



Llywodraeth Cymru
Welsh Government

POLICY AND STRATEGY

NHS Wales decarbonisation strategic delivery plan 2025 to 2030

Our plan to reduce the environmental impact of NHS Wales and support the Welsh Government's Net Zero ambition for the public sector.

First published: 7 November 2025

Last updated: 7 November 2025

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10: Primary and community care contractors, business owners and landlords will seek to improve energy efficiency and decarbonise their buildings

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Part 1: Foreword

Four years since the publication of the first NHS Wales Decarbonisation Strategic Delivery Plan in March 2021, the climate emergency remains today one of the greatest health challenges of our time with evidence on the impacts to population health and the health system only growing.

This refreshed NHS Wales Decarbonisation Strategic Delivery Plan reaffirms NHS Wales's commitment to reducing its environmental impact. It sets out a clear roadmap for meeting our collective climate ambitions and aims to support organisations in prioritising the action needed to position NHS Wales to achieve the 2050 Net Zero legislative target.

This plan forms an integral part of the wider transformation to deliver 'A Healthier Wales' our long-term plan for the health and social care system. That vision for 'A Healthier Wales' focuses on prevention and local delivery, both central pillars of a low-carbon health system. 'A Healthier Wales' also commits organisations to embedding action on the climate emergency in decision-making and plans across the health and social care system; this refreshed plan identifies the priority actions needed to support NHS Wales in fulfilling that commitment.

The plan is focused on helping NHS Wales:

- strengthen energy efficiency and increase use of renewables
- support more sustainable travel across our fleet and by staff and patients
- work with our suppliers to minimise their environmental impact, including through greater use of circular economy principles
- deliver environmental sustainability as part of our existing value-based approach to clinical delivery
- become more efficient with a stronger focus on eliminating all types of waste
- maximise the co-benefits to patients, to staff, on our finances and to the communities we work within from working as sustainably as possible

This plan aligns with the adaptation action needed to build resilience to the impacts of climate change we are already seeing including from more extreme weather events. Organisations are expected to take an integrated approach,

taking into consideration the need to mitigate against future climate risks as we decarbonise, and ensuring our adaptation action is as low carbon as possible.

We are building on the strong foundations of the progress already made and lessons learned across NHS Wales. It has been developed through extensive engagement, drawing on the expertise, innovation, and dedication of staff and partners across NHS Wales. I would like to thank everyone who has supported the refresh and to colleagues taking the lead on this agenda.

The plan and its targets remain ambitious, and I recognise the challenging context within which we are working. Some actions will require financial investment at a time when financial resources are already stretched. However, we cannot shy away from the level of ambition needed if we are to achieve a lower carbon health system and deliver challenging climate targets. A collaborative approach is essential, with this plan providing the mandate for all parts of the health system to come together to pool resources, find, spread and scale creative solutions and collectively take the next step towards a more sustainable health system.

Jacqueline Totterdell

Director General Health, Social Care and Early Years Group and NHS Wales
Chief Executive

Part 2: Roles and commitments

NHS Wales will show leadership and commitment to deliver this Strategic Delivery Plan (SDP), embedding action on the climate emergency in decision-making and plans.

NHS Wales organisations will create or review and update their Climate Action Plans in line with this SDP and ensure clear accountability for delivery of initiatives within their organisations.

NHS Wales will ensure a joined-up approach between mitigation and adaptation, including by assessing adaptation requirements when implementing SDP initiatives locally.

NHS Wales are responsible for considering impact assessment and legal requirements, including those set out in the Well-being of Future Generations (Wales) Act 2025, when implementing their Climate Action Plans.

NHS Wales organisations will provide timely, high-quality data and information to support Welsh Government climate reporting requirements.

Welsh Government will maintain a robust evidence base on carbon emissions across health and social care sector.

Welsh Government will identify funding opportunities, prioritising support for the highest-impact decarbonisation initiatives.

Part 3: NHS organisations

Throughout this plan, actions are assigned to ‘NHS organisations’ or ‘all NHS orgs’. This includes:

