providing digital access to nature on our wards, in collaboration with Biophilic Wales



Greener Primary Care:

- 5 Dental Practices
- 6 General Practices
- 1 Optometrist
- 2 Community Pharmacists



Working on accreditations for:

- My Green Lab
- Laboratory Efficiency Assessment Framework (LEAF)



Appointment of three Sustainability Clinical Leads to build knowledge and momentum in patient facing spaces

3.10.2 What we will do...

Sustainable healthcare is the area where there can be the biggest emissions reduction and support of WBFGA, through reducing wastes and making sure resources are used in the best possible way. This is reflected in the actions that will be pursued:



ENGAGE

- Highlight how existing projects have synergies with emissions reduction and wider sustainability (estimating emissions where possible)
- Identify, with Green Group, opportunities for spread and scale

- Develop targets for reuse, recycling, clinical waste improvements and recovery



EMBED

- Utilise tools and guidance to improve services e.g. Greener Primary Care, Royal Colleges guidance, Greener Theatres, Quality Improvement etc.
- Embed sustainability in service redesign, business cases, quality impact assessment, and future strategies e.g. Catering Strategy
- Maximise effectiveness of partnerships and memberships to related groups (internally and externally)



ENABLE: PREVENT

- Reduce the loss of medical devices through remote tagging



ENABLE: REDUCE

- Reduce non-essential PPE use including gloves, aprons etc.
- Utilise digital e.g. hybrid mail, paperless outpatient clinics, mobile tablet, electronic forms and digital workflow
- Showcase opportunities for emissions reductions through a digital healthcare workshop
- Consider risk-based approach to replacing batteries
- Further work on reducing MDI inhalers and pharmaceutical waste



ENABLE: REUSE

- Investigate feasibility of a 'Medical Devices Library' for sites (potential cost savings associated). Implement if feasible.
- Share existing resale contract opportunity to other applicable groups
- Identify and share repair / refurb / reuse schemes across the organisation



