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WALES

Bwrdd Iechyd Prifysgol  
Cwm Taf Morgannwg  
University Health Board

# **Cwm Taf Morgannwg Decarbonisation Strategy 2022 – 2030**



# Introduction

## What is decarbonisation?

Climate change refers to the global warming effect caused by humans burning and using fossil fuels releasing carbon dioxide into the atmosphere. As a consequence of climate change, our weather is changing, putting us at increased risk of storms, flooding, droughts and extreme weather conditions (both hot and cold) impacting on global ecosystems and food networks (Lancet, 2018).

The NHS is one of the largest contributors to the UK's total carbon footprint. Our carbon footprint comes from how we heat and light our buildings, how we and patients travel to our sites, and how we purchase and use medicine and medical equipment. Decarbonisation relates to reducing carbon dioxide emissions.

## Policy Context

Welsh Government declared a [Climate Emergency](#) in 2019 and has set the expectation that the public sector will be carbon net zero by 2030. Welsh Government have created a specific [NHS Decarbonisation plan](#) in recognition that the NHS is the largest public sector body in Wales and is uniquely placed to mitigate the impact of climate change for the people of Wales.

There is a clear link between the health of our people and the health of our planet. Through CTM2030 we will care for both; looking at how more sustainable and environmentally restorative practices can improve outcomes for current and future generations. Cwm Taf Morgannwg University Health Board (CTMUHB) is committed to fulfilling the NHS Wales Decarbonisation Strategic Delivery Plan.

The below chart provides a breakdown of the carbon footprint of NHS Wales, over half of which is linked to medicines, equipment and the supply chain. Work is being led by Welsh Government and NHS Wales Shared Services Partnership (NWSSP) Procurement services to reduce the impact of the global supply chain for NHS Wales' medicines and medical equipment, and look to source services closer to home where possible. By encouraging local suppliers to work with us and developing a circular economy we can reduce our carbon footprint, and bring meaningful paid employment to Wales.

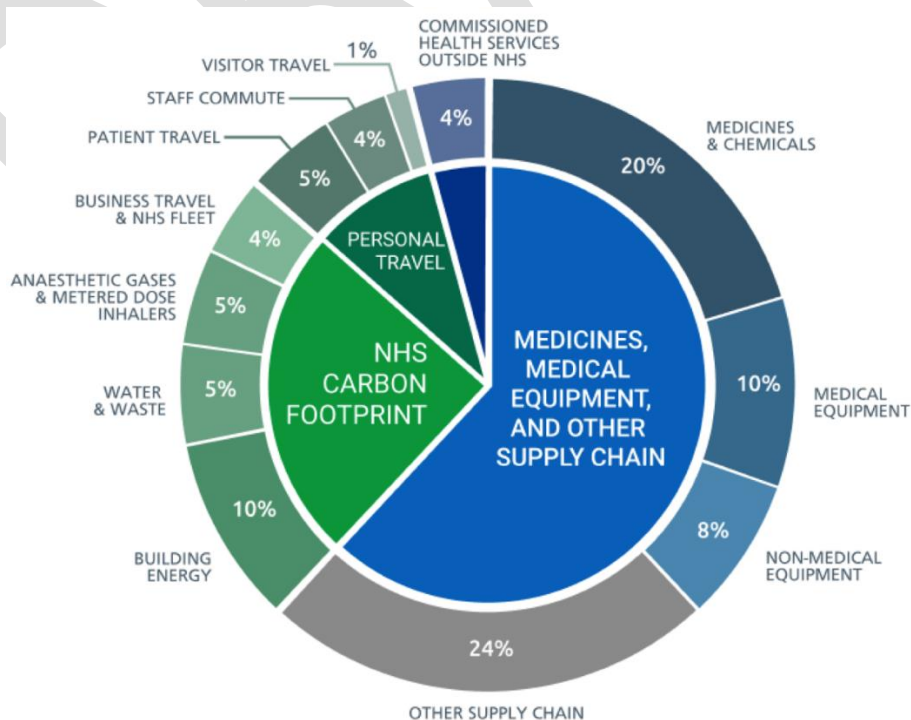


Fig 1: NHS England (2020) Breakdown of sources of carbon emissions by proportion of NHS Carbon Footprint

# Public Health Context

There is much research and policy making the clear link between climate change and health (Lancet 2021). Decreasing our carbon footprint will help deliver improved public health, in particular by reducing direct emissions air quality is improved and respiratory disease alleviated. Similarly, promoting safe green active travel options such as walking and cycle routes decreases road traffic injuries and can help reduce obesity, diabetes, and heart disease.