- **Aneurin Bevan University Health Board** (<https://www.gov.wales/nhs-wales-health-boards-and-trusts#48398>)
- **Betsi Cadwaladr University Health Board** (<https://www.gov.wales/nhs-wales-health-boards-and-trusts#48400>)
- **Cardiff and Vale University Health Board** (<https://www.gov.wales/nhs-wales-health-boards-and-trusts#48402>)
- **Cwm Taf Morgannwg University Health Board** (<https://www.gov.wales/nhs-wales-health-boards-and-trusts#48416>)
- **Hywel Dda University Health Board** (<https://www.gov.wales/nhs-wales-health-boards-and-trusts#48418>)
- **Powys Teaching Health Board** (<https://www.gov.wales/nhs-wales-health-boards-and-trusts#48420>)
- **Swansea Bay University Health Board** (<https://www.gov.wales/nhs-wales-health-boards-and-trusts#48422>)
- **Velindre University NHS Trust** (<https://www.gov.wales/nhs-wales-health-boards-and-trusts#48452>)
- **Welsh Ambulances Services NHS Trust (WAST)** (<https://www.gov.wales/nhs->

wales-health-boards-and-trusts#48454)

- **Public Health Wales (PHW)** (<https://www.gov.wales/nhs-wales-health-boards-and-trusts#48456>)
- **Health Education and Improvement Wales (HEIW)** (<https://www.gov.wales/nhs-wales-health-boards-and-trusts#48526>)
- **Digital Health and Care Wales (DHCW)** (<https://www.gov.wales/nhs-wales-health-boards-and-trusts#48528>)
- **NHS Wales Shared Services Partnership (NWSSP)** (<https://www.gov.wales/nhs-wales-health-boards-and-trusts#48530>)
- **NHS Performance and Improvement (PI)** (<https://performanceandimprovement.nhs.wales/>)

Part 4: Summary of initiatives

Governance and programme implementation

1. Target financial support on high-impact decarbonisation initiatives.
2. Oversee implementation of the Strategic Delivery Plan and ensure continued relevance.
3. Foster a climate smart workforce of staff who feel empowered to champion sustainable practices and tackle the climate emergency through their roles.
4. Establish a national approach to accelerate the spread and scale of sustainable practices across NHS Wales.

Buildings and land

5. Building energy and utilities consumption will be actively managed and minimised.
6. Actively identify opportunities (capital and maintenance) to decarbonise NHS buildings.
7. Asset decarbonisation plans will be implemented to decarbonise NHS buildings.

8. Existing CHP plant will be maintained at maximum efficiency until life expired. No further fossil fuelled CHP plant will be installed, but renewable CHP will be supported.
9. Renewable energy opportunities will be progressed to increase energy generation activities and ensure NHS land will be used to its maximum potential.
10. Primary and Community Care contractors, business owners and landlords will seek to improve energy efficiency and decarbonise their buildings.
11. All new buildings and major refurbishments will align with the new Welsh interpretation of the NHS Net Zero Carbon Building Standard.
12. Engage proactively with landlords and tenants across leased properties to drive low-carbon building operations.

Fleet

13. NHS organisations will actively manage and monitor travel activities within their organisation to identify and implement opportunities to maximise fleet efficiency.
14. NHS organisations will define their approach to Electric Vehicle Charging Infrastructure (EVCI) to identify, prioritise and install EVCI.
15. All vehicles purchased or leased by NHS Wales will be Zero Emission Vehicles (ZEVs) wherever practically possible. Where not possible, hybrid vehicles and ultra-low emission vehicles will be purchased or leased instead.

Staff travel and homeworking

16. Identify and communicate best-practice to promote sustainable staff travel and agile working practices.
17. Embed and promote the sustainable transport hierarchy (Llwybr Newydd, The Wales Transport Strategy 2021) into all aspects of travel planning and policies.

Procurement and supply chain

18. Strengthen data management practices across NHS Wales supply chain to enhance visibility into supplier emissions, climate risk exposure, and mitigation strategies.
19. Create and apply an All-Wales mechanism to influence and track procurement activities that support low-carbon and resource efficient delivery.
20. Work collaboratively with primary care contractors to decarbonise operational practices, including consideration of the use of contracting mechanisms.
21. Transition electricity procurement to align with the principles for quality renewable electricity procurement set out by the UK Green Buildings Council (UKGBC).
22. Optimise stock management and consumption behaviours to improve resource efficiency and reduce material waste.

Clinical services

23. Integrate environmental sustainability into the development and monitoring of clinical guidelines.
24. Maximise the sustainable impact of digital and data solutions in clinical delivery by evaluating their environmental benefits and prioritising scalable innovations.

Waste

25. Minimise the environmental impact of waste generation across NHS Wales by increasing re-use and repair, fostering peer-led learning and strengthening waste segregation and recycling systems.

Part 5: Governance and programme implementation

1: Provide targeted financial support for high-impact decarbonisation initiatives

1a: Consult, scope, design and launch a dedicated decarbonisation funding stream to succeed the Targeted Estates Fund (TEF) ahead of its expiry in 2027

Proposed owners: Welsh Government; NWSSP SES (NHS Wales Shared Services Partnership Special Estates Service).

