

Health & Social Care Climate Emergency National Programme – NHS Wales Decarbonisation Action Plans

Organisation	Cwm Taf Morgannwg UHB
DAP Senior Sponsor	Linda Prosser, Executive Director for Strategy and Transformation

Date of Report	April 2023
Finance Allocated to Support Delivery (£s)	NA

Report Prepared By	Vicki Wallace – Deputy Director of Strategy and Partnerships
FTE Resource allocated to support delivery	NA

Aims and objectives: Wales has legally binding targets to deliver the goal of Net Zero emissions by 2050 this target is underpinned by an ambition for the Public Sector to be collectively Net Zero by 2030. There is a significant opportunity for Wales’ health and social care system to lead the way on reducing carbon emissions. Action is needed not only because NHS Wales is the biggest public sector emitter (with a carbon footprint of around 1.00 MtCO₂e which represents approximately 2.6% of Wales’s total greenhouse gas emissions) but also because the health and social care system are at the forefront of responding to the impact of the climate and nature emergency on health outcomes. In response the Health and Social Care Climate Emergency National Programme has been established to support both National and Local action across the sector including the delivery of the *NHS Decarbonisation Strategic Delivery Plan 2021-2030*. A key enabling action within the Delivery Plan is the requirement for NHS Organisations to produce Decarbonisation Action Plans (DAP) which form the basis of how organisations are implementing Delivery Plan initiatives and more generally demonstrate the organisation’s contribution to the collective ambition and target. This qualitative monitoring return supports the implementation of DAPs and the aims of the National Programme by providing a mechanism for reporting on progress and improvements.

NHS Wales Organisations are asked to report detailing the progress of their contribution to the Climate and Nature Emergency and associated targets as outlined in the organisation’s plan (Priority Measure 31).

Reporting Schedule: Progress is to be reported bi-annually. This form is to be submitted on:

- 14 September 2022 (covering the period 1 April 2022 to 31 August 2022)
- 14 April 2023 (covering the period 1 September 2022 to 31 March 2023)

Completed form to be returned to: hss.performance@gov.wales

Please attach a copy of your organisation’s Decarbonisation Action Plan which should form the basis of how your organisation is implementing initiatives within the NHS Wales Decarbonisation Strategic Delivery Plan and more generally demonstrate the organisation’s contribution to the ambition for the Public Sector in Wales to be collectively Net Zero by 2030 (for NHS Wales this means collectively reducing emissions by at least 34% by 2030) and achieving Net Zero by 2050.

Alongside this qualitative reporting organisations should also report quantitative, organisation level emissions in line with the Welsh Public Sector Net Zero Carbon Reporting Approach and timeline (Priority Measure 30).

Please provide an update on the actions implemented during the current operational year. Reporting should focus on providing evidence of progress and improvement along with key risks to delivery. Reporting can also be provided using the organisation’s own reporting dashboard or equivalent if agreed with the Programme Team in advance.

Executive summary of progress to date:		
<p>Since the last update, Environmental Sustainability has been established as part of our transformation agenda. This further enables the embedding of this agenda within the health board and allows an enhanced executive and board level focus on delivery.</p> <p>As can be seen from the DAP, progress continues to be made, however staff capacity to engage or deliver initiatives beyond core duties and services remains very limited. This is impacting on implementation of our decarbonisation action plan and workforce mobilisation to achieve the culture change required to move towards being a more sustainable healthcare provider.</p>		
	Current RAG Status	Previous RAG Status
<p>Progress RAG: Provide the RAG status of delivery against DAP</p>	Amber	Amber
<p>Delivery confidence RAG: Provide the RAG status of the organisations overall confidence of delivering a minimum of 16% reduction in emissions by 2025</p>	Amber	Amber
Route to green including asks of WG		
<p>The following high-level issues are impacting on our ability to deliver the required structural, cultural and physical changes required to achieve our route to green carbon reduction in-line with the WG guidance:</p> <ul style="list-style-type: none"> • Staff capacity to engage or deliver initiatives beyond core duties and services is very limited. This is impacting on implementation of our decarbonisation action plan and workforce mobilisation to achieve the culture change required to move towards being a more sustainable healthcare provider. This is a consequence of high vacancy levels, staff exiting the NHS post-COVID pandemic and a challenging financial position resulting in increased scrutiny over all decision making. • We continue to explore our role as an anchor institution to use our size, financial footprint and capacity to achieve wider sustainability goals, e.g. delivering care closer to home to reduce carbon emissions and/ or using active travel pathways; or, procuring goods and services locally to reduce 		

carbon footprint and support local businesses. However, our financial situation is impacting upon this, as local, smaller scale products can be more expensive than those produced at scale.

