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Public Health Wales Climate Response Plan 2026-2028:

Our Pathway to Net Zero and Climate Resilience



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Executive Summary

Climate change is recognised as the greatest threat to humanity ([WHO](#), [UN](#), [WWF](#)). Climate change affects our physical environment and as a result affects the functioning of our health systems and population health. Extreme weather events like drought, flooding, and heatwaves are becoming more frequent, and pose an increasing risk to our health and wellbeing. Events such as these are predicted to intensify, impacting all areas of life that are essential to achieve and maintain good health ([RSPH](#), [UK Health Alliance on Climate Change](#), [WHO](#)). This has highlighted, once again, the profound interdependence between population, societal, economic and environmental well-being.

Our [Long-Term Strategy](#) recognises Public Health Wales' responsibility as a system leader and commits to taking preventative action to mitigate the effects of climate change. Tackling the effects of climate change is one of our six strategic priorities and Public Health Wales has recently published route maps detailing our plans for how we can take action to minimise our impact on our future climate and therefore population health.

Responding to Welsh Governments' ['Climate Adaptation Strategy for Wales \(2024\)'](#) our Climate Response Plan (2026-2028) replaces our previous Decarbonisation and Sustainability Action Plans ([2022-2024](#)) ([2024-2026](#)). This plan outlines actions for the next two years in both climate adaptation and mitigation, combining our planning for the decarbonisation of our organisation, and how we minimise risk to our services affected by climate change. This plan replaces the previously separate plans ensuring a consistent approach across the organisation and driving forward our net zero ambitions in line with our Long-Term Strategy and Climate Change Route Map.

Taking the lessons learnt from the development of previous Decarbonisation and Sustainability Action Plans, this Climate Response Plan 2026-2028 has been developed internally, led by the Climate Change Programme Board. This plan will continue to support the work within foundational and circular economy, biodiversity and our role in implementing the Well-being of Future Generations (Wales) Act 2015.

Activity stream areas in this plan will include the same five activity stream areas as in our previous decarbonisation plans; the titles adjusted to align better with the updated Welsh Governments' [NHS Wales Decarbonisation Strategic Delivery Plan](#) (published in November 2025). A sixth area focused on climate risk and adaptation is also included following incorporation of climate resilience into this plan. To summarise, the activity stream areas are as follows:

❖ Workforce & Governance
❖ Buildings, Estates and Facilities Planning (incl. Waste)
❖ Transport and travel
❖ Procurement and Supply Chain
❖ Approaches to delivering our services
❖ Climate Risk and Adaptation actions

Introduction

We are Public Health Wales – the national public health organisation for Wales. Our purpose is ‘working together for a healthier Wales’. We help all people in Wales live longer, healthier lives.

Our [Long Term Strategy \(2023-35\)](#) sets out our vision for achieving a healthier future for people in Wales by 2035. We are committed to working towards a Wales where people live longer, healthier lives and where everyone has fair and equal access to the things that lead to good health and well-being.

Our Climate Response Plan details the actions we will take over the next two years to progress our ambitions of becoming a carbon neutral organisation by 2030 (emitting the same amount of carbon as we remove), and a carbon-negative organisation (removing more carbon dioxide from the atmosphere than we release) by 2035. This plan supports our vision outlined in our Long-Term Strategy and reflects our targets within our Climate Change route map. This plan will also highlight the key risks to our organisation and service delivery, and set out how we will adapt to a changing climate to improve our long term resilience.

Building on progress following our previous Decarbonisation and Sustainability Action Plans ([2022-24](#) and [2024-2026](#)), the actions in this plan also support the foundational and circular economy agendas and contribute to the goals outlined in the [Well-being of Future Generations \(Wales\) Act 2015](#).



1 Strategic Context

The development of this plan has been guided by the statutory framework of the Well-being of Future Generations Act (2015) (WFG Act) and has applied the five Ways of Working throughout to ensure a collaborative (involving stakeholders both internally and externally), future focused, and long-term approach to benefit population health.

This Climate Response plan will continue to build on the work of previous Decarbonisation and Sustainability Action Plans (2022-2024, 2024-2026). Actions described are aligned with the [NHS Wales Strategic Delivery Plan \(2025-2030\)](#) which sets out the actions required by NHS organisations in Wales to reach the target of a net zero NHS by 2030. In response to the [Climate Adaptation Strategy for Wales \(2024\)](#) we are bringing adaptation and mitigation together, combining our actions for decarbonising our operations and our plans for building climate resilience, within a single Climate Response Plan.

Priority areas for this plan are:

- Workforce and Governance
- Buildings, Estates and Facilities Planning (incl. Waste)
- Transport & Travel
- Procurement and Supply Chain
- Approaches to Delivering our Services
- Climate Resilience (risk and adaptation)

1.1 Further Context

The Welsh Government has set a target for reaching net-zero across its public services by 2050. Net-zero means emitting the same amount of greenhouse gas (GHG) emissions as are removed by carbon sinks and/or offsetting. Public Health Wales is committed to supporting the NHS Wales ambition of reaching net-zero by 2030.

Following an evaluation of our current 2024-2026 Decarbonisation and Sustainability Action Plan Public Health Wales acknowledges that we are not on track to reach this target. Public Health Wales is not an outlier, with other health boards reporting a similar trajectory. We remain committed to our net-zero ambitions and follow Welsh Government advice, ensuring alignment with the updated (Nov 2025) Strategic Delivery Plan which proposes more ambitious actions focused on procurement and supply chain to tackle the emissions in these areas.

1.2 Climate Change impacts, risk and adaptation

As part of Welsh Government's Health and Social Care Climate Emergency National Programme, there is a requirement for all NHS organisations to progress work on climate change adaptation planning, to:

- Explore current vulnerability to a changing climate

- Identify climate risks for our organisation and service delivery, through a risk assessment
- Prioritise which short- and longer-term adaptation actions will be taken.

The Welsh Government Climate Adaptation Strategy for Wales (2024) requires all Health and Social Care Organisations to develop, publish and implement Climate Response Plans to establish and embed climate adaptation into service planning and delivery within Public Health Wales, aligned with ongoing decarbonisation work.

The first iteration of Public Health Wales' Climate Change Risk Assessment was developed in early 2026 following engagement with staff. Examples of how Public Health Wales has been impacted by climate related events include:

- Staff experiencing fatigue and difficulty concentrating in excessive heat
- Screening appointments cancelled during extreme weather (storms/ flooding)
- Difficulties in commuting to work base during periods of flooding
- Supply chain disruption due to extreme weather (hurricanes)

Although significant progress has been made, this plan will allow us to move from early identification of risks to strategic leadership, prioritisation and action.

1.3 Foundational and Circular Economy

1.3.1 Foundational Economy (Background)

Foundational economy principles focus on how and where we can procure goods and services that help the Welsh economy and support our population. By spending our budgets in Wales, we will support Welsh companies that provide jobs and training in a local supply chain. Local supply chains are also better for our environment and more resilient to global changes.

The Foundation Economy programme focuses on:

- The direct goods or services we buy (e.g. medical supplies)
- The workforce we directly employ
- How the location and co-location of our services affects communities and how they can access services

1.3.2 Foundational Economy in Public Health Wales

As an employer we are committed to continued work in this area alongside our stakeholders and suppliers to achieve the ambition of the foundational economy programme to prioritise spending our budgets in Wales.

Our organisation has made significant progress in supporting the Foundational Economy over the last two years, including:

- Continuing to apply foundational economy principles to our strategy and planning by prioritising spend in Wales where possible.