Fig 2: The Health Foundation (2019)

## Where are we now?

As part of the CTM2030 Clinical Strategy development CTMUHB have identified 'Sustaining our Future' as one of the four strategic goals. This means CTMUHB are committed to:

- Becoming a green organisation
- Ensuring our services financial sustainability
- Embedding value based healthcare
- Ensuring our estate is fit for the future

Going green and being sustainable in all that we do is vital to deliver on our responsibilities as a population health organisation - we are putting it at the heart of our decision-making at every level. [Our work to date](#) to reduce carbon emissions is already impacting on this agenda across clinical and non-clinical areas and is outlined in the below section.

## Staff Engagement: Green CTM

Green CTM is a staff working group actively engaged in developing our response to the Welsh Government's NHS decarbonisation plan.

[Green Space](#) is our new intranet site developed by and for staff to help us all understand climate change as individuals and within health care settings. A call for **Green Champions** was launched to help build our network of staff during COP26, the 2021 UN Climate Change Conference.



As part of the ongoing CTM2030 staff engagement, we are actively collecting and using 'green' ideas in order to harness our people's power to reduce our carbon footprint. This links to our improvement team (iCTM) challenge to staff to think of new and better ways of working that will help our patients improve their health outcomes while reducing waste and variation across our healthcare system.

## Environmental Sustainability

### *Our buildings*

**Estates are working with Local Partnerships under the Re:fit Cymru Framework** and the Welsh Government Energy Service programme, helping us to make our buildings more energy efficient. Re:fit Cymru enables the Welsh public sector to secure guaranteed savings and reduce carbon impacts by accessing Energy Performance Contracts (EPCs). The Re:fit Cymru scheme uses the robust and proven UK Re:fit Framework which was established in 2008-9.

The Re:fit Project envisages a number of phases. The first phase shall comprise various assets/buildings selected to deliver a carbon neutral plan for a range of property types, including a plan for at least one District General Hospital, one Community Hospital, one post 2000 built property such as Keir Hardie Health Park and one clinic/health centre. The first phase will be used to provide a formula for converting other similar property types to achieve carbon neutral by 2030. Final selection of the properties will tie in with the Estates Backlog Maintenance Plan and the Estates Strategy which will inform Local Partnerships Services in relation to Stages 1, 2 and 3.

Standards of roof and pipework insulation will be reviewed as part of Re:fit site surveys and included for upgrades in future years where required. As part of the work completed to date:

- Insulation is fitted on exposed pipework along with jackets for flanges etc. to minimise heat loss and reduce carbon emissions from wasted heat and chilled water.
  - Where leaks occur on pipework, Estates are conscious that insulation must be replaced to minimise heat loss and reduce carbon emissions from exposed pipework.
- Window replacements of all the original windows at Prince Charles Hospital has been undertaken using decarbonisation funding from Welsh Government.

**A Building Management System** operates across CTMUHB controlling our Heating, Ventilation and Air Conditioning (HVAC) dependent on the external temperature and time of day, e.g. out of hours our systems ensure unused space isn't heated. Estates are leading a project to consolidate Building Management System (BMS) of varying manufacture into a standardised system, to achieve value for money to improve accessibility and continue finely controlling Heating, Ventilation and Air Conditioning (HVAC) systems to reduce our carbon emissions.

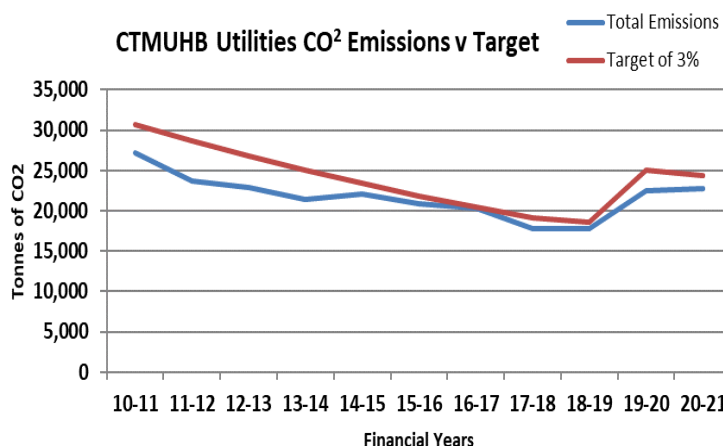
## Water and Energy use

The chart overleaf shows our carbon emissions from electricity and gas over the past decade. We saw an increase in emissions in 2019/20 due to CTMUHB boundary changes, which added 14 properties across the Bridgend region.