Implemented by: December 2026.

1b: Embed a structured mechanism within operational planning processes to support staff-led environmental sustainability initiatives

Proposed owners: all NHS organisations; SPPC (Strategic Programme for Primary Care).

Implemented by: depending on IMTP (Integrated Medium Term Plan) timelines.

2: Oversee implementation of the Strategic Delivery Plan and ensure continued relevance

2a: In consultation with NHS organisations, Welsh Government will review the success of the strategic delivery plan implementation and provide an update

Proposed owners: Welsh Government.

Implemented by: December 2027.

3: Foster a climate smart workforce of staff who feel empowered to champion sustainable practices and tackle the climate emergency through their roles

3a: Create a climate smart development plan that outlines how environmental sustainability principles can be integrated across all workstreams for all staff groups

Proposed owners: Climate Smart group; HEIW (Health Education Improvement Wales).

Implemented by: December 2026.

3b: Establish an all-Wales environmental sustainability communication and engagement channel; additionally, explore and implement opportunities to engage visitors and patients in environmental sustainability efforts

Proposed owners: climate smart group.

Implemented by: May 2026.

3c: Create an organisational communication approach, or plan, to maintain support and build momentum for climate action

Proposed owners: all NHS organisations.

Implemented by: annual reporting.

3d: Develop a workforce strategy to support delivery of the 'Delivering sustainable healthcare: position statement'

Proposed owners: all NHS organisations.

Implemented by: December 2026.

4: Establish a national approach to accelerate the spread and scale of sustainable practices across NHS Wales

4a: Develop a standardised evaluation tool to assess, track and report the clinical, environmental, and economic impact of innovations, enabling consistent appraisal and comparison across NHS Wales

Proposed owners: NWSSP, NHS Performance and Improvement, Welsh Government.

Implemented by: September 2026.

4b: Create a communication approach or plan to maintain support and build momentum for climate action; track reach and success as communication activities progress

Proposed owners: all NHS organisations.

Implemented by: annual reporting.

4c: Create a national repository of evaluated pilot projects, including carbon impact data, implementation insights, and adoption status, to support shared learning and transparency

Proposed owners: NWSSP, NHS Performance and Improvement, Welsh Government.

Implemented by: January 2027.

Part 6: Buildings and land

5: Building energy and utilities consumption will be actively managed and minimised

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

Building types impacted [\[footnote 1\]](#): A, C.

Proposed owners: all NHS organisations.

Implemented by: September 2026.

5b: Conduct seasonal reviews of building controls (that is BMS (Building Management System), heating timers, thermostats) to optimise efficiency and ensure standard operating procedures (SOPs) are being followed.

Building types impacted: A, C.

Proposed owners: all NHS organisations.

Implemented by: March 2026.

5c: Adapt the WHEF (Welsh Health Environmental Forum) to include within its agenda a section sharing estate decarbonisation successes, knowledge sharing and innovation

Proposed owners: WHEF.

Implemented by: March 2026.

5d: Embed energy management practices in day-to-day healthcare practice through energy reduction campaigns (such as posters, labels, intranet campaigns, and so on)

Building types impacted: A, C, D.

Proposed owners: all NHS organisations.

Implemented by: September 2026.

6: Actively identify opportunities (capital and maintenance) to decarbonise buildings

6a: Create a standardised data collection process for collecting asset-specific information to support the proactive identification of upcoming decarbonisation opportunities

Building types impacted: A, B.

Proposed owners: NWSSP (NHS Wales Shared Services Partnership) to develop.

Implemented by: September 2026.

6b: Provide NWSSP with a list of scalable reference decarbonisation projects and measures across the NHS Wales estate and align with all-Wales contract frameworks to enable efficient procurement and delivery; this should include the outcomes from 9a

Building types impacted: A, B.

Proposed owners: all NHS organisations.

Implemented by: list provided by December 2026 and updated every two years thereafter.

6c: Estates and 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

Building types impacted: A, B, C (type C only applicable if long lease (greater than 10 years)).

Proposed owners: all NHS organisations.

Implemented by: to align with relevant deadline in 15.

6d: Review electrical capacities across sites to determine limitations for electrification, and identify priority locations for electrical supply upgrades

Building types impacted: A, B, C (type C only applicable if long lease (greater than 10 years)).

Proposed owners: all NHS organisations.

Implemented by: March 2027.

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:

Building types impacted: A, B.

Proposed owners: all NHS organisations (secondary care).

Implemented by: March 2028.

