

JUST-Systems project

Case Study Profile

Wales: Just-Systems: Domiciliary Care and a Just Transition in Wales

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May 2026

1 Background and summary

The JUST-Systems project (2025-2030) was developed in response to the UKRI Net Zero Challenges call, which supports original research advancing the UK's transition to net zero with strong stakeholder engagement. Our interdisciplinary team includes researchers from six universities, five UK case study partners, and an expert advisory board. Case studies include: the development of a heat network in Reading, the net-zero transition in Wales' social care sector, retrofit in Aberdeen's Torry community, community energy in Clackmannanshire, and the net zero transition in East Ayrshire via the CoRE programme.

This case study focuses on the delivery of domiciliary care in Wales. The project will support the service and wider community in assessing the challenges they face, explore key features that contribute to emissions generated, and jointly explore potential responses that will benefit providers, users, the workforce, and the wider community. Guidance from community stakeholders will help to thoroughly understand the challenges and test what effective responses might be. This case study will combine research methods, from reviewing the academic literature and government policy documents, to extensive community consultations, to systems mapping. By coupling the achievement of net zero in domiciliary care with broader benefits for communities, this case study, and the broader project, will contribute to fostering the social, economic, environmental and cultural well-being of Wales.

In domiciliary care, carbon emissions are majorly generated through transportation in the delivery of domiciliary care. Further vital issues crucial to a just transition are employment conditions and quality of care.

Different factors shape the sector. First, the scope for change is shaped by the regulatory framework relating to domiciliary care and considerations of cost and benefits, which are of crucial concern. Second, a multitude of different stakeholders are involved in the regulation and delivery of domiciliary care. Key stakeholders in the field include local authorities, regulatory bodies (Social Care Wales, National Commissioning Board), the Older Person Commissioner, providers and provider bodies (Care forum Wales, National Provider Forum), trade unions, Carers Wales and Age Cymru. Third, staffing shortages, which exist in some areas, are a vital concern for domiciliary care. Lastly, demographic developments, such as the share of elderly people, shape demand for domiciliary care.

Currently, work is going to define ways of how domiciliary care can contribute to the net zero transition. This involves the establishment of a national Climate Change Group by the Welsh Government in cooperation with stakeholders. Throughout Wales, local authorities are furthermore working on how to measure carbon emissions, which includes developing and testing an emissions tool. This project case study will support domiciliary care and wider the community in examining key features that contribute to emissions generated, assessing the core challenges of a Just Transition in domiciliary care, and jointly exploring potential responses that will benefit providers, users, the workforce, and the wider community.

This profile gives a brief introduction to Wales while featuring a particular interest in and focus on social and, where data is available, domiciliary care.



3 Statistical snapshot (5 pages max)

3.1 Population, Households and Demography

- **Current Population and Population Change (projections/estimates)**

According to the Census 2021 Wales had a usual resident population of 3,107,500. 21.3% of these were aged 65 and over. This was the highest ever recordedⁱ.

- **Age Distribution**

At the time of the last census, 2021, 62.2% of the population were between 15 and 64 years old, about 21.3% of the population of Wales were aged 65 and over and 16.5% were younger than 15. When compared to the previous census, this means that the share of under 15's and 15 to 64 year olds has slightly declined (under 15s: 16.9% to 16.5%; 15-64: from 64.7% to 62.2%). In contrast, the share of those 65 and above has seen a marked increase from 18.4% in 2011 to 21.3% of Wales' population in 2021. However, the age distribution varies strongly between regions.ⁱ