Asks of Welsh Government:

- To provide increased leadership and coordination across NHS Wales and the wider public sector to enable cross-sectoral large scale partnership working on services and projects that will reduce our collective public sector carbon footprint. As part of this, providing greater central guidance and support to develop the anchor institution role of public sector bodies would enable us to fully lever our capacity to deliver sustainability.
- To acknowledge and respond to the issues arising from the directive to increase electric vehicle (EV) usage within our fleet when the infrastructure plans for Wales do not support a wholesale change to EV due to grid capacity. Nor is there sufficient revenue or capital to meet the increased costs associated with implementation of this emerging technology.
- To provide additional revenue and capital investment to make the required improvements across our buildings, estates and facilities as well as service delivery to achieve our target carbon footprint reductions.
- To consider how best to support innovative approaches and emerging technologies to be adopted more quickly across health through devolving responsibility to those within health boards to overcome risk aversion practices which preventing uptake of new delivery, e.g. use of microbes to breakdown polymers rather than requiring high incineration or burial of clinical waste; or enabling installation of batteries to store electricity for SPV panels despite the lack of guidance on the use and safe installation of these new products.
- For Welsh Government and the new NHS Executive function to proactively engage and support changing the mind-set from seeing health care delivery bi-products as waste, as opposed to a resource that can be used or reinvested.
- To enable suppliers to work with health care providers to make products that can be reused or recycled – providing a focus of procurement value rather than financial cost, with greater consideration of the true whole cost pathway.
- Further consideration is required with central support of the role of joint appointments between universities and health boards in order to promote greater levels of collaborative working and to make the NHS an attractive employer, therefore helping to ensure sustainability of the NHS workforce.

	Achievements	Risks to delivery
Procurement initiatives	<ul style="list-style-type: none"> • CTMUHB are progressing their approach to being an anchor institution and developing a foundational economy model. Currently working with Innovation and Value in Health Team to look at look suppliers, we have developed a framework of approx. 40 suppliers local to CTM and will be introducing supplier engagement days • Some contracts are now being awarded to local suppliers, such as Bridge Roasters to supply our coffee shops. We are also working with our Commodity Advisory Group in collaboration with our National Sourcing Teams to introduce local suppliers into our food contracts (these maybe used a second tier suppliers to keep cost down and ensure compliance) • Adoption of standard contract monitoring is ongoing and will be developed to include greater scrutiny of carbon footprint of our purchased goods and services. 	<ul style="list-style-type: none"> • Staff capacity to engage/ undertake the work and share the learning across Wales. • Cost of buying locally often exceeds larger/ international companies, putting delivery of the foundational economy and carbon savings at risk through procurement guidance focused on bottom-line cost. There are associated cost pressures of buying locally.

<p>Buildings, estates planning and land use initiatives</p>	<ul style="list-style-type: none"> • Re:Fit invitation to tender due to tender in April 2023 • WGES commissioned report received on a gas systems decarb plan – focus on POW but with learnings to transfer to other hospital sites • PCH refurb programme specifies and is enacting LED lighting • Estates have installed circa £1m of solar PV across multiple sites during 2022/23, including Kier Hardy Health Park, Ysbyty Cwm Cynon, Ysbyty Cwm Rhonda and Dewi Sant Health Park. • Study completed for CTMUHB by Welsh Government Energy Service for additional PV opportunities at Glanrhyd Hospital and Ysbyty Cwm Cynon. EFAB funding has been approved by Welsh Government for the installation of PV at the National Imaging Academy and the Glan Rhyd Hospital Sites. 	<ul style="list-style-type: none"> • Staff capacity and resourcing is a large pressure on delivery. Additional revenue investment is needed to develop a decarbonisation estates/ capital and facilities teams to achieve the decarbonisation targets. • Additional capital investment is needed to make the required improvements across our buildings and estates. Funding is required for improvement, retrofitting work, LED replacement, CHP removal planning, etc. to move towards carbon neutrality. All capital spend is subject to greater scrutiny as a consequence of CTMUHBs financial position putting delivery at risk.
<p>Transport initiatives</p>	<ul style="list-style-type: none"> • Comprehensive review of all UHB transport provision completed. Following this the Facilities Directorate drafted a report on a CTM Fleet Decarbonisation proposed plan with options to the Chief Operating Officer, Deputy Chief Operating Officer and the Facilities business partner for review before submission to the Executive Leadership Group to consider the current position and future inclusion of electric vehicles into the fleet. The report is still currently being reviewed by the finance business partner lead. Once reviewed the report will be considered by the COO/DCOO and presented at Executive Leadership Group for a decision on the preferred option for fleet transport going forward. 	<ul style="list-style-type: none"> • Staff capacity and resourcing is a large pressure on delivery. Additional revenue investment is needed to develop decarbonisation estates/ capital and facilities teams to achieve the decarbonisation targets. • Additional capital investment is needed to make the required travel related infrastructure improvements (e.g. EV charging points) across our estates. Funding is required for improvement to move towards carbon neutrality. • Availability of space, capacity and access on sites to implement initiatives. E.g., estates advise that the electric power load capacity at some of our sites may not be sufficient to support a fleet charging infrastructure and