ENABLE: RECYCLE

- Investigate feasibility of staff led recycling schemes

4 Our emissions

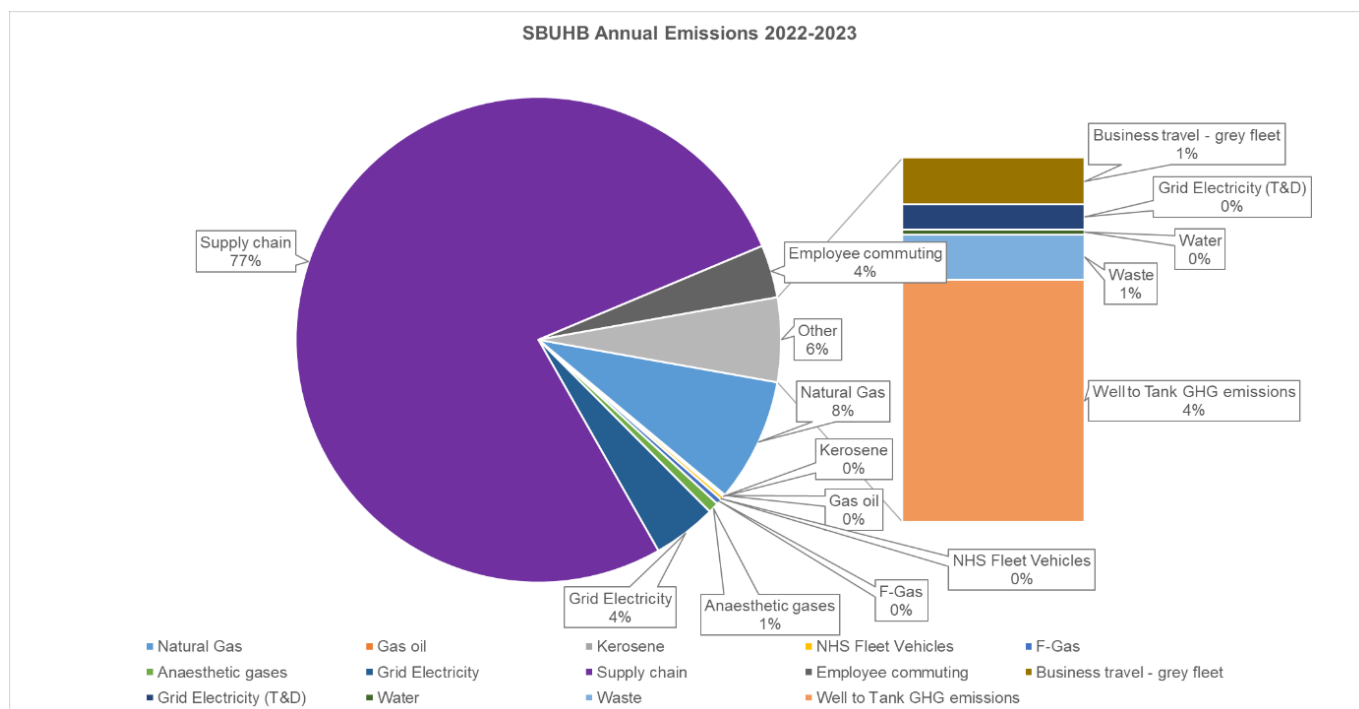


Figure 5: SBUHB 2022/23 emissions

In 2022/23 the HB emitted an estimated 142,396.37 tCO₂e, equivalent to 16,470 trips around the World by car! This is an increase since the 2020/21 submission, due to a more accurate dataset and additional data categories included.

Table 1: Emissions breakdown 22/23

Scope	Total emissions	%
1	13,840.26	9.7
2	6,041.30	4.2
3	122,537.99	86.1
Land	-23.18	0.0
Total	142,396.37	100.0

Emissions that the HB has more control over include ‘Scope 1’ and ‘Scope 2’ and are associated with the operation of the buildings and estate, including gas, gas oil, kerosene, and grid electricity. These have all decreased since initial calculations in 2019/20, as has the HB’s emissions from fleet vehicles. In addition, two

new Scope 1 categories were introduced:

- Anaesthetic gases
- Fluorinated gases (F-gas): used in air conditioning and cooling

The largest area of emissions is from Scope 3, emissions that are not directly under the HB’s control but are both up and downward within the value chain of our delivery of services². This is most evident in the ‘Supply Chain’ category which is 77% of 2022/23 emissions, capturing over £585.8 million of non-pay spend.

Most emissions are in Scope 3, making it harder to map a pathway to the emissions reduction targets set by NHS Wales. This is exacerbated by there being no baseline for the HB due to the formation of SBUHB being after the development of the baseline in 2018/19.

² [Scope 1, 2 and 3 carbon emissions?](#)

5 Well-Being of Future Generations Act

This plan supports the ‘Five Ways of Working’ (Table 2) as well as the Seven goals. Appendix 1 shows the how the seven goals (Figure 6) are supported through the 59 actions of the plan.

Table 2: Five Ways of Working






	Collaboration: Using collaboration, internally and externally to NHS Wales, to build a more resilient approach
	Integration: Embedding into processes across the HB to move to emissions reduction and WBFG become business as usual
	Involvement: Involving staff in the development and implementation of the plan
	Long-term: Looking beyond the financial year and starting to look at how future climate adaptation can be built in now
	Prevention: Preventing the waste of resources across the HB to ensure we don't use more than we need, and use in the most appropriate way. As well as preventing future health problems for our population.



Figure 6: Seven goals of WBFGA

6 Future challenges

There are challenges that will impact the success of this plan, including dedicated funding, annual budgeting not supporting long-term actions, extensive workloads, and understanding potential emissions reductions associated with behaviour change.

The path forward is unclear especially on how to fund the NHS Wales Decarbonisation Strategic Delivery Plan that requires substantial capital investment.

One challenge is how best to utilise annual budgeting to address long-term risks, particularly climate adaptation. A recent analysis has put the costs of adaptation to future climate impacts up to six times higher compared to reducing emissions now³.