Focussing on the older population, higher shares tend to be seen in Mid and West Wales while lower shares tend to be more prevalent in South-East Wales. Residents aged 65 and over accounted for more than one fourth (25%) of the population in Powys (27.8%), Conwy (27.4%), Pembrokeshire (26.1%), Anglesey (26.4%), Monmouthshire (25.8%), and Ceredigion (25.7%). In contrast, less than 20% of the population were aged 65 and over in Cardiff (14.5%), Newport (17%), Merthyr Tydfil (18.9%), and Rhondda Cynon Taff (19.6%). The other local authorities' share of older people in the population lies between these two poles (Blaenau Gwent: 20.3%; Bridgend: 20.8%; Caerphilly: 20.2%; Carmarthenshire: 24.2%; Denbighshire: 24.8%, Flintshire: 21.4%; Gwynedd: 23.3%; Neath Port Talbot 21.2%; Swansea: 20.5%; Torfaen: 20.7%, Vale of Glamorgan: 21.9%; Wrexham: 20.2%).ⁱ

- **Population by country of origin/migration status**

According to the 2021 Census, Wales had a resident population of 3,107,499, the majority of whom lived in South East Wales (1,523,915). 2,202,820 of the usual residents of Wales indicated that they were born in the Wales with 659,084 born in England, 21,975 in Scotland, and 7,803 in Northern Ireland. Especially in North Wales, which had an overall resident population of 686, 914, the number of residents originating in England (229,078) was disproportionately high. Among those who were born outside of the UK, most were born in Europe (100,142), followed by Middle Eastern and Asian countries (69,328), Africa (100,142), the Americas (12,631), and Oceania (4,473).ⁱⁱ

- **Population by 'ethnicity'/religion/language spoken**

At the end of 2023, overall, the percentage of Black and Asian people and individuals belonging to an ethnic minority was estimated to be 5.2%. The share of residents belonging to ethnic minorities is estimated to be highest in Cardiff (14.4%), Newport (14.1%), and Swansea (6.9%). However, outside of these three cities, estimating the share of ethnic

minorities in Wales encounters barriers to a low number of responses or disclosive or not sufficiently robust data for publications.ⁱⁱⁱ

Wales is a bilingual country. The ability to speak Welsh differs strongly by region. Especially the North-Western part of the country, namely in Gwynedd and Anglesey, is a stronghold of the Welsh language. Here, over 55% of the population aged 3 and over were able to speak Welsh. In contrast, the 10% or less of the population of Bridgend, Blaenau Gwent, Merthyr Tydfil, Monmouthshire, Newport, and Torfaen in South-East of Wales reported an ability to speak the Welsh language.^{iv}

- **Population by household composition**

In 2023, 1,377,071 households were reported in Wales. The most common household type was a single person household (444,935), followed by two person households composed of two adults (434,361) and four person households composed of 2+ adults and 1+ children (118,587).^v

The majority (56.6%) of single person households were made up of people aged 60+ with individuals aged 65+ accounting for 46.9% and those 75+ for 28.3% of one-person households.^{vi}

3.2 Economy

- **Income and Employment**

In 2024, the average weekly earnings in Wales were £674.50. Average earnings per week were highest in South-West Wales (£672.80), followed by North Wales (£671.20), Mid & South-West Wales (£670.40) and, lastly, Mid Wales (£626.10). In 2023, the lowest average weekly income was seen in Merthyr Tydfil (£541.60) and the highest in Monmouthshire (£713.70).^{vii}

In March 2025, the employment rate in Wales was 73.4%, slightly lower than the respective rate in the UK overall, which was 75.4%. With 3.6% the unemployment rate in Wales was ever so slightly higher than in the overall UK, where it was 3.9%. Likewise, the rate of economically inactivity among those aged 16 to 64 was 23.9% in Wales and 21.6% in the whole of the UK. Regional disparities persist. The economic activity rate is highest in North Wales (79.1%) and lowest in South West Wales (74.6%). Focussing on local authorities, it is highest in Flintshire (82%) followed by Anglesey (80.9%), Wrexham, (80.5%) and Monmouthshire (80.4%) and lowest in Blaenau Gwent (70.8%).^{viii}