- Establishing a new mentoring scheme across the organisation and launching a Public Health Wales Apprenticeship programme.
- Rationalising our North Wales estate to reduce our carbon footprint by improving the efficiency of buildings and reducing travel time for staff.
- Working with Welsh Government Energy Service to assess our estates and take forward the recommendations, subject to funding

1.3.3 Circular Economy

The circular economy aims to create a more sustainable and efficient system with the following benefits:

- **Reducing Waste:** Encouraging practices like repair, reuse, and recycling, which help keep resources in circulation rather than ending up in landfills or incinerators.
- **Lowering CO2 Emissions:** Prioritising efficient and circular use of materials in key industries (such as cement, steel, plastics, aluminium, and the food industry) to reduce emissions.
- **Optimizing Resources:** By designing out waste and promoting resource efficiency, the circular economy reduces our demand for raw materials.
- **Sustainable Growth:** The circular economy ensures sustainable growth over time. By emphasising recycling, repurposing, and giving waste a second life as new products this approach benefits both the environment and the economy.

By adopting circular economy principles, we can become a more sustainable organisation, and this is crucial for conserving resources, minimizing waste, and mitigating environmental impact. Our organisation has taken significant steps to incorporate circular economy principles, some examples include:

- Redirection of cardboard waste from our Cardiff Capital Quarter site to be used as animal bedding.
- Signage around recycling and ample provision of recycling bins around staff areas
- Fitting our newly leased buildings with recycled and repurposed furniture and fixtures.
- Implemented recycled pipettes within our Swansea laboratory
- Creation of the Greener Lab Champions group, which allows staff to identify and scale sustainable initiatives.

1.4 Biodiversity

Public Health Wales is committed to incorporating consideration of biodiversity into decision making. This is following a declaration by the Welsh Government of a nature emergency (2021), with the need to tackle the nature crisis incorporated into legislation by the Environment (Wales) Act 2016. Section 6 of this Act requires public authorities to 'seek to maintain and enhance biodiversity and promote the resilience of ecosystems' ensuring biodiversity is considered in business planning, policies, plans and projects.

Section 6 reports are carried out every three years and give an opportunity for us to evaluate our impact on biodiversity. This evaluation allows us to review and update our [Biodiversity](#)

[Action Plan](#) to ensure that it reflects new priorities and ways of working. Our latest Section 6 report was published in December 2025.

1.5 Our Successes

We have delivered several projects over the last two years to reduce our environmental impact and contribute to the organisation's decarbonisation, circular and foundational economy agendas. A summary of these successes and achievements is set out below:

1.5.1 Changing our estate

We have continued to rationalise our estate and promote hybrid working in line with our Work How it Works Best policy. We completed a costing exercise in March 2025 to inform investment in future decarbonisation technology, and work is continuing to further improve our office spaces, particularly for our North Wales staff, consolidating sites where possible. Our facilities and estates teams continue to assess workplace processes to highlight ways directorates can reduce waste, with an aim to scale successful initiatives across the organisation. An example of this is the redirection of cardboard waste from our Cardiff Capital Quarter site to be used as animal bedding. Ongoing communications are in place to support staff with the correct segregation of waste through providing space, disposal units and visual aids. We have also worked closely with waste contractors and building landlords to improve waste collection data.

1.5.2 Embedding sustainable travel

We have reviewed the provision of EV charging for staff vehicles and have engaged with site owners to increase the provision of infrastructure. In June 2025 we launched the new [Public Health Wales Business Travel policy](#), which provides clear guidance to staff on making sustainable choices when traveling for business, following a sustainable travel decision tree. A range of practical and information sessions have also been offered to colleagues including basic cycling training and bike maintenance training. Ongoing work is promoting greener travel, with focus groups helping to generate ideas for change. Work is also planned to embed the business travel policy across the organisation to support behaviour change in this area. Additionally, our emissions data for all forms of staff business travel is now captured through the new expenses process.

1.5.3 Enabling our staff to make sustainable choices

All organisational specifications now incorporate sustainability to ensure staff have considered the carbon impact of procurement. We have worked with contract managers to develop action plans with our five highest spend suppliers to ensure Circular and Foundational Economy Principles are incorporated within all tender specifications. We have held active travel consultations to encourage staff to take advantage of sustainable initiatives such as cycle to work.

1.5.4 Biodiversity

We published [Public Health Wales' Biodiversity Plan for 2024-27](#) which sets out the actions the organisation will take to support and promote nature. Recent actions have

included workshops to help staff learn more about the connection between nature and health and well-being.

Our third [Biodiversity Report and Ecosystems Resilience Report](#) was also published in December 2025 and highlighted how Public Health Wales is promoting the health benefits of nature within its programmes and services.

1.5.5 Foundational and Circular Economy

Since our Foundational Economy Oversight group was established in 2022, we have:

- Developed and shared knowledge, resources and tools to help build a Wellbeing Economy in Wales with the NHS as a driver and a Foundational Economy. This includes starting to embed and promote a Value-Based approach to budget spending and investment prioritisation towards population health, well-being and equity.
- Worked with NWSSP Procurement Services to undertake a data review of PHW existing suppliers to establish the region and Health Board of Welsh spend, enabling further understanding of the Welsh Supplier base and areas for future action.
- Developed and launched Public Health Wales apprenticeship scheme following secured recurrent funding. We have recruited six apprentices, five are under the age of 25, from local Welsh population. The 4 directorates hosting apprentices have committed to fund wages. The scheme demonstrates the organisation wide commitment to supporting the development of young Welsh professionals.
- Supported the implementation of the national 'gloves off' campaign which reduces the unnecessary use of non-sterile disposable gloves in clinical settings to improve hand hygiene, reduce plastic waste, and lower carbon footprints.

1.5.6 Supporting the System

We launched the [Greener Primary Care Wales Framework and Award Scheme](#) in June 2022. It has been designed to support primary care contractors in Wales (general practice, community pharmacy, community optometry and primary care dental) to implement climate mitigation and adaptation actions. Consisting of over 50 clinical and non-clinical actions, the Scheme helps practices consider how they can be more environmentally sustainable in where they work, how they work and how they influence others, especially patients and the public, with regard to climate change. We are now into our fourth year and so far, over 500 practices have signed up. Between them these teams have implemented over 5000 climate-friendly actions, saving in excess of 2760 tonnes CO₂e. The Scheme now features within the NHS Wales Decarbonisation Strategic Delivery Plan 2025-2030, highlighting the importance of primary care's contribution towards a Net Zero Wales. Practices can register [here](#).

We are also working across the system and with partners across Wales and the UK to provide leadership and help NHS Wales tackle specific priority areas identified in the NHS Wales Decarbonisation Strategic Delivery Plan. Examples include increasing knowledge amongst the primary care workforce on climate change; healthcare and medicines management through addressing key areas of medicines management particularly the high global warming

potential of inhalers and through tackling pharmaceutical waste and specifically exploring inhaler recycling waste schemes.

1.5.7 Green Labs Champion group

The Green Labs Champion group was established in November 2024 to advance sustainability and foster collaboration across laboratory teams. Some achievements include:

- **Elimination of paper reports** from the Laboratory Information Management System in Swansea, which has significantly reduced paper usage and improved efficiency, along with significant cost savings. Recognising that paper waste remains a challenge, the group has proposed a dedicated workstream to further reduce paper usage and streamline processes through digital solutions and staff training.
- **Stopped routine purchases of disposable lab coats** in Swansea, except where essential. A trial in Cardiff demonstrated that reusing single-use plastic sample bags for a short period can have a meaningful impact on waste reduction.
- **Recycling pipette tips** in Swansea, diverting substantial plastic waste from streams.
- **Reviewed and identified opportunities** to streamline the procurement of laboratory consumables by working closely with suppliers to support sustainability goals.