In addition, it is important to acknowledge the extensive workloads staff have. Ensuring this agenda can support staff in freeing up

³ [Economic cost of climate change could be six times higher than previously thought | UCL News - UCL – University College London](#)

time/resource to be more effective will be key in gaining buy-in across the HB.

Actions within this plan are seeking to look at behaviour change, whilst this is challenging when trying to understand potential emissions reductions, it is enabled by the Health Board’s 10 year vision. It will also be key without funding available for larger projects.

However, through utilising the WBFGA the HB can do so much more than just reduce emissions. This includes the opportunities to work with partners on an equitable transition to a world where impacts of climate change are felt constantly.

7 Leadership & Governance

The plan includes a range of owners across the HB. An additional topic based working group, ‘Sustainable Healthcare Group’, has been established to support the action owners and implementation of the plan.

Existing resource has been identified to ensure actions can be completed this financial year. This will be evaluated by monthly monitoring throughout the duration of the plan’s implementation period.

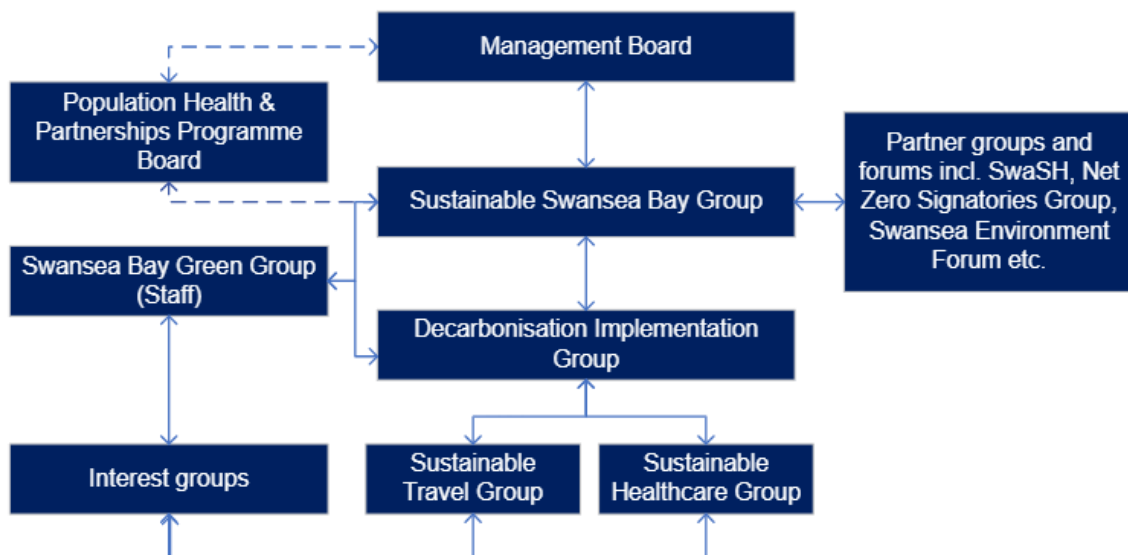


Figure 7 Governance structure

8 2026 Onwards

The HB is mindful that:

Welsh Government and NWSSP will review the success of Delivery Plan implementation in 2024, and issue an update of the Plan in 2025. (NHS Wales, 2021)

This will impact future iterations of this plan as the approach evolves. This will be coupled with changes in funding

and resourcing across the sector. As well as how it is integrated into wider NHS Wales priorities, targets and approaches. It will also be influenced by, how as a HB, we embed this into our decision making, service delivery and approach to the estate and workforce.