	<ul style="list-style-type: none"> • The Facilities Technical Services team have continued consultation with the workforce and staff teams to approve the use of tracking in Health Board vehicles. This would improve the monitoring and recording of the fleet mileage, maintenance, safety and compliance with speed and fuel consumption and emissions. A fleet tracking system and request for Waste & Fleet Officer position are included within the Facilities 23/24 IMTP with a bid for funding. • The Facilities Directorate is currently working with the NWSSP group, and has carried out a review of its transport fleet, and developed a plan to transfer the current fleet over to EV and meet the decarbonisation target set out in the NHS Decarbonisation Strategic Delivery Plan 2021-2030. As part of this fleet review and the move to decarbonisation, in 2022/23 the CTM fleet was reduced by 59 vehicles, which produced financial and decarbonisation benefits. 	<p>require support from Western Power Distribution and funding to upgrade and increase capacity.</p> <ul style="list-style-type: none"> • Increases in CTM electric charging energy costs, up from £8m in 2021/22 to estimated £28m for 2022/23. • Organisational changes (e.g. changes in services, staff numbers, CTMUHB estate and allocation of resources and access to them). • Keeping up to date with increasing advances in equipment and technology and ensuring implementation in initiatives. • Improvements required involve a lot of work in a relatively short period of time to achieve decarbonisation targets. • Risks identified on consideration of implementing the vehicle tracking device system (e.g. Legislative and NHS Requirements, Increased User and Management Responsibilities, Additional requirements of Accident Reporting, Training Implications).
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<p>Approach to health care (service design/models of care, medicines, waste)</p>	<p>Waste and Recycling</p> <ul style="list-style-type: none"> • SBRI bid submitted in partnership with CAVUHB, ABUHB, USW, NWSSP and Wales's value in health team regarding physio and orthotics use of plastic devices. • Health Hack funding secured for 'Team MediBoot' to explore recycling single use MediBoots and reduce clinical waste. • Your Medicines, Your Health with primary care and iCTM/ USW have reviewed inhaler's polymer types to identify how to improve their recyclability. • CEIC project exploring potential of cardboard packaging recycling into a product for resale. As part of our continued commitment to supporting local social enterprise and keeping jobs in Wales, we have enquired via our general waste contract if we could source segregate cardboard from the EWC category of waste at CTMUHB, and move this over to a local project within Elite Paper Solutions. The team at Elite are currently contracted and employed to manage the Health Board confidential waste and have started a scheme to turn cardboard into biodegradable pet bedding. Recommended for horses, pigs, rodents and everything in between, the material is ideal for animals and humans with allergies, and is biodegradable in natural elements within up to 8 weeks of use. While the Health Board realises that the project does not meet all of the guidance of the circular economy, as the product only has one use following its manufacture, CTMUHB still supports this social enterprise who over the last 8 years have grown and continued to provide training and employment opportunities to people with disabilities or those experiencing disadvantage in South Wales. • The Sustainable Innovation Scholar Programme - Reducing Food Waste Project is a six month project that has been 	<p>Waste and Recycling</p> <ul style="list-style-type: none"> • Staff capacity to engage/ undertake the work and share the learning across the health board/ wider Wales. • Innovative approaches work quicker than governmental oversight, leading to risk aversion preventing uptake. • Lack of expertise in climate change, carbon reporting and sustainable improvement throughout the workforce. • CTMUHB failed to secure Cardiff City Regional funding for a series of plastic waste focused initiatives despite altering submissions in line with previous feedback. The decision has been taken to cease any further applications to this funding source. <p>Healthcare service design</p> <ul style="list-style-type: none"> • There are no dedicated corporate roles to deliver our decarbonisation agenda.