- **Employment by occupation/industry (amended to sector specific)**

The most important area of employment in social care is adult residential care, which is estimated to account for about 37,365 jobs followed by domiciliary care estimated at about 22,064 jobs. Vacancy rates are estimated to have remained stable during 2022 and 2023 at about 5,300. With over 37% of vacancies, domiciliary care is the area with the single most vacancies, while only being the second largest service. About 9% of roles in domiciliary care were vacant according to the *Social care workforce report 2023*.^{ix}

3.3 Communities and place

- **Indices of deprivation, by area/zone**

The Welsh Index of Multiple Deprivation provides information on deprivation in the different parts of Wales. In its last iteration (2019), The WIMD identifies Rhyl West 2 (the area around Rhyl High Street) in Denbighshire as the most deprived small area in Wales with the neighbouring area, Rhyl West 1, being the second most deprived, St. James 3 in Caerphilly as the third most deprived, Tylorstown the fourth most deprived and Caerau (Bridgend) 1 as the fifth most deprived. These areas are, however, fairly small. To understand how deprivation plays out in Wales, in the following the level of deprivation in local authority areas is measured as the percentage of Lower Layer Super Output Areas (LSOAs) within a local authority area that fall within the 10% most deprived in Wales in the Welsh Index of Multiple Deprivation (% of LSOAs in most deprived 10% areas). Taking this measurement, Newport emerges as the local authority with the highest percentage of LSOAs among the most deprived 10% areas. Here, 24.2% of LSOAs are among the 10% most deprived areas of Wales. Newport is followed by Merthyr Tydfil (22.2%), Cardiff (18.2%), Rhondda Cynon Taf (17.5%), and Neath Port Talbot (15.4%). On the opposite side of the spectrum are Monmouthshire, where not a single LSOA is among the 10% most deprived areas, Powys (1.3%), Ceredigion (2.2%), the Isle of Anglesey (2.3%), and Gwynedd (2.7%).^x

- **Education/qualifications (social/ domiciliary care only)**

Since 2020, registration is mandatory in domiciliary care. Based on the data of those registered, in 2022, 58% of the domiciliary care workforce had practice qualifications and 30% have completed an induction route and were required to finish their qualification within the next 3 years. A further 12% were registered based on confirmed competence (i.e., a confirmation of their manager that they have adequate experience and competence).^{xi} Focussing on managers in domiciliary care, in 2022, 54.5% are in possession of a Diploma Leadership for Health and Social Care Services at Level 5 of the QCF while all remaining registered managers have a qualification at or equivalent to NVQ level 4.^{xii}

- **Transport (main travel) amended to travel to and from work (social care only)**

Across the UK, it is estimated that about 540 million home visits with an average travel distance of 4.6km per visit are made for domiciliary care. This amounts to an estimated 2.5 billion kilometres made annually for homecare visits in the whole of the UK.^{xiii}

3.4 Care sector in Wales

- **Businesses in the sector**

The Care Inspectorate records 756 domiciliary support services in Wales, 652 in English, 3 in Welsh and 101 bilingual ones. English monoglot and bilingual services existed in all Health Board areas while Welsh only services are only found in the Betsi Cadwaladr University Health Board area in north Wales.

The majority of providers were Limited Companies (634, of which 64 were bilingual and 579 monoglot English). 81 providers were charitable companies (this included 26 bilingual 52 English-only and all three Welsh only services) and 3 charitable incorporated organisations (all English-only). 22 services (9 bilingual and 13 monoglot English) were run by local authorities. 7 services were other corporate bodies (2 bilingual and 5 English only), 4 English-

only services partnerships, and 4 individual providers (all English-only). In addition, Betsi Cadwaladr University Health Board ran one service.^{xiv}

- **Workforce**

The social care workforce is predominantly female and white. 54.3% of the workforce are 45 or younger. Across Wales, the majority of social care staff (69.9%) report no Welsh language skills. In domiciliary care, the gender gap is slightly more pronounced than in social care overall. 86% of domiciliary care workers are female compared to 81.6% of the social care workforce overall. Further, with 91.9% of the workforce being white, domiciliary care is slightly more ethnically diverse than social care overall, where the respective share is 92.4%, and more diverse than the overall population of Wales (95.8% white).^{ix}