Glossary

Anchor institution	large organisations whose long-term sustainability is tied to the wellbeing of the populations they serve
Climate adaptation	altering our behaviour, systems, and—in some cases—ways of life to protect our families, our economies, and the environment in which we live from the impacts of climate change
Climate mitigation	avoiding and reducing emissions of heat-trapping greenhouse gases into the atmosphere to prevent the planet from warming to more extreme temperatures ⁴
Decarbonisation	reduction or elimination of carbon dioxide emissions from a process
Emissions	An amount of a substance that is produced and sent out into the air that is harmful to the environment, especially carbon dioxide (Cambridge Dictionary, 2023)
Fabric of buildings	elements that characterise the structure as a building, such as walls, roofs, internal surfaces, floors, stairs and landings and all doors and windows. The fabric of the building also includes plumbing and central heating systems, and mains wiring and lighting systems. (Gov.UK, 2016)
Net zero	a target of completely negating the amount of greenhouse gases produced by human activity, to be achieved by reducing emissions and implementing methods of absorbing carbon dioxide from the atmosphere (Oxford Languages, 2023)
Place-making	creating places and focuses on transforming public spaces to strengthen the connections between people and these places (Arch Daily, 2021)
Population health	the health outcomes of a group of individuals, including the distribution of such outcomes within the group (Kindig & Stoddart, 2003)
Scope 1	emissions from sources that an organisation owns or controls directly – for example from burning fuel in our fleet of vehicles (if they're not electrically-powered) (National Grid, 2023)
Scope 2	emissions that a company causes indirectly and come from where the energy it purchases and uses is produced. For example, the emissions caused when generating the electricity that we use in our buildings would fall into this category (National Grid, 2023)
Scope 3	emissions that are not produced by the company itself and are not the result of activities from assets owned or controlled by them, but by those that it's indirectly responsible for up and down its value chain. An example of this is when we buy, use and dispose of products from suppliers (National Grid, 2023)
Social value	social, environmental, cultural and economic impacts of actions taken by communities, organisations, governments and individuals (Gov.Wales, 2022)
Supply chain	The sequence of processes involved in the production and distribution of a commodity and/or service
Sustainable Healthcare	Sustainable healthcare delivers high quality care without damaging the environment, is affordable now and in the future and delivers positive social impact (Centre for Sustainable Healthcare)

⁴ [What's the difference between climate change mitigation and adaptation? | Stories | WWF \(worldwildlife.org\)](#)

Appendices

1. Detailed Action Plan

Appendix 1: Detailed Action Plan











Each action has been mapped against how it supports the Well-Being of Future Generations Act’s seven goals. The key that has been used is shown below:





WBFGA key:

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











Our Culture & Ways of Working

#	Action	Owner	Sustainability benefits	Measurement / Outcome	Completion date	NHS Wales ref	WBFG
Engage							
CW01	Development and delivery of Communications Plan, including targeted campaigns throughout the year on key topics. Link with wider health/wellbeing campaigns where applicable	Director Insight, Communications and Engagement (DICE)	Awareness & engagement	Bulletin views Screensaver success	Development of Plan: Apr-24 Delivery of Plan: Ongoing	2.1, 3.3	
CW02	Develop a pack to support HB staff in running their own sustainability based engagement through: - Team meetings - Ward meetings / tool box talks - Inductions	Interim Director Strategy	Awareness & engagement	No. of times used - form to be created to capture	Jun-24	2.1, 3.3	
CW03	Continue to promote the Sustainable Healthcare Category as part of our LOV Awards	Executive Director WFOD	Awareness & engagement	No. of submissions	Annually – aligned with awards	2.1, 39.2	
CW04	Include a reference in all new job descriptions to support emissions reductions through 'Living Health Board Values and Behaviours'	Executive Director WFOD	Awareness & engagement	Inclusion in job descriptions	Mar-25	2.1, 3.3	
CW05	Include sustainability in the induction handbook (issued to all new starters)	Interim Director Strategy	Awareness & engagement	No. handbooks downloaded	Jul-24	2.1, 3.3	
Embed							
CW06	Build climate mitigation into engagement and education associated with ISO14001 Environmental Management System (where applicable)	Director of Finance	Awareness & engagement	Scoping findings	Sep-24	2.1, 3.3	
CW07	Undertake annual benchmarking and review of sustainability good practice, reflecting emissions reduction pathway within SBU	Interim Director Strategy	Identifying best practice Successes in HB	Completed report No. of views	November each year	--	
CW08	Develop approach to maximise outputs from external groups SSBSG attendees are involved in with appropriate feedback mechanisms	Interim Director Strategy	Engagement and awareness	Feedback Completed actions	Jul-24	1.3, 2.1, 3.3, 39.2	
CW09	Embed sustainability, decarbonisation & climate adaptation in revised mechanisms of how Health Board develops and agrees proposals/projects across the HB e.g. impact assessment	Interim Director Strategy	Business as usual	Completed template No. of cases including	TBC	3.3	
CW10	Include Future generations / the planet representation on Board	Interim Director Strategy	Leadership	Place on Board	Apr-25	--	