Future plans include:

- Expanding initiatives across the network
- Implementing new ideas such as replacing traditional plastic jars with cardboard alternatives for non-sharps clinical waste
- Reviewing digital efficiency

The Green Labs Champion group's efforts have already delivered measurable environmental and organisational benefits, supported Public Health Wales' net zero ambitions and helped foster a culture of sustainability. Ongoing collaboration, innovation, and leadership will ensure these positive changes continue to grow and deliver value across the organisation.

2. Where are we now?

2.1 Climate Emergency & Net Zero Wales

In October 2021, the World Health Organization declared climate change to be the single biggest health threat facing humanity, driven by rising global temperatures. This position remains unchanged with global temperatures likely to exceed 1.5°C above pre-industrial levels for at least one of the next five years ([WMO report](#)).

Urgent action is needed to limit global temperature rise to prevent devastating harm to health. We can do this by making more sustainable, future focused decisions within our emissions sources (such as transport, energy, & buildings) and taking preventative action that improves health.

Wales has both the environment and the legislation to support the transformation needed to tackle climate change. The Well-being of Future Generations (Wales) Act 2015 makes sure that the climate is considered when everyday decisions are being made. This world-leading legislation places a duty on us to support the seven well-being goals put in place by the Act.

Public Health Wales established the Health and Sustainability Hub in 2016 to help deliver the requirements of the Well-being of Future Generations (Wales) Act 2015, shaping our approach to sustainability and decarbonisation. In 2023 our Wales Health Impacts Assessment Support Unit (WHIASU) published the [health impact assessment of climate change in Wales](#), to inform our climate change approach.

Since reviewing the Climate Change Risk Assessment for Wales report (CCRA3) in 2021, significant work has taken place across Public Health Wales and the wider health system to respond to the climate emergency and reduce our impact on our future.

2.2 The Role of Public Health Wales

As a key provider of NHS services across Wales, Public Health Wales has an important role to play in modelling sustainability activities and decarbonising our operations, and we must lead by example through clear, visible actions that reduce our climate risk. Public Health Wales will continue to work in co-ordination with our partner NHS health boards and trusts, and with NHS Wales's Shared Services Partnership (NWSSP), to deliver our 2026-2028 Plan. Our role as a system enabler also contributes to the sustainability of the Welsh NHS and public services as detailed in the [March 2024 position statement](#) and includes programmes such as Greener Primary Care Wales.

Tackling the public health effects of climate change is one of our six strategic priorities outlined in our Long-Term strategy. We have recently published strategic priority route maps, which outline the actions needed to achieve these ambitions and reflect the areas of focus for the short, medium and long term.

The Climate Change route map sets out the priorities for Public Health Wales, including:

- Decarbonisation

- Climate risk and adaptation,
- Surveillance
- Research
- Working with partners
- Our Journey to Net Zero

2.3 Our Emissions

Public Health Wales is required to submit its carbon emissions data as part of the Welsh Government Public Sector reporting process¹ and the table below summarises the latest emissions for the organisation.

2.3.1 Emissions data

Table 1: Emissions reported in kgCO₂e (Kilograms of Carbon dioxide equivalent)

	2023-24 kgCO ₂ e	2024-25 kgCO ₂ e	% of total emissions
Buildings & Stationary Assets	416,380	489,211	3.9
Business Travel	274,677	384,782	3.1
Commuting	Unavailable	Unavailable	N/A
Fleet	265,681	180,434	1.5
Homeworking	560,682.31	327,210	2.6
Land	N/A	N/A	N/A
Supply Chain	8,949,281	10,987,401	88.3
Waste	80,734	72,839	0.6
Total	10,547,435.31	12,441,877	100

Total reported emissions increased by 17.96% between 2023/24 and 2024/25. The increase in carbon emissions is due to several factors. Public Health Wales' working practices have

¹ <https://www.gov.wales/public-sector-net-zero-reporting-guide>

continued to return to pre-covid working, which we expect to continue for the next few years. We are now including flight and rail in our emissions figures which were previously not included. Updated emission factors, following Welsh Government's revised methodology, apply higher carbon values per unit of activity which has significantly increased reported emissions within the supply chain category.

2.3.2 Buildings and Stationary Assets

Emissions from buildings and stationary assets increased by 17.5% from 2023/24 to 2024/25, however the proportion of Public Health Wales emissions from this area remained stable. Public Health Wales remains committed to reducing its impact in this area and continues to reduce emissions by identifying areas where we can reduce our impact on the environment. Public Health Wales predominantly leases buildings or has staff located in properties managed by other organisations, which limits our ability to directly influence factors that could reduce our carbon footprint. However we continue to have open discussions with landlords and continue to rationalise our estate where possible.

2.3.3 Business Travel & Fleet

Business travel emissions have increased by approximately 40%. During 2024/25 a new credit card process has been implemented leading to improved reporting ability against expenditure and for the first year we are now including accurate figures for rail travel with carbon emissions calculated based on mileage as opposed to expenditure. It is likely that we have also seen an increase in business travel due to return to pre-pandemic activity. Additionally, incidences of double counting due to separate mileage and expenditure reporting overlapping in some areas (for example taxi travel), it was agreed that it was better to overestimate than underestimate in this instance and is an action to be resolved for next reporting cycle.

However, we have seen a 32% reduction in our fleet emissions despite including the diesel generator used to fuel the mobile screening units. This reduction is predominantly due to moving to ULE vehicles within Abdominal Aortic Aneurysm service. Public Health Wales is in the process of moving to hybrid and electric vehicles within our Diabetic Eye Screening fleet which should reduce emissions further in the future.

2.3.4 Commuting

At the current time Public Health Wales does not have a method for accurately measuring commuting data. This is an action outlined in the 2024-2026 Decarbonisation Strategic Action Plan and will be developed for collating data during 2026/27.

2.3.5 Homeworking

Homeworking emissions have decreased from 560,682.31 kgCO₂e to 327,210 kgCO₂e this year. This is due to a smaller Full Time Equivalent in the organisation as a result of NHS Executive (now known as NHS performance & improvement) not being included in the 2024/25 figures, as this organisation's emissions are measured independently of Public Health Wales. Our homeworking data is based on survey data, those registered for our iHASCO Working at Home Safely training, and known ways of working. We estimate for staff that can work from home, they do so on average three days per week (60%) however this will vary and also may change as a result of seasonal variation and changes to ways of

working over the next 12 months. This calculation is an assumption as there is currently no accurate way of calculating homeworking, due to the diverse range of services that are delivered in Public Health Wales.

2.3.6 Land

Public Health Wales does not own any land and so is exempt from reporting on this category.

2.3.7 Supply Chain

Although overall spend was slightly lower than last year, reported emissions increased due to updated greenhouse gas (GHG) emissions factors, which now attribute higher emissions per pound spent. Encouragingly, suppliers developed 138 Carbon Reduction Plans for 2024/25, up from 90 in 2023/24—demonstrating stronger engagement and commitment to sustainability. Insights gained from these plans contributed to a reduction of 4,709 kg of reportable CO₂ emissions, highlighting the impact of targeted carbon management efforts and the importance of transitioning away from industry-based emissions to supplier specific.