- **Earnings in the sector**

According to the Ashe survey, the median annual gross pay for care workers, home carers, and senior care workers amounted to £20,819 and mean average gross pay to £20,682.^{xv}

- **Employment type in sector**

Job security: Focussing on social care, the *Social care workforce report 2023* indicates that an estimated 88,232 individuals are employed in social care of whom 79.4% are on permanent contracts and 1.8% agency workers. Agency workers account for about 3.2 % of the workforce in commissioned providers and 0.4% in services provided by local authorities. About 48 % of the workforce work full-time (47.4% in local authority employment and 48.8% in commissioned provision). While most domiciliary care workers are employed in permanent contracts, zero-hour contracts are of importance in commissioned services; 31.4% of care workers in domiciliary care are working in zero-hour contracts.^{ix}

- **Job vacancies in the sector**

Vacancy rates in social care are estimated to have remained stable during 2022 and 2023 at about 5,300. With over 37% of vacancies, domiciliary care is the area with the single most vacancies, while only being the second largest service. About 9% of roles in domiciliary care were vacant according to the *Social care workforce report 2023*.^{ix}

4 Policy snapshot

Relevant national policies

Wales has embedded sustainability in law and strategy, creating strong drivers for decarbonisation across public services, including social care. Yet, adult social care (ASC) in Wales is predominantly delivered by independent providers commissioned by local authorities and health boards, complicating measurement and control of emissions. Wales has a distinctive approach to sustainability.

The Social Services and Well-being (Wales) Act 2014 regulates the provision of social services in Wales. Among others, it establishes objectives relating to the promotion of the well-being of service users and carers, the assessment of needs and the conditions of meeting them, prevention, co-production and collaboration^{xvi}. It does not lay down any specific environmental requirements. These, however, derive from other policies.

The Well-Being of Future Generations (Wales) Act 2015 establishes a broad framework for public bodies that sets sustainable development as an overarching principle of their actions. It sets out seven Well-Being Goals and five ways of working (i.e., long-term thinking, prevention, integration, collaboration and involvement) that designated bodies have to account for in their actions. The Well-Being Goals include, among others, a commitment to a “low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change)”^{xvii} as well as an economy relies on “fair work” as part of the Well-Being Goals *A prosperous Wales*^{xviii}. It furthermore obliges public bodies to commit to “a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change)” as part of its *A resilient Wales goal*^{xix}. While the WFG does not place specific obligations on domiciliary care; it overarches specific policy and public administration contexts and sets a broad framework for public bodies. This frames how social care is planned, commissioned and delivered.^{xx}

At the national level, Net Zero Wales: Carbon Budget 2 (2021–2025) sets the pathway to net zero by 2050. In parallel, the Welsh public sector has an ambition to reach net zero operational emissions by 2030, supported by a government route map. Together, these commitments shape expectations on health and social care systems.^{xxi}

Welsh policy spine for net zero and its importance for social care

WFGA 2015. The Act creates a legally binding common purpose for specified bodies—including local authorities and health boards—to improve social, economic, environmental and cultural well-being, guiding commissioning and partnership working in social care.^{xvii}

Net Zero Wales (Carbon Budget 2). Wales’ second emissions-reduction plan establishes decadal targets, budgets and sectoral actions. This provides national direction and links to Climate Change Committee advice adapted to the Welsh context.^{xviii}

Public sector route map to 2030. The **Net zero carbon status by 2030: public sector route map** identifies priority action areas—buildings, mobility, procurement and land use—and milestones for public bodies, relevant to commissioners of social care. ^{xxii}

NHS Wales Decarbonisation Strategic Delivery Plan (2021–2030). Health system actions (46 initiatives across Scopes 1–3) intersect with social care pathways and supplier markets; decarbonisation in health can spill over to care commissioning and logistics. ^{xxiii}