#	Action	Owner	Sustainability benefits	Measurement / Outcome	Completion date	NHS Wales ref	WBFG
CW11	Embed Well-Being of Future Generations Act into internal HB sponsored Research & Development protocol development and review processes.	Interim Medical Directors	Awareness & Engagement	No of research protocols with WBFA embedded	Jul-24	3.3	
CW12	Include Climate Change in risk stratification, including resilience of service delivery and impacts on population health	COO	Awareness & engagement	Inclusion in risk register	Sep-24	3.3	
Enable							
CW13	Undertake a workshop to explore potential academic partnerships related to the plan, and opportunities for applying for grant funding	Interim Director Strategy	Innovation	Workshop Grants pursued	Jul-24	39.2	
CW14	Engage and support multiagency strategic climate risk assessments across the region via PSBs. Develop internal engagement on the implications of climate change for future service resilience and health service demands for example: presentation at the Sustainable Swansea Bay Steering group	Interim Director Strategy	Adaptation	Completed PSB approaches SBUHB session	Sw: Dec-24 NPT: TBC	39.2	

Our Buildings & Estate

#	Action	Owner	Sustainability benefits	Measurement / Outcome	Completion date	NHS Wales ref	WBFG
Engage							
BE01	Investigate alternate funding routes for wider HB building/infrastructure plans	Director of Finance	Major decarbonisation works enabled	Investigation document	Ongoing	3.2	
Embed							
BE02	Apply whole lifecycle costing/emissions in the design and construction of capital projects, in-line with NHS Net Zero Building Standard including post construction performance monitoring	Director of Finance	Embodied carbon & emissions reporting	Total lifecycle cost for each building	As required by projects	11.3	
BE03	Ensure each new build project has a client-side sustainability lead in place	Director of Finance	Business as usual	Client side lead	2024	12.1	
Enable							
BE04	Undertake a 'Switch off' behaviour change campaign	Director of Finance	Reduce energy use	Energy use	Sep-24	--	

#	Action	Owner	Sustainability benefits	Measurement / Outcome	Completion date	NHS Wales ref	WBFG
BE05	Review of existing heating and cooling and implement changes to reduce energy use, where possible	Director of Finance	Reduce energy use	Energy use	Dec-24	4.2	
BE06	Continue implementation of energy efficiency programme including double glazing	Director of Finance	Reduce energy use	Energy use	As per agreed programme	4.2, 5.2	
BE07	Continue discussions about increasing grid electricity supplies to support the future electrification of heat.	Director of Finance	Knowledge	Increased electrical capacity at sites	Ongoing (review annually)	--	
BE08	Continue to implement NHS Wales Decarbonisation Strategic Delivery Plan actions as funding becomes available	Director of Finance	Emissions reductions	Emissions reduced Projects completed	As per agreed programme	2.2 3.1 4.1 4.2 4.3 5.1 5.2 6.1 6.2 7.1 7.2 9.1 9.3 10.1 10.2 34.2 34.3 35.2 37.2 37.3 37.4	