7: Asset decarbonisation plans will be implemented to decarbonise NHS buildings

7a: For non-acute sites (such as community hospitals, health centres or clinics, offices), plan and implement targeted decarbonisation projects aligned with the principles of the UKGBC ([UK Green Buildings Council \(https://ukgbc.org/resources/net-zero-carbon-buildings-framework/\)](https://ukgbc.org/resources/net-zero-carbon-buildings-framework/)) net zero carbon buildings framework (such as optimisation, energy efficiency upgrades) to meet building decarbonisation targets; larger projects should follow a fabric first approach (thermal surveys may be beneficial) and include the replacement of fossil fuel heating systems with low carbon alternatives

Building types impacted: A, B.

Proposed owners: all NHS organisations.

Implemented by: integrated with action plan targets by December 2026.

7b: For acute sites and large hospitals, plan and implement targeted decarbonisation projects (such as optimisation, energy efficiency upgrades) to meet building decarbonisation targets; larger projects, where viable and operationally effective opportunities exist, should follow a fabric-first approach aligned with the principles of the UKGBC net zero carbon buildings framework

Building types impacted: A, B.

Proposed owners: health boards; Velindre.

Implemented by: integrated with Action Plan targets by December 2026.

8: Existing CHP (Combined Heat and Power) plant will be maintained at maximum efficiency until life expired; no further fossil fuelled CHP plant will be installed, but renewable CHP will be supported

8a: Continue to operate all current CHP plant to the end of its current working life without major refurbishment, and certify to the CHPQA (Combined Heat and Power Quality Assurance Scheme) programme to ensure efficient operation

Building types impacted: A, B, C.

Proposed owners: health boards.

Implemented by: annual reporting.

8b: Decommission fossil fuel CHP in line with plant life expiry, prioritising decommissioning over major refurbishment (such as engine replacement), with all fossil fuel CHP to be decommissioned by 2035

Building types impacted: A, B.

Proposed owners: health boards.

Implemented by: All fossil fuel CHP will be decommissioned by 2035.

8c: New renewable CHP (such as biomass) and emerging sustainable technologies will be supported (subject to feasibility and air quality impacts); no new fossil fuel or 'hydrogen-ready' CHP units will be installed

Building types impacted: A, B.

Proposed owners: all NHS organisations.

9: Renewable energy opportunities will be progressed to increase energy generation activities and ensure land will be used to its maximum potential

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 on-site and off-site private wire opportunities; viable opportunities should be progressed or installed to ensure each organisation meets their renewable energy generation targets

Building types impacted: A, B, C.

Proposed owners: all NHS organisations.

Implemented by: December 2028.

9b: Develop a standardised performance management plan to monitor and maximise electricity generation at on-site renewable generating stations, and add the metrics to EFPMS (Estates and Facilities Performance and Management System) reporting

Building types impacted: A, B, C.

Proposed owners: NWSSP.

Implemented by: March 2027.

9c: Support localised initiatives to expand or maintain green spaces on hospital and community sites (such as NHS Forest) for use by staff, the public and patients, to enhance well-being and aid recovery and social prescribing

Building types impacted: A, B, C.

Proposed owners: health boards; Velindre.

Implemented by: December 2026.

10: Primary and community care contractors, business owners and landlords will seek to improve energy efficiency and decarbonise their buildings

10a: Identify and continue to promote resources (such as greener primary care toolkit and online training modules) highlighting primary care's role in NHS Wales's decarbonisation ambitions; Welsh Government will use their influence to promote these resources to encourage decarbonisation

Building types impacted: A, B, C.

Proposed owners: Greener Primary Care Wales; Welsh Government.

Implemented by: April 2027.

11: All new buildings and major refurbishments will align with the new Welsh interpretation of the NHS net zero carbon building standard

The NHS Net Zero Carbon Building Standard (<https://www.england.nhs.uk/estates/nhs-net-zero-building-standard/>)

11a: Produce a Specialist Estates Services Notification (SESN) or guidance note of the NHS net zero carbon building standard outlining how environmental sustainability will be embedded into new builds and major refurbishments; all NHS organisations will ensure organisational alignment with the guidance on all new buildings and major refurbishments, and will report compliance where required

Building types impacted: A, B, C.

Proposed owners: NWSSP.

Implemented by: September 2026.

11b: Ensure organisational alignment with the guidance on all new buildings and major refurbishments, and will report compliance where required

Building types impacted: A, B, C.

Proposed owners: all NHS organisations.

Implemented by: December 2026.

11c: Health boards and trusts will work with NHS partners (such as WAST (Welsh Ambulance Services NHS Trust), NWSSP) throughout new projects to identify current and future requirements for electric vehicle charging infrastructure for delivery of NHS front-line services

Building types impacted: A, B.