Social Partnership and Public Procurement (Wales) Act 2023. This Act places a statutory duty on contracting authorities to pursue environmental (alongside social, economic and cultural) outcomes through socially responsible procurement—a core lever over commissioned social care. ^{xxiv}

A Healthier Wales (2018; page updated 2025). The national plan promotes a seamless, preventative, ‘closer-to-home’ model of health and social care, implying pathway redesign (not only estates/fleet changes) will be vital to cut emissions while improving outcomes. ^{xxv}

Local relevant targets and plans

Having declared a climate emergency in 2019, Wales has binding targets to reduce emission with the goals of reaching net zero emissions. The public sector target is reaching net zero emissions by 2030. More broadly, Wales aims to transition to net zero by 2025. While private and third sector organisations providing social (including domiciliary) care are part of Wales’ broader target of reaching net zero by 2025, public bodies commissioning and procuring care are bound by the 2030 target. ^{xxvi}

Near term practical priorities are

- **standardising supplier reporting:** co-produce a light-touch, scalable emissions reporting template for ASC providers (activity-based where possible; spend-based where necessary), piloted with domiciliary and residential providers ^{xxvii},
- **embedding climate clauses:** incorporate clear, phased carbon-reduction requirements and data reporting in new/re-procured ASC contracts under the SPPPA duty, with supportive market engagement and transition guidance ^{xxi},
- **targeting early wins:** prioritise building fabric/heat upgrades for high-energy homes; transition high-mileage domiciliary rounds to EVs with pooled charging solutions; optimise rostering to reduce miles ^{xix},
- **building capability:** roll out carbon literacy and net zero procurement training aligned to the public-sector route map and skills plan; share tools via national forums, and
- **strengthening assurance:** adopt a WFGA-aligned annual decarbonisation statement in ASC commissioning, linking to Audit Wales’ recommendations on readiness and oversight ^{xxviii}.

5 Whole system challenges for just transition to net zero

Domiciliary care, which is one component of the system of Adult Social Care, is a complex system that is embedded in multi-level governance models and composed of an interacting net of components and layers, which together shape its delivery. It is regulated by Care Inspectorate Wales.

Domiciliary care is largely contracted out to (and thereby secured via commissioning and procurement of these services from) for-profit (and to a smaller extent) not-for-profit enterprises, albeit a small part of domiciliary care is provided by public entities. This means that in addition to care related regulation, also public broader regulation pertaining to the public sector as well as procurement policies, such as the *Social Partnership and Public Procurement (Wales) Act*, shape the delivery of domiciliary care.

CIW's Chief Inspector's Reports document system pressures and market fragility.^{xxix} System pressures include workforce scale and pressures. Social Care Wales' workforce reporting and analyses (supplemented by Senedd research briefings) point to a large, diverse sector with vacancy and retention challenges; most services are community-based. These dynamics shape the feasibility and timing of decarbonisation actions.^{ix} From April 2022, Wales introduced the Real Living Wage (RLW) for identified social care workers, with updated guidance (May 2024) for consistent administration by commissioners and providers^{xxx}—an important backdrop when considering provider margins and capacity to invest in low-carbon transition.

Focusing on emissions profile and decarbonisation levers, the Welsh Government Energy Service's assessment of carbon impact of social care in Wales highlighted the need to improve data capture, appraise carbon in planning/commissioning, mandate reduction through procurement, retrofit estates, transition fleets, and build carbon literacy across the sector. A companion one-page route map emphasises embedding low-carbon commissioning, procurement clauses, energy upgrades and low-carbon travel plans (Welsh Government 2022). At a system level, the Public Sector 2030 route map and NHS Wales plan illuminate shared hotspots, including but not limited to mobility and procurement/supply chains, and the importance of robust measurement and reporting to drive action and assurance.^{xix}