Our Travel

#	Action	Owner	Sustainability benefits	Measurement / Outcome	Completion date	NHS Wales ref	WBFG
Engage							
T01	Improve travel information for staff, patients and visitors to the Health Board incl. facility locations, travel planning etc.	COO	Awareness & Engagement	Website analytics	Mar-26	2.3	
T02	Undertake annual travel surveys - On-line staff survey - In-person questionnaires onsite e.g. bus stops, bike parking etc.	COO	Awareness & Engagement	No. of completed surveys	Mar-26	2.3, 21.1	
Embed							
T03	Develop a consistent approach to Working from home, with examples of benefits & links with sustainability	Executive Director WFOD	Reduced emissions	Staff working from home	Mar-25	37.1	
Enable							
T04	Develop and implement a 'No idling policy'	COO	Improving onsite air quality	Implementation	Mar-26	2.3	
T05	Work with Public Transport providers on improving connectivity between population and health services	COO	Reduced emissions	Bus services to sites	Mar-26	17.3, 2.3	
T06	Support active travel through better access to sites, participation in partnership spaces, suitable paths for walking/wheeling & increasing facilities during new projects/major refurbishments	COO	Reduced emissions	Use of cycle racks Connected routes to sites	Mar-26	17.3, 2.3	












#	Action	Owner	Sustainability benefits	Measurement / Outcome	Completion date	NHS Wales ref	WBFG
T07	Investigate car sharing tools to support car share and implement if feasible	COO	Reduce vehicles Improved air quality	No. enrolled No. active users No. partners	Investigation - May 2024	17.3, 2.3	
T08	Develop and implement a Car Parking Strategy, considering Park & Ride options	COO	Reduce vehicles Improved air quality	Completed strategy	Completed strategy: Mar-25	2.3	
T09	Execute agreed EV approach for the Health Board	COO	Reducing emissions from commuting / fleet	No. of chargers on-site % of fleet electric % of fleet ULEV	2030	2.3 17.2 19.1 20.1 20.3 21.1	
T10	Work with NWSSP to extend the Cycle 2 Work scheme period	Executive Director WFOD	Enable access to bikes for active travel	No. accessing salary sacrifice scheme	Annually - October 24 - October 25	--	

Our Procurement

#	Action	Owner	Sustainability benefits	Measurement / Outcome	Completion date	NHS Wales ref	WBFG
Engage & Embed							
P01	Work with those purchasing to make more sustainable purchasing decisions	Director of Finance	Awareness & engagement	Guidance accessed	Annual progress review	--	
Enable							
P02	Continue to implement stock management processes across the Health Board	Director of Finance	Reduce resource use & waste	Purchasing data	Annual progress review	45.2	
P03	Identifying and reviewing where there is a high through put of high-cost items, with aims to reduce	Director of Finance	Reduce resource use & waste	Purchasing data	Mar-25	--	
P04	Share existing resale contract opportunity to other applicable groups	Director of Finance	Reduce resource use & waste	Funds returned to Health Board	Jun-24	45.2	
P05	Investigate future contracts that could move to a reusable model e.g. drapes and gowns	Director of Finance	Reduce resource use & waste	No. of contracts where reusables are used	As contracts are renewed	45.2	