Proposed owners: all NHS organisations.

Implemented by: March 2026.

12: Engage proactively with landlords and tenants across leased properties to drive low-carbon building operations

12a: NWSSP will produce and share green leasing guidance for NHS Wales (to cover NHS acting as a tenant and a landlord); this will be based on an adaptation of the [NHS England green lease framework](https://www.england.nhs.uk/estates/green-leases-framework/) and the [better buildings partnership green lease guidance](https://www.betterbuildingspartnership.co.uk/green-lease-toolkit/green-lease-clauses)

Building types affected: B, C, D.

Proposed owners: NWSSP.

Implemented by: September 2026.

12b: Where a new or renewed building lease is being explored (both as a tenant and a landlord), health boards and trusts will follow the NWSSP guidance during discussions to ensure buildings will operate as efficiently as possible

Building types impacted: B, C, D.

Proposed owners: all NHS organisations.

Implemented by: December 2026.

Footnote

[1]. Type A: Buildings owned by NHS Wales and operated or used by NHS Wales.

Type B: Buildings owned by NHS Wales and leased to a non-NHS organisation.

Type C: Buildings owned by a third party and leased to the NHS.

Type D: Buildings owned and operated by a third party, but used for NHS activities (such as buildings used by primary care contractors, either owned or leased, to delivery NHS services such as community dentistry, general medical services (GP surgeries, community pharmacy, optometry).

Part 7: Fleet

13: NHS organisations will actively manage and monitor travel activities within their organisation to identify and implement opportunities to maximise fleet efficiency

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)

Proposed owners: all NHS organisations.

Implemented by: March 2027.

13b: All new owned or leased NHS vehicles will have a telematics system installed at the point of sale or lease

Proposed owners: all NHS organisations.

Implemented by: December 2025.

14: NHS organisations will define their approach to Electric Vehicle Charging Infrastructure (EVCI) to identify, prioritise and install EVCI

14a: Define each organisation's own approach to facilitating and leveraging funding for EVCI for staff and visitors at NHS sites; this will account for available grid capacity at sites and the requirement to prioritise front-line services

Proposed owners: all NHS organisations (including HEIW (Health Education and Improvement Wales)).

Implemented by: March 2027.

14b: Transport teams and estates teams will collaborate to develop a clear EVCI plan, tailored to the organisation's specific requirements and aligning with the ZEV (Zero Emission Vehicle) procurement requirements in initiative 15a

Proposed owners: all NHS organisations.

Implemented by: plan completed December 2027.

14c: Install EVCI infrastructure at NHS sites as identified in the EVCI plan in line with the [NHS Wales electric vehicle charge point best practice guidance](https://nwssp.nhs.wales/ourservices/specialist-estates-services/specialist-estates-services-documents/ses-miscellaneous-documents/nhs-wales-evcp-best-practice-guidance-summaryengpdf/)

(<https://nwssp.nhs.wales/ourservices/specialist-estates-services/specialist-estates-services-documents/ses-miscellaneous-documents/nhs-wales-evcp-best-practice-guidance-summaryengpdf/>) **(where applicable)**

Proposed owners: all NHS organisations.

Implemented by: see initiative 15a.

14d: Develop clear policy outlining each organisation's approach to funding the installation of home charging where employees are provided with NHS owned or leased EVs (Electric Vehicles) for their job roles

Proposed owners: all NHS organisations.

Implemented by: March 2027.

14e: Provide employees who will drive an EV for their job with a convenient means to access charging points across the areas in which they work

Proposed owners: all NHS organisations.

Implemented by: September 2026.

14f: Retain the all-Wales fleet and transport group to help jointly identify EVCI opportunities, support allocation of funding, share best practice, and plan implementation, particularly in instances where there is shared use of sites (such as ambulances visiting multiple accident and emergency departments)

Proposed owners: all NHS organisations.

Implemented by: March 2026.

15: All vehicles purchased or leased by NHS Wales will be Zero Emission Vehicles (ZEVs) wherever practically possible; where not possible, hybrid vehicles and ultra-low emission vehicles will be purchased or leased instead

15a: Align vehicle purchasing or leasing with the following targets:

2025:

New standard vehicles (less than 3.5t or less than 4.25t electric) will be ZEVs (hybrid by exception).

Where ZEVs are not practical due to range limitations, full hybrids should be procured.

PHEVs (Plug-in Hybrid Electric Vehicles) should only be considered where it can be demonstrated that the vehicle will use EV-only mode for at least 75% of its

mileage.

Where none neither ZEV, full hybrid or PHEV of the above options are feasible or available, a vehicle with demonstrably lower GHG emissions than others in its class should be purchased or leased (that is best-in-class).