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	<p>introduced with the aim of engaging with Catering and Nursing colleagues to reduce ward based food waste. A pilot is being conducted at Princess of Wales Hospital. The teams have been data collecting to establish the difference between the number of meals wasted between the non-ward hostess and ward hostess (this will also highlight savings to support the proposal to move to a ward hostess Catering model). The data collection methodology will eventually be rolled out at all Catering sites and will in the long-term become digital via our Catering system Synbiotix. Once digitalised the food waste numbers (meals and kg) can then be more readily converted to a monetary value as the system holds all our Central Production Unit recipes and costs. The project will also look at the data associated with the cost of the food waste in terms of production but also the cost of disposal. The ultimate long-term goal is to educate as to why we need to prevent this waste from occurring in the first place – thus reducing all associated costs with producing and manufacturing food that is not consumed by patients. A carbon footprint estimate will also be applied to the food that is wasted and a full sustainable value of the ‘triple bottom line’ impact; namely environmental, social and financial.</p> <p>Healthcare service design</p> <ul style="list-style-type: none">• Green endoscopy is being adopted across CTM following a Quality Improvement project which has altered waste segregation, improving recycling rates and reducing clinical waste through working with the suppliers, clinicians and facilities staff.	
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<p>Further initiatives</p>	<p>Informing the Workforce/ Enabling Cultural Change</p> <ul style="list-style-type: none"> • Utilising Welsh Government funding we have delivered: <ul style="list-style-type: none"> ○ ‘Innovation Sustainable Scholar’ programme accessing training and support from the Centre for Sustainable Healthcare over a 6 month period. ○ An introductory e-learning package for CTMUHB staff, with potential to spread and scale to all NHS employees via ESR (mandatory) training. • Developed a ‘Green CTM’ newsletter as part of a wider communication and engagement plan to highlight green initiatives, practices and changes that individuals can make. • Established “Environmental Sustainability” as one of our Transformational pillars of work which allows a spotlight and focus on this portfolio of work. CTM2030 includes ‘<i>Sustaining our Future</i>’ as a key strategic goal which will underpin all services changes moving forwards. Work has commenced to mainstream decarbonisation into our Project Management Office approach to service transformation and change in order to capture carbon reduction activities across all work streams. • Board Development Session on “Leadership for Net Zero” delivered by the Centre for Sustainable Healthcare in March 2023 with a follow up session planned for August 2023. • Inhaler switch work underway to inhalers with lower carbon footprint (where appropriate for the patient) 	<p>Informing the Workforce/ Enabling Cultural Change</p> <ul style="list-style-type: none"> • Staff capacity to engage/ undertake the work and share the learning across the health board/ wider Wales.
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	<ul style="list-style-type: none"> • 1000% (low baseline) increase in inhaler returns for disposal using inhaler return bags as part of Your Medicines Your Health 	
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Relevant Strategies and Guidance

- [Net Zero Wales](#) sets out the actions needed to meet Wales’s second carbon budget (2021-2025).
- [Prosperity for All; A Climate Conscious Wales](#) is the climate change Adaptation Plan for Wales. This plan provides the overarching framework for Adaptation Planning within Health and Social Care.
- [NHS Wales Decarbonisation Strategic Delivery Plan](#) provides an ambitious mandate for National and Local action across NHS Wales including the requirement for NHS organisations to produce Decarbonisation Actions Plans.
- The requirement for NHS Wales to develop plans in response to the Climate Emergency is referenced in the [NHS Wales Planning Framework 2022-2025](#). NHS Wales Chairs have also been briefed on the need for plans to reflect the milestones that need to be achieved to respond to climate change and achieve the goal of the Public Sector being collectively carbon neutral by 2030.
- Best practice and case studies from NHS Organisations can be found:
 - [Home | Green Health Wales | Iechyd Gwyrdd Cymru | Sustainable Healthcare Network](#)
 - [How NHS Wales is responding to the climate emergency | NHS Confederation](#)
- The [Public sector net zero reporting guide](#) provides a guide and reporting requirements for the public sector in Wales to estimate their net carbon footprint, including direct and indirect emissions.