Key system challenges in achieving net zero delivery arise from the fragmentation of the care system and the dispersed nature of care provision. The provision of domiciliary care is dispersed across Wales, including some rural and rather remote areas. As a result, the provision of domiciliary care generates substantial mileage, making travel, geography and service models a challenge. Further challenges arise from the fragmentation of the system. As most domiciliary in Wales is delivered by independent providers, commissioners hold influence chiefly through procurement and market stewardship rather than direct operational control. Translating net zero duties into award criteria, contract conditions and ongoing contract management—without destabilising supply chains—is a core challenge^{xvii} and requires carbon literacy for commissioners and providers as well as practical net zero procurement capability. Net zero requirements must be sequenced alongside workforce actions (e.g., RLW implementation, retention and well-being) to avoid unintended market exits or quality risks. Further with, public bodies facing a 2030 ambition, while Wales'

economy-wide target is 2050, different horizons exist for commissioners and providers. Audit Wales has highlighted uneven readiness and the need for stronger planning, resourcing and assurance across the public sector, which applies to social care commissioning.^{xxiv} Adding to these challenges are data challenges, particularly carbon accounting and data quality (especially Scope 3). Provider-level data are uneven; Scope 3 (purchased goods/services, commissioned care, travel) dominates but is hardest to measure. The Energy Service summary and route map call for better data management, reporting templates and monitoring systems, aligned to public-sector reporting guidance.^{xix}

The central challenge is hence transitioning to net zero in a commissioned, data-light, financially constrained market. Priorities are proportionate carbon accounting, socially responsible procurement with phased targets, capacity-building, and targeted capital programmes for estates and fleets—delivered in partnership with providers and the workforce.

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- ⁱ Office for National Statistics (2022): *Population and household estimates, Wales: Census 2021*, <https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/bulletins/populationandhouseholdestimateswales/census2021> - this includes data in excel tables that can be downloaded from this page.
- ⁱⁱ Stats Wales (2023): *Usual resident population in Wales by detailed country of birth and area*, <https://statswales.gov.wales/Catalogue/Census/2021/country-of-birth-detailed>
- ⁱⁱⁱ Stats Wales (2023): *Ethnicity by area and ethnic group*, <https://statswales.gov.wales/Catalogue/Equality-and-Diversity/Ethnicity/ethnicity-by-area-ethnicgroup>
- ^{iv} Welsh Government (2022): *Welsh Language in Wales (Census 2021)*, <https://www.gov.wales/welsh-language-wales-census-2021-html#111193>
- ^v Stats Wales (2024): *Households by Type and Year*, <https://statswales.gov.wales/Catalogue/Housing/Households/Estimates/householdestimates-by-type-year#:~:text=The%20estimated%20numbers%20of%20households%20and%20average%20household,are%20produced%20by%20the%20Office%20for%20National%20Statistics>
- ^{vi} Welsh Government (2024): *Household estimates: mid-2012 to mid-2023*, <https://www.gov.wales/household-estimates-mid-2012-mid-2023-html>
- ^{vii} Stats Wales (2024): *Average (median) gross weekly earnings by Welsh local areas and year (£)*, <https://statswales.gov.wales/Catalogue/Business-Economy-and-Labour-Market/People-and-Work/Earnings/medianweeklyearnings-by-welshlocalareas-year>
- ^{viii} Stats Wales (2025): *Employment rate by Welsh local area, year and gender*, <https://statswales.gov.wales/Catalogue/Business-Economy-and-Labour-Market/People-and-Work/Employment/Persons-Employed/EmploymentRate-by-WelshLocalArea-Year-Gender>
- ^{ix} Social Care Wales and Welsh Government (2025): *Social Care Workforce Report 2023*, https://socialcare.wales/cms-assets/documents/Workforce-Report-2023-PDF_2025-02-03-160149_qyyf.pdf
- ^x Statistics for Wales/Welsh Government (2019): *Welsh Index of Multiple Deprivation (WIMD) 2019 Results report*, <https://www.gov.wales/sites/default/files/statistics-and-research/2020-06/welsh-index-multiple-deprivation-2019-results-report.pdf>
- ^{xi} Social Care Wales and Welsh Government (2022): *Domiciliary care workers on the Register – 1 April 2022*, <https://socialcare.wales/cms-assets/documents/Domiciliary-Care-Worker-Factsheet-2022.pdf>
- Welsh Government (2024): *Household estimates: mid-2012 to mid-2023*, <https://www.gov.wales/household-estimates-mid-2012-mid-2023-html>
- ^{xii} Social Care Wales and Welsh Government (2022): *Domiciliary care managers on the Register – 1 April 2022*, <https://socialcare.wales/cms-assets/documents/Domiciliary-Care-Manager-Factsheet-2022.pdf>
- ^{xiii} Homecare Association (2022): *Fuel costs hit homecare hard*, <https://www.homecareassociation.org.uk/resource/fuel-costs-hit-homecare-hard.html>
- ^{xiv} Care Inspectorate Wales (2025): *Care Inspectorate Wales – Data Tool*, <https://app.powerbi.com/view?r=eyJrIjo1NjVhNmItMDdkMC00YzQ2LWFIODItNzljMzUwYmNmY2M1liwidCI6ImEyY2MzNmM1LTkyODAtNGFiNy04ODg3LWQwNmRhYjg5MjE2YiJ9>
- ^{xv} Office for National Statistics (2025): *Earnings and hours worked, care workers: ASHE Table 26, 2024 provisional edition of dataset*, <https://cy.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/datasets/careworkerssocashtable26>
- ^{xvi} Care Council for Wales (2017): *Social Services and Well-being (Wales) Act 2014. Getting in on the Act*, https://socialcare.wales/cms-assets/documents/hub-downloads/Principles-Resource-Guide_March-17.pdf