New light and heavy goods vehicles will be ZEVs where circumstances allow (such as regular transportation of lighter goods).

2026:

New specialist vehicles (less than 3.5t or less than 4.25t electric) (such as refrigerated vans) will be at least hybrid or LCEVs (Light duty Commercial Electric Vehicle), but ZEVs wherever practically possible. Vehicles shall continue to utilise innovative technology for specialist requirements (such as solar PV (Photovoltaic) auxiliary systems).

2027:

All new single responder vehicles will be ZEVs (hybrid by exception). Vehicles procured before this date should be ZEVs where possible.

2030:

New emergency ambulances will be ZEVs (hybrid or LCEV by exception).

Health board or trusts should continue to explore localised opportunities for low carbon transport infrastructure as they arise (such as localised sources of low carbon transport, electric mowers, and so on) and implement if deemed feasible.

Proposed owners: all NHS organisations.

Implemented by: as per initiative text.

15b: Actively engage in trials and research for electric emergency ambulances and report every 2 years on readiness to all-Wales fleet and transport group

Proposed owners: WAST (Welsh Ambulance Service Trust).

Implemented by: December 2027, 2029, 2031.

15c: Continue to research the market and participate in trials of electric vehicles (such as medium freight) and other alternative fuel vehicles and report every 2 years on readiness to all-Wales fleet and transport group

Proposed owners: NWSSP (NHS Wales Shared Services Partnership).

Implemented by: December 2027, 2029, 2031.

Part 8: Staff travel and homeworking

16: Identify and communicate best-practice to promote sustainable staff travel and agile working practices

16a: Develop a standardised staff travel, commuting and homeworking survey to collect demographic and role-based insights related to commuting and homeworking behaviours, barriers to low-carbon practices, and the perceived effectiveness of solutions

Proposed owners: NWSSP (NHS Wales Shared Services Partnership).

Implemented by: December 2026.

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

Proposed owners: all NHS organisations.

Implemented by: May 2027 and annually thereafter.

16c: Collate and review organisational travel and homeworking policies and guidance to identify examples of best practice in promoting sustainable practices; circulate guidance to NHS organisations

Proposed owners: NWSSP.

Implemented by: December 2026.

16d: Engage with HR and legal teams to conduct an all-Wales review and update of mileage reimbursement allowances for both company vehicle usage and grey fleet mileage to incentivise use of active travel, ZEVs and lift sharing beyond ICE (Internal Combustion Engine)-powered vehicles

Proposed owners: NWSSP.

Implemented by: December 2026.

16e: Strengthen the transport and smart working section of the 'Greener Primary Care Framework' (based upon the findings of 16b and 16c) to encourage contractors to offer additional incentives such as staff cycle-to-work scheme opportunities and electric vehicle procurement through salary sacrifice

Proposed owners: Public Health Wales.

Implemented by: March 2027.

16f: Deliver targeted advice and resources (such as via intranet) to support low-carbon homeworking, including guidance on energy-efficient practices and awareness of domestic decarbonisation measures

Proposed owners: NWSSP, Climate Smart Group.

Implemented by: July 2026.

17: Embed and promote the sustainable transport hierarchy (llwybr newydd, the Wales transport strategy 2021) into all aspects of travel planning and policies

17a: Develop a staff travel plan outlining an organisational approach to encouraging the sustainable transport hierarchy and embedding healthy travel charters across staff travel, including commuting and business travel

Proposed owners: regional health boards and trusts.

Implemented by: May 2028.

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

Proposed owners: all NHS organisations.

Implemented by: September 2026.

Part 9: Procurement and supply chain

18: Strengthen data management practices across NHS Wales supply chain to enhance visibility into supplier emissions, climate risk exposure, and mitigation strategies

18a: Publish an NHS Wales net zero supplier roadmap that clearly defines existing and anticipated supplier environmental sustainability data and reporting requirements

Proposed owners: NWSSP (NHS Wales Shared Services Partnership).

Implemented by: March 2026.

18b: Develop a targeted training programme in collaboration with Business Wales (including accompanying guidance and tools) to help suppliers – particularly small to medium enterprises – understand and meet the requirements outlined in the supplier roadmap; this will include development of sector-specific guidance for hotspot sectors

Proposed owners: NWSSP (NHS Wales Shared Services Partnership).

Implemented by: March 2027.

18c: In consultation with the other UK nations, evaluate options for a digital platform to streamline how supplier information is collected and managed

Proposed owners: NWSSP.

Implemented by: March 2027.