2.3.8 Waste

Waste emissions have decreased by 9.78% which represents the successful work of staff within Public Health Wales who have worked hard on initiatives to reduce waste, improve onsite recycling and redirect waste to more sustainable sources of disposal.

2.4 Progress implementing our Decarbonisation Action Plan 2024-26

Our current Decarbonisation Action Plan 2024-26 contains 48 actions. Progress updates have been monitored, adopting the same process that has been established for updating the milestones within the Integrated Medium-Term Plan.

As at quarter 4 2025/2026, 80% of the actions agreed in April 2024 have been completed. The remaining actions are on track to be delivered within the agreed timescales. 3 actions were closed over this time as they were no longer applicable to Public Health Wales. Actions that are not completed will be replanned and are included in this plan where relevant.

2.5 Progress implementing NHS Wales Decarbonisation Strategic Delivery Plan

[The NHS Wales Decarbonisation Strategic Delivery Plan](#) has been developed to drive an ambitious but realistic reduction in carbon emissions from NHS Wales's operations. The first iteration of this plan was published in 2021 and has been updated in 2025. The updated Strategic Delivery Plan sets 25 initiatives with a total of 135 actions for decarbonising NHS Wales.

Due to the nature of the organisation, not all the actions in the delivery plan are applicable to Public Health Wales and we are exempt from reporting against these. We are required to routinely report against the Delivery Plan actions that are applicable to the organisation.

Reporting requirements against the actions in the NHS Wales Decarbonisation Strategic Delivery Plan was paused to enable a focus on development of a new plan that was published

in November 2025. Therefore, as at quarter 1 2025/26, 57% of the actions applicable to Public Health Wales in the Delivery Plan have been completed (32 actions), 36% (20 actions) were on track for delivery within the agreed timescales or ongoing action and 7% (4 actions) were behind or at risk of falling behind schedule. It should be noted that many of the actions that were included in the Delivery Plan were dependent on funding being available.

As part of the development of the new [NHS Wales Decarbonisation Strategic Delivery Plan](#), Public Health Wales have worked with Welsh Government and other stakeholders to input and shape the actions within the new plan and will commence reporting progress on this plan in April 2026.

3 Our Climate Response Plan

3.1 Developing our plan

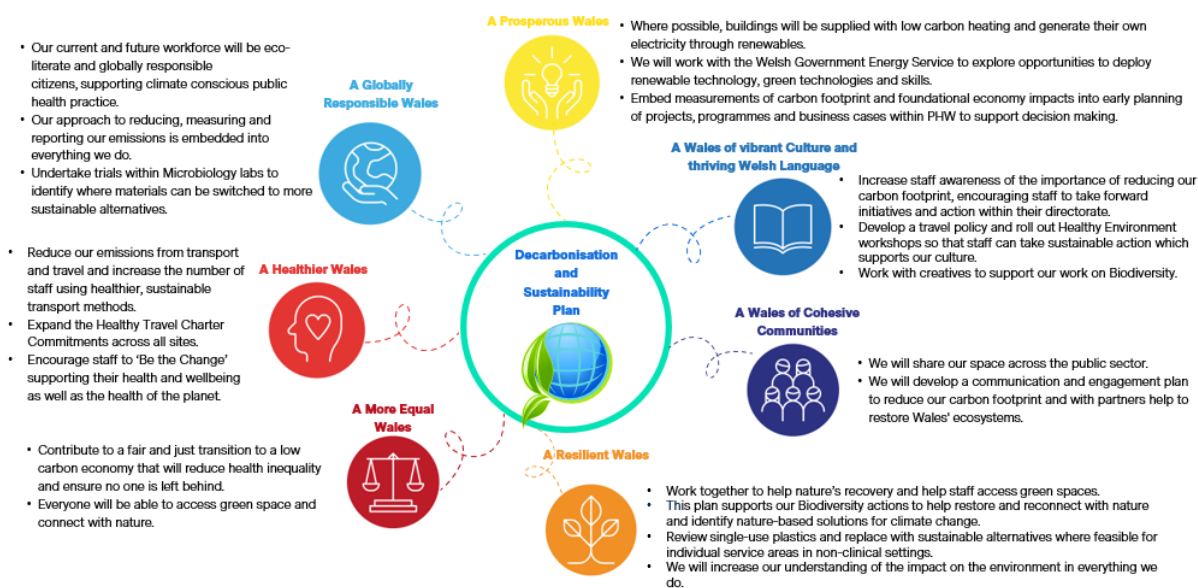
Our 2026-2028 Plan has been developed by the Internal Implementation Subgroup (a subgroup of the Climate Change Programme Board), informed by ongoing decarbonisation, actions and learning from the process of developing and implementing our current plan. This has been in collaboration with groups and staff across the organisation including Climate Change Programme Board, and Green Labs Champion Network. We have also drawn on learning from colleagues in other health boards and organisations which has helped shape our plan.

As this plan includes a focus on climate risk and adaptation, engagement was undertaken with staff across seven directorates to; identify current and future climate risks affecting services, assess vulnerabilities to extreme weather events, and clarify corporate, partnership and operational responsibilities for responding to priority risks. This has informed the development of our adaptation actions.

We are committed to the Sustainable Development principle of the WFG Act and ensure that our decisions consider the impacts on staff, our workforce and people living in Wales now and in the future. We seek to fully embrace the Five Ways of Working to help us work better, avoid repeating past mistakes and address the long-term challenges we are facing. We will incorporate this approach in the planning and implementation stage and help us evaluate the impact of the plan.

We recognise our contributions towards achieving the 7 Well-being goals of the WFG Act and we plan to capture case studies to demonstrate how our actions support the goals, and application of the Sustainable Development Principles.

How our plan contributes to the 7 well-being goals?

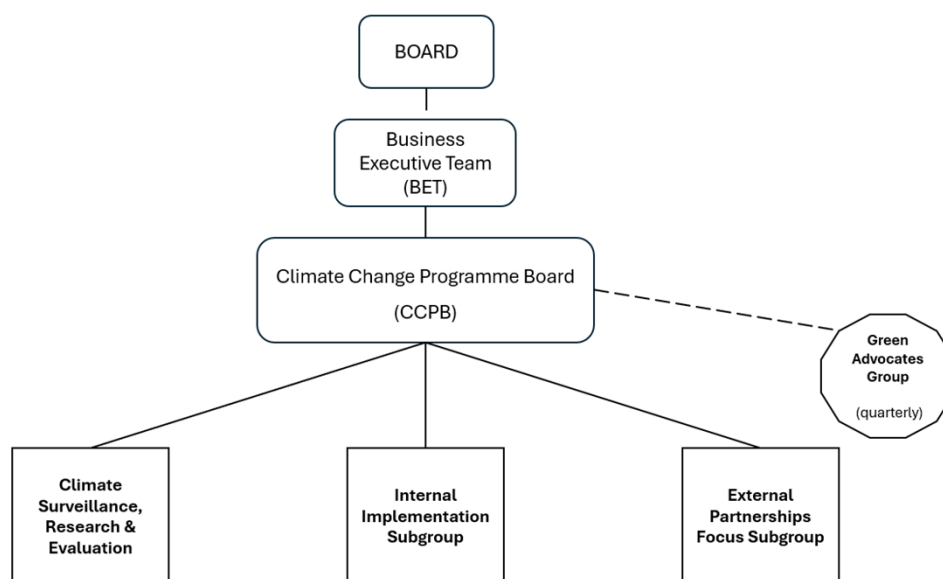


3.2 Managing our plan

A Climate Change Programme Board (CCPB) was established in 2022 to oversee all action related to climate change and decarbonisation, as well as manage the 'Tackling the effects of Climate Change' strategic priority in our Long Term Strategy 2023-2035. Taking the lessons learned from the implementation of our 2024-2026 plan we have reviewed the governance structure for climate action implementation. The new structure is designed to help us work more effectively together, harness collective expertise, and continue driving meaningful progress towards our sustainability goals. Details of the new structure are provided below.