Our Sustainable Healthcare

#	Action	Owner	Sustainability benefits	Measurement / Outcome	Completion date	NHS Wales ref	WBF
Engage							
SH01	Work with third sector to understand environmental and social value generated through partnerships/contracts	Interim Director Strategy	Social value Collaboration	Case studies Data	As per contracts	--	
SH02	Link with the Patient Safety Congress and Quality Improvement Community of Practice to highlight links with sustainability	Director Nursing	Business as usual	Completion of sessions No. of attendances	Session: Apr-24	3.3	
SH03	Work with Green Group to identify existing and potential projects that can be spread and scaled/embed across the Health Board incl. Green Team projects	Interim Director Strategy	Emissions reductions Innovation	Identified projects Spread & scale examples	Ongoing, annual review 23/24 - May 24 24/25 - May 25	3.3, 34.2	
SH04	Promote training opportunities including ESR modules available	Interim Director Strategy	Awareness & engagement	ESR numbers for sus courses	Ongoing, annual review 23/24 - May 24 24/25 - May 25	2.1, 3.3	
Embed							
SH05	Utilise 'Greener Primary Care' tool across Primary Care Cluster Planning	Director of Primary Care	Engagement and awareness	No. of teams involved No. of projects shared	Feb-25	3.3	
SH06	Work with Health Board leads to demonstrate if/how their projects support emissions reductions	Interim Director Strategy	Business as usual	Projects assessed Emissions	Ongoing, dependent on scheme	3.3	
SH07	Enable staff to incorporate sustainability in their QI projects through provision of resources, training and access to ESR	Director Nursing	Business as usual	No of projects No of staff trained	Reviewed annually	2.1, 3.3, 45.3	
SH08	Embed recommendations on reducing environmental impact from Royal Colleges and other leading expertise e.g. Greener Theatres Checklist	Interim Director Strategy	Business as usual	No. of actions complete on checklist for No. of theatres	Nov-2026	39.2, 45.3	
SH09	Develop & deliver targets for reuse, recycling, clinical waste improvements and recovery	Director of Finance	Reduce resource use & waste	Targets	Sep-24	44.2, 45.2	
Enable							
SH10	Embed sustainability, decarbonisation and climate adaptation in service redesign e.g. Bay Way	Interim Director Strategy	Business as usual	Emissions assessments Impact Assessment	Per redesign	--	

#	Action	Owner	Sustainability benefits	Measurement / Outcome	Completion date	NHS Wales ref	WBFQ
SH11	Develop a 'Sustainable Catering Plan' to consider	COO	Lower emissions Local economy Population health	Completion of Strategy	Plan: Jul-24 Implementation: as per plan	3.3	
SH12	Expansion of digital workflow to improve admin and clinical process	Director of Digital	Reduce resource use & waste	Case studies	Mar-26	38.1 38.3, 38.4, 38.5	
SH13	Hold a digital healthcare workshop to support the transition to low carbon healthcare	Director of Digital	Awareness & engagement	Completed workshop	Apr-25	38.1, 38.3, 38.4, 38.5	
SH14	Build into clinical pathway design how to reduce the loss of medical devices (one device over £100,000 lost over 3 years) through remote tagging	Interim Director Strategy	Reduce resource use & waste	No. of lost equipment	Ongoing, dependent on pathway	45.3	
SH15	Deliver outpatient letters electronically and move to paperless outpatient clinics	Director of Digital	Reduce resource use & waste	% letters delivered electronically	12-18 months	38.1, 38.3, 38.4, 38.5	
SH16	Case study of social prescribing, identifying and sharing 'greener' opportunities	Director of Primary Care	Reduce pharmaceutical spend	Social prescribing dataset	Annual review - Jun-24 - Jun-25	--	
SH17	Reduce prescribing of inhalers with high GWP.	Clinical Director Pharmacy	Reduce emissions from inhalers	Inhaler prescribing data	As per Welsh Government targets	42.2	
SH18	Investigate feasibility of expanding the 'Medical Devices Library' for sites (potential cost savings associated). Implement if feasible.	Director of Medical Physics and Clinical Engineering	Reduce resource use & waste	Feasibility assessment No. of devices	Feasibility: Sep-24	45.3	
SH19	Investigate feasibility of moving to risk-based approach to replacing batteries in medical devices	Director of Medical Physics and Clinical Engineering	Reduce resource use & waste	Feasibility assessment	Feasibility: Sep-24 Implementation: As per plan	45.2	
SH20	Identify ways to reduce unnecessary prescribing and to reduce pharmaceutical waste	Clinical Director Pharmacy	Reduce resource use & waste	Campaigns run Training	Feb-25	42.2 44.2 45.2 46.1 46.2 46.3	
SH21	Identify and implement repair/refurb/reuse schemes across the organisation e.g. - Vanguard - Walking aid reuse - Nurses uniforms	Interim Director Strategy	Reduce resource use & waste	No. of initiatives progressed Diversion from waste statistics	To be defined per each programme	45.2	
SH22	Investigate feasibility of staff led recycling schemes	Director of Finance	Engagement Empowerment	No. of schemes reviewed	Dependent on request	45.2	