19: Create and apply an all-Wales mechanism to influence and track procurement activities that support low-carbon and resource efficient delivery

19a: Expand the NHS Wales sustainable procurement code of practice, to set and publish procurement “well-being objectives”, in line with the Social Partnership and Public Procurement (Wales) Act (SPPP) 2023; specific objectives will address low-carbon delivery and waste reduction

Proposed owners: NWSSP.

Implemented by: August 2026.

19b: Develop a streamlined and transparent approach in collaboration with key stakeholders to assess the effectiveness of procurement criteria in advancing low-carbon and resource efficient delivery

Proposed owners: NWSSP; all NHS organisations.

Implemented by: December 2026.

19c: In line with implementation of the SPPP, embed environmental sustainability principles and reporting throughout the procurement lifecycle

Proposed owners: NWSSP.

Implemented by: June 2027.

19d: Include an organisational environmental sustainability representative in any procurement exercise exceeding £6 million (including VAT)

Proposed owners: all NHS organisations.

Implemented by: September 2026.

20: Work collaboratively with primary care contractors to decarbonise operational practices, including consideration of the use of contracting mechanisms

20a: Engage with tripartite signatories to explore the proportionate integration of environmental sustainability principles within primary care contracts, ensuring alignment with other key priorities such as access and financial viability

Proposed owners: Welsh Government; DPCC (Directors for Primary and

Community Care).

Implemented by: September 2026.

20b: The DPCC group with SPPC (Strategic Programme for Primary Care) will establish a framework for supporting sustainable primary care through health board and cluster planning arrangements, and amplifying materials signposted through the Greener Primary Care Wales scheme to promote consistent messaging, shared priorities, and coordinated action across the system

Proposed owners: DPCC.

Implemented by: September 2026.

21: Transition electricity procurement to align with the principles for quality renewable electricity procurement set out by the UK Green Buildings Council (UKGBC)

Principles for quality renewable electricity procurement (<https://ukgbc.org/resources/renewable-energy-procurement-part-2/>).

21a: Complete the UKGBC electricity rating tool annually to monitor progress and identify opportunities; as part of the process, engage with energy suppliers to understand and encourage their alignment with quality renewable electricity procurement principles

Proposed owners: NWSSP.

Implemented by: annual.

21b: Create and maintain a log of Power Purchase Agreements (PPAs) opportunities; in partnership with the Welsh Government Energy Service (WGES), engage with community groups and other public sector bodies to understand local generation-supply opportunities

Proposed owners: NWSSP (lead); all NHS organisations; WGES.

Implemented by: September 2026.

22: Optimise stock management and consumption behaviours to improve resource efficiency and reduce material waste

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

Proposed owners: NWSSP (lead) in consultation with NHS organisation.

Implemented by: September 2026.

22b: Report quarterly on surplus stock emissions within existing reporting mechanisms to support and inform initiatives focused on optimising resource consumption

Proposed owners: NWSSP; health boards and Velindre.

Implemented by: Quarterly reports from September 2026.

22c: Integrate environmental impact reporting into stock management and consumption programmes – such as, your medicines your health, scan4safety, gloves off – to support their design, communication and implementation and ensure that environmental outcomes are considered alongside other key priorities

Proposed owners: NWSSP; health boards and trusts; Welsh Government.

Implemented by: Dependent on 22b.

22d: Assign a Your Medicines, Your Health (YMYH) programme leads for primary and secondary care to embed the principles of YMYH in reducing medicines waste and improving adherence, with regular attendance at YMYH programme lead meetings

Proposed owners: YMYH programme leads; health boards and Velindre.

Implemented by: September 2026.

22e: Initiate an 'only order what you need campaign'

Proposed owners: health boards and Velindre (YMYH Programme Leads).

Implemented by: September 2027.

Part 10: Clinical services

23: Integrate environmental sustainability into the development and monitoring of clinical guidelines

23a: Develop a methodology to assess the environmental impact of healthcare pathways – both pharmacological and non-pharmacological – for inclusion within the clinical guideline development process

Proposed owners: NWSSP (NHS Wales Shared Services Partnership).

Implemented by: September 2026.

23b: In the upcoming medicines optimisation framework review, embed the requirement for an environmental impact assessment (utilising methodology developed in 23a) into the clinical guidelines development process

Proposed owners: AW TTC (All Wales Therapeutics and Toxicology Centre).

Implemented by: pending review of medicines optimisation framework

23c: Integrate environmental sustainability criteria as part of the endorsement process for clinical guidelines

Proposed owners: all-Wales Medicines Strategy Group.

Implemented by: pending 23b.