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- ^{xvii} Welsh Government (2025) Well-being of Future Generations (Wales) Act 2015: The Essentials (updated 25). Cardiff: Welsh Government, p. 10
- ^{xviii} Welsh Government (2025) Well-being of Future Generations (Wales) Act 2015: The Essentials (updated 25). Cardiff: Welsh Government, p. 10.
- ^{xix} Welsh Government (2025) Well-being of Future Generations (Wales) Act 2015: The Essentials (updated 25). Cardiff: Welsh Government, p. 11.
- ^{xx} Welsh Government (2025) Well-being of Future Generations (Wales) Act 2015: The Essentials (updated 25). Cardiff: Welsh Government.
- ^{xxi} Welsh Government (2021/2024) Net Zero Wales: Carbon Budget 2 (2021–2025) (plan webpage and summary). Cardiff: Welsh Government.
- ^{xxii} Welsh Government (2021): *Net zero carbon status by 2030 A route map for decarbonisation across the Welsh public sector*. <https://www.gov.wales/sites/default/files/publications/2021-07/a-route-map-for-decarbonisation-across-the-welsh-public-sector.pdf>
- ^{xxiii} NHS Wales / Welsh Government (2021) NHS Wales Decarbonisation Strategic Delivery Plan 2021–2030 (summary). Cardiff: Welsh Government.
- ^{xxiv} Welsh Government (2025b) Social Partnership and Public Procurement (Wales) Act (overview page; last updated Sept 2025) and [law.gov.wales](https://www.law.gov.wales) explainer. Cardiff: Welsh Government.
- ^{xxv} Welsh Government (2018/2025) A Healthier Wales: Our Plan for Health and Social Care (plan and webpage). Cardiff: Welsh Government.
- ^{xxvi} Welsh Government (2022) Decarbonising Social Care in Wales (Welsh Government Energy Service, assessment and 15-initiative routemap). Cardiff: Welsh Government.
- ^{xxvii} Welsh Government (2022) Decarbonising Social Care in Wales (Welsh Government Energy Service, assessment and 15-initiative routemap). Cardiff: Welsh Government.
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- ^{xxix} Care Inspectorate Wales (2023) Chief Inspector’s Annual Report 2022–23. Cardiff: Care Inspectorate Wales.
- ^{xxx} Welsh Government (2024) Real Living Wage for social care workers: guidance (overview page). Cardiff: Welsh Government.