CCPB will continue to oversee Route Map implementation, manage strategic risks, and ensure robust governance and reporting, supported by three subgroups:

1. **Climate Surveillance, Research & Evaluation:** This sub-group will oversee the delivery of actions on climate and health surveillance, research and evaluation related to climate change. The group will be multidisciplinary, involving relevant colleagues with responsibility to contribute, develop and deliver the operational plan relating to this.
2. **Internal implementation focus:** This sub-group will oversee the delivery of our organisational commitments to progress our Climate Response Plan, Net Zero actions, climate adaptation and mitigation, biodiversity and capacity building. This group will be responsible for communicating progress across the organisation and helping to embed sustainable behaviours within Public Health Wales.
3. **External implementation focus:** This sub-group will oversee external partnership working, focussing on supporting and mobilising actions on climate mitigation and adaptation, adverse weather, environmental public health, health inequalities and health co- benefits.



3.3 Format of our plan

Our plan is split into six different activity streams and sets out the actions that will be taken to reduce our carbon footprint and strengthen our climate resilience, while supporting the work within our foundational and circular economy agendas.

For each activity stream, we have highlighted our ambitions over three timeframes.

- **Next steps: 2026-2028** – We will utilise the expertise in our new governance structure, working collaboratively to deliver on the actions outlined in this plan. We are bringing together our climate resilience and decarbonisation workstreams to create one cohesive approach to tackling the public health effects of climate change as outlined in our route map. We will continue to integrate the principles of circular and foundational economy into our plans in both our decarbonisation and climate adaptation efforts.
- **Making progress: 2028-** We have improved our reporting and data collection methodology and are aware what action is needed to have the biggest impact in reducing our carbon footprint. We have made significant improvements in reducing our emissions and are supporting the collective net zero NHS Wales target. The impact we are making on the environment is considered in decision making and consistent methodologies for calculating our carbon footprint are embedded in our planning and procurement processes. We are strengthening our resilience to ensure continuity of services during extreme weather events.
- **Realising net zero: 2030** - We have met our net zero goal and we are on track to be a carbon negative organisation by 2035 as detailed within the Public Health Wales Long Term Strategy. We have become a climate-resilient organisation that can proactively manage climate risks and maintain service delivery while protecting our staff, patients and assets.

4 Activity stream action plans for 2026-2028

4.1 Workforce & Governance

Public Health Wales commits to supporting the Welsh Government’s ambition of a net zero and climate resilient NHS Wales. Our Strategic Priorities and our strategic priority route maps outline our ambition for a net zero Public Health Wales. Actions to support our workforce and governance will improve climate and sustainability literacy, empower staff to adopt sustainable practices and tackle the climate emergency through their roles, prioritising work that improves the decarbonisation and sustainability of our organisation.

Realising net zero 2030	<ul style="list-style-type: none"> Supported the Welsh Government ambition of achieving a Net Zero NHS Wales
Making progress: 2028-2030	<ul style="list-style-type: none"> Identified and addressed the public health system’s climate and health training needs to build lasting resilience across our workforce and the wider system. Implemented our 2029–2031 Decarbonisation Action Plan focusing on Scope 3 emissions and supply chain resilience. Assessed climate actions for impact on health and inequalities. Assessed effectiveness and scale of decarbonisation work; using insights to guide Net Zero strategy.
Next steps for 2026-2028	<ul style="list-style-type: none"> Embed a structured mechanism within operational planning processes to support staff-led environmental sustainability initiatives. Developed a comprehensive, ongoing training programme to empower staff at all levels to become climate and sustainability literate, ensuring climate conscious practice is embedded in all areas of work. Led by example in decarbonising operations with an accessible dashboard for directorates within Public Health Wales. Ensured spread and scale of good practice and shared within our public health services.

Action reference	Key action	Action delivery date	Predicted impact for carbon emission reduction	NHS Wales SDP Initiative?	Lead	Name
WG1	Develop a mechanism for all staff to propose sustainability initiatives to reduce our carbon footprint.	Sep 2026	Supports decarbonisation becoming embedded into organisational culture, provides a platform for staff views and ideas to be shared and actioned.	1b: Embed a structured mechanism within operational planning processes to support staff-led environmental sustainability initiatives.	Decarb lead (EM)	Emily Matthews
WG2	Embed GHG emission reduction as part of decision-making frameworks to support new project/programme approval process.	Mar 2027	This will ensure decarbonisation is considered as part of the approval process for all new projects/programmes. This will mean future projects/programmes will adopt more sustainable practices.	1b: Embed a structured mechanism within operational planning processes to support staff-led environmental sustainability initiatives.	Strategy & Planning	Awaiting confirmation
WG3	Produce decarbonisation action plan covering next 10 years detailing how PHW will implement the Climate Change Strategic Priority Route Map and achieve and maintain net zero.	Sep 2026	Enables long term planning to achieve 2030 and 2035 targets.	IMTP milestone	Decarb lead (EM)	Emily Matthews
WG4	Work with People and Organisational Development to review job descriptions to incorporate climate consciousness and emission	Mar 2027	To align with: "Develop a workforce strategy to support delivery of the 'Delivering sustainable healthcare: position statement" This will address the issue that staff currently do not	3D: Develop a workforce strategy to support delivery of the 'Delivering sustainable healthcare: position statement'	POD	Emma Masterton

	reduction into all new job descriptions.		feel decarbonisation is part of their job role so feel unable to prioritise initiatives. It will also ensure all staff new to PHW are aware of the expectations within every role to tackle the effects of climate change.			
WG5	Raise awareness to staff so they can understand how their day-to-day decisions and actions can reduce the impact of adverse weather and climate-related risks, ensuring these considerations are integrated into planning, service delivery, and organisational resilience.	Dec 2027	Supports development of a climate conscious public health workforce. Addresses reported lack of confidence around climate actions, clarifies PHW position as an organisation that is committed to reducing carbon and tackling the public health effects of climate change.	N/A	Health & Sustainability Hub	Eurgain Powell
WG6	Undertake assessment to review decarbonisation resource required to reduce carbon emissions to meet net zero targets, and propose future resource requirements.	Oct 2026	Identifies barriers to net zero actualisation, can be used to evidence business cases/funding applications.	IMTP Milestone	Decarb lead (EM)	Emily Matthews
WG7	Further improve current dashboards and reporting to improve sharing of data on decarbonisation and improve shared knowledge.	Dec 2026	Will reduce data gap leading to more accurate carbon emissions reporting.	N/A	Performance (HV)	Holly Vizard

WG8	Create an organisational communication approach, or plan, to maintain support and build momentum for climate action.	Annual Reporting	Supports organisation to adopt a climate focused attitude in all actions and decision making.	3c: Create an organisational communication approach, or plan, to maintain support and build momentum for climate action. 4b: Create a communication approach/plan to maintain support and build momentum for climate action. Track reach and success as communication activities progress.	Comms with support from Hub and Decarb lead.	Laura Morgan
WG9	Plan agreed to address gaps in decarbonisation data reporting following submission of quantitative data as part of public sector reporting process	Dec 2026	Supports journey to achieving 2030/2035 and commits Public Health Wales to continuous improvement.	IMTP milestone	CCPB	TBC

4.2 Buildings, Estates and Facilities Planning (incl. Waste)

Public Health Wales manages our services across Wales. Due to the variety of services we deliver for our local communities, we operate from a variety of different buildings including clinics, laboratories, and offices within larger hospital and health care settings, the majority of which are leased from private landlords, health boards and trusts within NHS Wales, occupation arrangements are also in place under service level agreements and memorandum of terms of occupation . The most significant source of GHG emissions from our site-based activities is associated with the use of electricity and gas.