23d: Incorporate Key Performance Indicators (KPIs) where possible to support monitoring of the implementation of desired clinical behaviours outlined in the guidelines – for example, through national prescribing indicators, dashboards, or similar tools

Proposed owners: AW TTC; health boards.

Implemented by: annual reporting.

24: Maximise the sustainable impact of digital and data solutions in clinical delivery by evaluating their environmental benefits and prioritising scalable innovations

24a: Embed environmental impact reporting across the digital medicines programme workstreams, including programme evaluation and future programme design

Proposed owners: DHCW, supported by contributing partners.

Implemented by: May 2027.

24b: Support collaboration and knowledge sharing for ePMA (Electronic Prescribing and Medicines Administration) through regular ‘community of knowledge and Action’ meetings

Proposed owners: DHCW (Digital Health and Care Wales).

Implemented by: annual reporting.

24c: Develop a best practice approach for the use of digital technology and further explore digital consultation technology; align this with the Welsh future healthcare journey visions and the concept of providing care closer to home.

Proposed owners: DHCW, supported by contributing partners.

Implemented by: September 2026.

24d: Continue to digitalise clinical records and communications to increase resource efficiency and reduce printing resource requirements

Proposed owners: health boards and Velindre.

Implemented by: annual reporting.

Part 11: Waste

25: Minimise the environmental impact of waste generation across NHS Wales by increasing re-use and repair, fostering peer-led learning and strengthening waste segregation and recycling systems

25a: Develop an NHS Wales waste strategy that reflects circular economy principles and establishes waste stream-specific targets (including re-use and repair, use of tiger bags, a switch from single use to reusable catering items, and segregation of sharps boxes)

Proposed owners: NWSSP (NHS Wales Shared Services Partnership).

Implemented by: January 2027.

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 (such as procurement managers) and external partners (such as licensed waste management contractors)
- defined roles and responsibilities within the NHS organisation

Proposed owners: WHEF (Welsh Health Environmental Forum); all NHS organisations (waste manager or equivalent).

Implemented by: September 2026.

25c: Develop and implement all-Wales training for waste managers and health board procurement managers to ensure alignment with waste regulations and the upcoming NHS Wales waste strategy

Proposed owners: NWSSP.

Implemented by: January 2027.

Part 12: Key acronyms

Key acronyms include:

- AHU (Air Handling Unit)
- AWTTC (All Wales Therapeutics and Toxicology Centre)

- BMS (Building Management System)
- BREEAM (Building Research Establishment Environmental Assessment Methodology)
- CAP (Climate Action Partnership team)
- CHP (Combined Heat and Power)
- CHPQA (Combined Heat and Power Quality Assurance scheme)
- DCHW (Digital Health and Care Wales)
- DNO (District Network Operator)
- DPCC (Directors for Primary and Community Care)
- EC fans (Electrically Commutated fans)
- EFPMS (Estates and Facilities Performance and Management System)
- ePMA (Electronic Prescribing and Medicines Administration)
- ESR (Electronic Staff Record)
- EV (Electric Vehicle)
- EVCI (Electric Vehicle Charging Infrastructure)
- GHG (Greenhouse Gas)
- GWP (Global Warming Potential)
- HB (Health Board)
- HEIW (Health Education Improvement Wales)
- HRMC (His Majesty's Revenue and Customs)
- HSCEY (Health and Social Care and Early Years)
- ICE (Internal Combustion Engine)
- IMTP (Integrated Medium-Term Plan)
- LCEV (Light Duty Commercial Electric Vehicle)
- LTHW (Low Temperature Hot Water)
- NWSSP (NHS Wales Shared Services Partnership)
- NWSSP SES (NWSSP Special Estates Service)
- PI (NHS Wales Performance and Improvement)
- PADR (Performance Appraisal and Development Review)
- PHW (Public Health Wales)
- PPE (Personal Protective Equipment)
- PV (Photovoltaic (solar))
- RFID (Radio Frequency Identification)
- SDP (Strategic Decarbonisation Plan)
- SESN (Special Estates Service Notification)
- SOP (Standard Operating Procedure)

- SPPC (Strategic Programme for Primary Care)
- SPPP (Social Partnership and Public Procurement (Wales) Act 2023)
- TEF (Targeted Estates Fund)
- TfW (Transport for Wales)
- VRF (Variable Refrigerant Flow)
- WAST (Welsh Ambulance Services NHS Trust)
- WG (Welsh Government)
- WGES (Welsh Government Energy Service)
- WHEF (Welsh Health Environmental Forum)
- WPPN (Welsh Procurement Policy Note)
- YMYH (Your Medicines Your Health)
- ZEV (Zero Emission Vehicle)

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