Realising net zero: 2030	<ul style="list-style-type: none"> • Wherever possible, new buildings and developments are built in line with net zero standards • Where possible, all buildings are supplied with low carbon heating and generate their own electricity • We share our space across the public sector, supporting circular economy principles
Making progress: 2028-2030	<ul style="list-style-type: none"> • Existing buildings will be highly energy efficient or scheduled for replacement & renewable heat schemes will be rolled out. • We have worked with our NHS partners to reduce carbon emissions and increase energy efficiency at NHS Wales sites • Single use plastics are eliminated as far as possible within Public Health Wales
Next steps: 2026-2028	<ul style="list-style-type: none"> • Strengthen energy management practices by standardising energy monitoring and data collection • Assess opportunities to swap to renewable energy and implement where possible • Support culture change by engaging staff to consider energy use within their own roles and providing EV charging where possible.

Action reference	Key action	Action delivery date	Predicted impact for carbon emission reduction	NHS Wales SDP Initiative?	Lead	Name
BE1	Continue to review and improve energy monitoring across all sites to ensure energy consumption is minimised and to support the development of energy saving projects.	Sep-26	Ensures clear visibility of energy usage. Improved monitoring also helps to assess usage and provide targeted intervention to reduce avoidable energy usage.	5a: Establish and embed a process to actively monitor each building's (or site's) energy consumption to identify and address excess consumption and inform development of energy saving projects.	Estates	Neil Desmond
BE2	Identify and prioritise scalable decarbonisation projects across Public Health Wales as well as sharing success stories from across the organisation which can be utilised by other teams.	Dec-26	Encourages staff engagement, allows spread and scale opportunities quickly, and ensures consistency across PHW.	6b: Provide NWSSP with a list of scalable reference decarbonisation projects/measures across the NHS Wales estate and align with All-Wales contract frameworks to enable efficient procurement and delivery.	Estates	Cath Thomas
BE3	Undertake assessment for opportunities within Public Health Wales estate and programmes, to utilise renewable energy sources.	Annually	Highlights where renewable energy can be introduced.	6d: Review electrical capacities across sites to determine limitations for electrification, and identify priority locations for electrical supply upgrades 9a: Undertake renewable energy opportunities assessments (such as roof-mounted solar PV, solar car ports, waste heat recovery, and so on) for all sites to identify	Estates	Neil Desmond

				on-site and off-site private wire opportunities. Viable opportunities should be progressed/installed to ensure each organisation meets their renewable energy generation targets.		
BE4	Review potential use of (and implement where feasible) smart technologies to monitor space utilisation and inform estate rationalisation decisions, shared workspace opportunities and improve energy efficiency.	Mar-27	Allows identification of areas for consolidation & efficiency improvements.	6e: Where opportunities for space rationalisation (such as office space) may exist, monitor utilisation through smart technologies (such as occupancy sensors) to inform decisions on estate rationalisation, shared workspaces, and energy-efficient building use.	Estates	Neil Desmond
BE5	Continue to collaborate with NHS Wales transport organisations (WAST/NWSSP) to identify and deliver EV charging infrastructure in all possible buildings, dependent on WG funding.	TBC	Encourages the transition away from petrol/diesel cars & provides the opportunity for staff to adopt EVs.	6c: states/Facilities Teams will actively engage with Transport Teams across the NHS (such as WAST(Welsh Ambulance Service NHS Trust), NWSSP) to identify and implement requirements for NHS front-line electric vehicle charging at their sites to enable vehicle electrification, and actively engage with Welsh Government to identify funding opportunities for implementation. 11c: Health Boards & Trusts will work with NHS partners (such as WAST, NWSSP) throughout new projects to identify current & future requirements for electric vehicle	Estates	Neil Desmond

				charging infrastructure for delivery of NHS front-line services.		
BE6	Align wherever and whenever possible with SESN/NHS Net Zero Carbon Building Standards and NWSSP guidance for all future building procurement, refurbishments and leases.	Sep-26	Continues the work already being adopted in PHW. Ensures future projects reflect the PHW vision and align with NHS Wales net zero strategy.	11b: Ensure organisational alignment with the guidance on all new buildings & major refurbishments, and report compliance where required. 12b: Where a new or renewed building lease is being explored (both as a tenant and a landlord), Health Boards & Trusts will follow the NWSSP guidance during discussions to ensure buildings will operate as efficiently as possible.	Estates	Neil Desmond
BE7	Publish our waste management policy and implement an action plan to reduce waste sent to landfill. Identify opportunities across the organisation where circular economy principles could be embedded further.	Sep-26	Minimises emissions created by unnecessary waste.	25b: Develop a tailored organisational waste management plan considering the waste hierarchy and circular economy principles. As well as ensuring compliance with Natural Resources Wales regulations, this plan should outline: -A communication strategy to promote effective waste segregation at the source across all departments. -Collaboration arrangements involving internal stakeholders (e.g., procurement managers) and external partners (e.g., licensed waste management contractors). Defined roles and responsibilities within the NHS organisation	Estates	Neil Desmond

4.3 Transport and travel

Public Health Wales recognises that it has an important role to play in decarbonising its vehicle fleets as well as supporting our employees to make healthier and more sustainable transport choices. Reducing exhaust emissions from our vehicle fleet will help not only to reduce our GHG emissions but will also contribute to improving air quality within the communities we serve. The majority (52.3%) of our transport emissions result from travel completed by our Grey Fleet (vehicles owned by staff and driven for business purposes). Unlike our owned fleets where we can directly intervene to reduce emissions, reducing emissions from our Grey Fleet requires Public Health Wales to support our staff to adopt sustainable transport methods and enable flexibility to work in different ways.

Realising net zero: 2030	<ul style="list-style-type: none"> • We have reduced our carbon footprint for transport and travel to levels seen during the pandemic
Making progress: 2028-2030	<ul style="list-style-type: none"> • We have increased the number of staff using sustainable transport methods and increased percentage undertaking active travel • Supported more staff to work flexibly, making use of shared spaces and reducing the need for our estate
Next steps 2026-2028	<ul style="list-style-type: none"> • Embed sustainable travel choices across the organisation by promoting and evaluating our new Business Travel Policy • Reduce the impact of work-related driving by providing eco driving training and ensuring telematics systems in all new owned or leased vehicles • Promoted sustainable travel options and transitioned fleet vehicles to battery-electric or ultra-low emissions. • Support the Welsh Government to have a baseline travel data by supporting staff to complete the commuting, travel and homeworking survey. • Provide leadership on establishing new Healthy Travel Charter standards and reporting for public bodies in Wales

Action reference	Key action	Action delivery date	Predicted impact for carbon emission reduction	NHS Wales SDP Initiative?	Lead	Name
T1	Provide eco-driving training for staff who drive Public Health Wales fleet vehicles regularly, and those where business travel is a large part of their role (subject to funding).	Mar-27	Reduces emissions from business travel by encouraging staff to adopt low-carbon practices.	13a: Provide efficient or eco driving training to staff who are required to drive regularly (that is more than once per week) as part of their job role (including work travel in an employee-owned vehicle).	HPSS (financial dependency)	TBC
T2	Conduct a staff travel, commuting and homeworking survey within PHW following NHS Wales roll out of standardised survey	May-27	Supports WG vision for net zero	16b: Conduct an organisational staff travel, commuting and homeworking survey to collect baseline data and identify opportunities to increase uptake in low-carbon travel and homeworking practices.	Health & Sustainability Hub	Jessica Stone
T3	Share clear, accessible resources to encourage patients to choose low-carbon travel to attend appointments	Sept 27	Supports patients to choose more sustainable travel options.	17b: Create a user-friendly guide that maps out practical low-carbon transport options for staff and the public, including routes, accessibility details, and sustainable travel tips.	HPSS/ with support from the Health & Sustainability Hub	TBC/ Tracy Evans supporting
T4	Continue to embed our Business Travel Policy across the	Sept-27	Reduce emissions from business travel by encouraging staff to	17b: Create a user-friendly guide that maps out practical low-carbon transport options for staff and the	Health & Sustainability Hub	Tracy Evans

	organisation, encouraging low-carbon travel and monitoring progress.		adopt low – carbon travel	public, including routes, accessibility details, and sustainable travel tips.		
T5	Complete Level 1 of the Healthy Travel Charter Standards for Wales	Mar-28	Encourage more staff within the organisation to adopt healthy travel which will support healthy lifestyle and strategic priorities.	Route Map milestone (2026-28)	Health & Sustainability Hub	Jessica Stone

4.4 Procurement and Supply Chain

The procurement of goods and services through NWSSP Procurement Services represents Public Health Wales’s largest indirect environmental impact but also an opportunity to support cross-sector decarbonisation across our supply chain. Public Health Wales will look to understand how our current behaviours surrounding procurement contribute to our GHG emissions and will identify actions to improve the sustainability of our procured goods. Reducing the amount of single-use plastic promotional items procured and reviewing the requirement to have hard-copies of publications, are just two examples of where we can look to reduce our GHG emissions.

Realising net zero: 2030	<ul style="list-style-type: none"> Public Health Wales has a near net zero, Welsh supply chain
Making progress: 2028-2030	<ul style="list-style-type: none"> We have worked with our largest suppliers to explore opportunities to reduce climate impacts and our associated carbon emissions Requesting zero carbon alternatives and using principles of circular economy are routine practice and supported across the organisation
Next steps 2026-2028	<ul style="list-style-type: none"> Strengthen sustainable procurement by embedding low-carbon criteria into all procurement procedures and ensuring a sustainability representative is included in procurements over £6m Increase the readiness of our supply chain for net-zero operations by reviewing contracts due to end and requiring suppliers to have carbon-reduction plans aligned to Public Health Wales’ net zero targets Work with WGES to develop an emissions quantification method for surplus stock to better manage purchasing and avoid waste.

Action reference	Key action	Action delivery date	Predicted impact for carbon emission reduction	NHS Wales SDP Initiative?	Lead	Name
P1	Include an organisational environmental sustainability representative in any procurement exercise exceeding £6 million (including VAT).	Sep-26	Ensures carbon impact is considered throughout procurement decisions.	19d: Include an organisational sustainability representative in any procurement exercise exceeding £6 million (inc. VAT)	Finance	David Williams
P2	Identify areas of surplus stock and work with contract managers to reduce this in future.	Sep-26	Supports financial efficiency as well as sustainability goals (WG initiative)	22a: Develop an emissions quantification methodology for surplus stock (including central warehousing and organisational stock) leading to write-offs and disposal, including non-catalogue orders, overstocked PPE, and food wastage.	HPSS	Kelly Ward
P3	Review contracts with suppliers and identify those that will end within 12 months and explore low carbon/low emission alternatives.	Sep-26	Ensures we are aware of contracts coming to an end and can plan for replacements (WG initiative)	N/A	Procurement	Alexandra Woodward
P4	Review sustainable code of practice and communicate across PHW, undertaking annual review of compliance.	Mar-28	Supports long term goals and route map delivery.	N/A	Procurement – Hub to support	Alexandra Woodward Eurgain Powell
P5	Audit compliance of completion of sustainability risk assessments and roll out	Mar - 27	Ensures carbon impact is considered	N/A	Procurement	Alexandra Woodward

	targeted training and awareness raising as required.		throughout procurement decisions.			
P6	Develop and publish guidance to aid buyers with successful specification writing for procurements.	Mar - 27	Embeds organisational expectations	N/A	Procurement	Alexandra Woodward with (EM to support)
P7	Establish a baseline for PHW supply chain spend covered by a carbon reduction plan, in line with new the KPI as set out in the revised NHS Wales Strategic Delivery Plan	Mar 27	Supported Public Health Wales' route to net zero.	IMTP milestone	TBC suggestions welcome	TBC
P8	Launch a 'buy what you need' campaign to raise awareness about link of over purchasing and emissions.	Mar-28	Raises awareness amongst staff that we should only buy the minimum amount	N/A	Health & Sustainability Hub	Eurgain Powell
P9	Develop tools and scoring criteria to support Directorates to assess sustainability credentials of suppliers to inform evaluation of bids.	Dec 26	Supports sustainable purchasing of goods/services	N/A	Procurement	Alexandra Woodward

4.5 Approaches to Delivering Our Services

It is well documented that there is a significant link between the impacts of climate change and the health and well-being of people. Health and well-being related impacts resulting from climate change are wide ranging; impacting directly and indirectly upon physical, mental, and financial wellbeing of the communities we serve.

Existing economic and health inequalities mean that health and well-being risks are likely to disproportionately impact those on lower incomes. Our approach to service provision needs to factor in these impacts and ensure we can continue to effectively provide for our service users.

Realising net zero: 2030	<ul style="list-style-type: none">• The provision of all our services we deliver to the public are carbon neutral• Empowered public health workforce and engaged communities to safeguard health and mitigate climate change
Making progress: 2028-2030	<ul style="list-style-type: none">• We have reduced the percentage of single use plastics procured and used within our Microbiology and Screening Services• We have reduced the waste our services produce across Public Health Wales• Social Prescribing is the norm across Wales
Next steps: 2026-2028	<ul style="list-style-type: none">• Strengthen our organisational commitments to sustainability and decarbonisation by ensuring clear consistent messaging across the organisation

Action reference	Key action	Action delivery date	Predicted impact for carbon emission reduction	NHS Wales SDP Initiative?	Lead	Name
A1	Integrate environmental sustainability into the development and monitoring of SOPs and clinical guidelines.	Sep-26	Ensures service delivery aligns with clinical priorities and carbon reduction goals.	N/A	BPL	Eleanor Higgins
A2	Undertake a review of the environmental impact of future digital and data projects and identify ways to mitigate this.	TBC	Identifies where we need to improve and can prioritise resources.	N/A	RDD	TBC
A3	Publish an updated Biodiversity Action Plan by the end of 2027.	Dec-27	Contributes indirectly to decarbonisation via improved land management.	N/A	Health & Sustainability Hub	Helen Bradley
A4	Continued focus on rationalisation of single use plastics, where single use plastics are used review whether they can be avoided and make the change where possible.	Dec-26	Embeds sustainable resource use within PHW and reduces costs associated with unnecessary purchasing.	N/A	HPSS	Kelly Ward
A5	Completed year 1 actions in 2026-2028 Climate Response Plan.	Mar 27	Supported Public Health Wales' route to net zero.	IMTP milestone	Decarb lead to approve.	Rebecca Masters
A6	Developed Climate Response Plan for 2028-2030	Mar 28	Supported Public Health Wales' route to net zero.	IMTP milestone	Decarb lead to approve.	Emily Matthews

4.6 Climate Risk

To enable Public Health Wales to identify and adapt to climate change risks, determine adaptation actions to increase resilience, and reduce impacts on service delivery, we have

- Engaged with staff across seven Directorates to develop a Climate Risk Assessment
- Developed a Project Plan to prioritise what short- and longer-term actions will be taken
- Identified priority Climate Adaptation Actions to include within this plan

Realising climate resilience: 2030	<ul style="list-style-type: none">• We have become a climate-resilient organisation that can proactively manage climate risks, maintain reliable service delivery, and protect staff, patients and assets.
Making progress: 2028-2030	<ul style="list-style-type: none">• We have moved from risk identification to implementing adaptation actions and strengthening resilience to ensure continuity of services during extreme weather events.
Next steps: 2026-2028	<ul style="list-style-type: none">• We will integrate climate-risk assessment priorities into IMTP and Business Continuity Plans and embed climate adaptation and mitigation across business-planning processes.

Action reference	Key action	Action delivery date	NHS Wales SDP Initiative?	Lead	Name
CR1	Work with teams across the organisation (e.g. service areas within HPSS, POD) to assess climate risk, update the Climate Risk Assessment in line with CCRA4, and identify both immediate operational risks and longer-term strategic priorities	March 28	N/A	Health & Sustainability Hub/ HPSS/ POD	Tracy Evans
CR2	Directorates and teams to prioritise action for the highest risk areas and transition from reactive responses to prevention.	March 30	N/A	Health & Sustainability Hub	Tracy Evans
CR3	Support directorates and teams to take ownership of their climate risks by adding them to local risk registers and Business Continuity Plans, and by identifying short-, medium- and long-term adaptation actions.	March 28	N/A	Health & Sustainability Hub	Tracy Evans
CR4	Use questionnaires to capture a 'lived experience' of staff during climate events	March 28	N/A	Health & Sustainability Hub	Jessica Stone

5 Issues

The issue register will outline details of all issues (problems that have already occurred) identified that are negatively impacting the work of the decarbonisation programme and plans to resolve. Review of the issue register will take place at Internal Subgroup meetings and issues identified as severe in relation to impact will be escalated to the Climate Change Programme Board for review.

Issue	Mitigation
Due to the nature of our estate across Wales, there are limited options to invest in decarbonisation infrastructure and to influence energy supply. This is due to much of the estate being leased or being managed by health boards.	<ul style="list-style-type: none"> • Maintain ongoing discussions with landlords. • Continue monitoring of current leased estate and ongoing requirements of the organisation, to assist with future decision making.
Difficulty in assessing some areas of Public Health Wales carbon emissions for continued monitoring of progress against net zero target.	<ul style="list-style-type: none"> • Work with relevant departments in the organisation and data/performance analytics team to establish baseline. • Maintain connections to receive information on the development of standardised methodologies for calculating emissions and reduction.

6 Risks

The risk register will outline details of all risks (potential issues) identified relating to the work of the decarbonisation programme and plans for mitigation. Review of the risk register will take place at Internal Subgroup meetings and risks identified as severe in relation to impact and likelihood will be escalated to the Climate Change Programme Board for review.

Risk	Mitigation
There is a risk that Public Health Wales may not achieve the actions set out in the Climate Response Plan due to insufficient capacity across the organisation.	<ul style="list-style-type: none"> • Consider opportunities to align roles and processes to coordinate activities, maximise efforts and promote achievements. • Embed into existing governance arrangements • Identify existing key action leads within service areas across Public Health Wales • Identify opportunities for partnership projects with other health boards/ trusts

	<ul style="list-style-type: none"> • Climate Change Programme Board to monitor delivery and support the delivery of action across the organisation.
<p>Insufficient understanding of the financial implications to deliver the Climate Response Plan.</p>	<ul style="list-style-type: none"> • Clarify financial implications over the course of 2024-26 to inform Public Health Wales financial allocation decisions in future years • Integrate actions into IMTP and Individual Directorate/ Service area Planning • Take advantage of opportunities for external funding to deliver actions, including The Wales Funding Programme, Invest to Save Schemes and WG funding • Identify opportunities for partnership projects with other health boards/ trusts to support funding opportunities • Capture opportunities to work with WG and other available services including the Welsh Government Energy Service and Carbon Trust
<p>There is a risk that we do not understand the true organisational position in relation to achieving net zero as we are unable to calculate the carbon emissions for all our activity. This may result in the organisation not achieving the net zero target by 2030.</p>	<ul style="list-style-type: none"> • Recruitment of a Performance Management Analyst to help with measurement to inform appropriate decision making on most impactful areas of focus. • Close monitoring of progress against the two yearly organisational decarbonisation action plans. • Maintaining communication with other NHS organisations for sharing of information, ideas and success stories.

7 Appendix 1

Key Terms and Definitions

The following key terms are used in this document. For reference, see definitions below.

Key Term/Acronym	Definition
Biodiversity	Biodiversity means the variety of life on earth – plants, animals, fungi and microorganisms. Biodiversity is not just about species but the variety of ecosystems they inhabit, which exist at a range of scales, such as from an individual soil micro-habitat to a whole landscape.
Carbon Dioxide Equivalent (CO ₂ e)	Standard unit of measurement of greenhouse gas (GHG) emissions used to compare relative impacts of different GHG's based upon their global warming potential.
Circular Economy	The circular economy is a model of production and consumption, which involves sharing, leasing, reusing, repairing, refurbishing and recycling existing materials and products as long as possible. In this way, the life cycle of products is extended.
Decarbonisation	The process of first reducing then removing, greenhouse gas emissions released into the atmosphere from our operations.
Ecosystem	An ecosystem is a group of inter-connected organisms (animals, plants and microbes) and their physical environment found in a particular area, for example mountains, rivers and woodland.
Foundational Economy	The foundational economy is the part of our economy that creates and distributes goods and service that we rely on for everyday life.
Greenhouse Gas Emissions (GHG emissions)	Greenhouse gases are defined as gases which are capable of absorbing infra-red radiation (heat) from the sun, contributing to the Earth's greenhouse gas effect.
Net Zero Carbon	A balance between GHG emissions emitted into the atmosphere and the GHG emissions removed through removals and/or carbon offsetting.
NHS Wales Decarbonisation Strategic Delivery Plan	Strategic delivery plan developed by NHS Wales covering (2021-2030) which sets out key initiatives and targets to deliver an ambitious but achievable reduction in carbon emissions.
Total GHG Emissions (per annum) (tonnes CO ₂ e)	An organisation/entity's annual GHG emissions total before adjustments are applied for sequestration or GHG removals, measured in tonnes CO ₂ e.
Well-being of Future Generations Act	Welsh Government Act which sets out seven well-being goals which are designed to improve the social, cultural, environmental and economic well-being of Wales.
Well-to-Tank GHG Emissions (tonnes CO ₂ e)	Emissions from the processing and refinement of fuels and energy consumed by reporting organisations.