**For 2020/21 CTMUHB emitted 23,288 tCO<sub>2</sub>** (tonnes of carbon dioxide emissions), **below the target of 24,320 tCO<sub>2</sub>**. From 2018 onwards our reduction target was in line with Welsh Government 3% target.

Over the course of the 2020/21 we used:

- **35,400,103 kWh of Electricity** - that's the same as 6,000 family homes<sup>1</sup> would use annually
- **88,011,180 kWh of Gas** – that's almost what 10,000 family homes would a year
- **339,019,000 litres of Water** – the equivalent to almost 5,000 family homes annual water consumption



Once the 2021/22 financial year is complete, we will be able to report more up to date emission & consumption figures.

**All our Electricity is Zero Carbon** procured on an all-Wales basis under the Renewable Energy Guarantees of Origin (REGO) scheme. Smart metering is used for our electricity and gas consumption providing us with half hourly consumption data 24 hours a day. This means we monitor use, make changes to localised environments where we can see improvements are needed and reduce our consumption.

### We are working on reducing our utilities carbon emissions:

- **Solar Panel installations** are operational on eight sites which include Dewi Sant Health Park, Glanryd, Kier Hardie Undergraduate building, New Surgery Pencoed, Porthcawl Primary Care Centre, Ty Lydiard, McMillan RGH and Ty Calon Lan in Mountain Ash
  - Ongoing installations are to be completed this year at Kier Hardie Health Park, Ysbyty Cwm Cynon and Ysbyty Cwm Rhondda
- **LED (Light Emitting Diode) Lighting** is replacing conventional lighting across our estates as it is up to 90% more efficient than traditional incandescent lighting. This work started in 2008 and to date, approximately 60% of conventional lighting has been converted to LED
- **Combined Heat and Power (CHP) Units** are installed at Royal Glamorgan and Prince Charles Hospitals generating electricity and heat to save both money and carbon emissions
  - CHP units generate 7,391,836 kWh of our total 35,400,103 kWh annual electricity consumption
  - A by-product of the electricity generation is heat, therefore saving gas to produce heat
- At Royal Glamorgan Hospital heat from the CHP units is piped to an absorption chiller, producing cold water used to cool IT server rooms and operating theatres

<sup>1</sup> The average 3 bedroom family home is used for these comparisons

- **Air Source Heat Pumps (ASHP's)** supply heating and cooling at Keir Hardie Health Park
- **Biomass Boilers** are installed at Ysbyty Cwm Cynon and Ysbyty Cwm Rhondda to provide heat from renewable carbon neutral green woodchips

### Waste and Recycling

CTMUHB recycle ~40% of our waste each year, equivalent of diverting ~57,000 tonnes of carbon and saving ~£14m. 100% of food waste goes to anaerobic digestion rather than landfill from Prince Charles Hospital, Royal Glamorgan Hospital, Central Processing Unit (our central kitchens based in Treorchy), Ysbyty Cwm Rhondda, Ysbyty Cwm Cynon, Princess Of Wales, Keir Hardie Health Park, Glanrhyd and Maesteg. That's an estimated 230 tonnes of food waste diverted from landfill in 2020-21!

We are working with our staff to raise awareness and understanding of the importance of waste segregation. This is ongoing to ensure we can continue to meet our recycling targets:

- Project work with theatres and anaesthetics has improved separation and recycling rates, providing £4,000 - £8,000 per annum savings per theatre site involved

NHS All Wales Clinical Waste and Municipal Waste Contracts are awarded through a tender process managed by NWSSP Procurement services on behalf of NHS Wales. Our waste and recycling is processed in the following ways:

- **Stericycle** are contracted to manage *Clinical waste* which is incinerated or taken down the alternative treatment process, depending on the waste type:
- **Incinerated waste** generates lime ash residue which is recycled by 3<sup>rd</sup> parties. The steam/ heat from the incineration process is used to generate electricity
- **Alternative treatment** heats waste to disinfect it, shredding the waste into flock which can be used as a fuel source
- **Veolia** are contracted to manage *municipal waste and recycling*. 'Dry Mixed Recycling' (DMR) is collected and separated for recycling by Veolia.
  - 60-70 tonnes goes to landfill, costing ~£15-20,000 PA
  - 800 tonnes mixed recycled waste, costing £200,000 PA (includes plastic)



**Elite Paper Solutions** are a Social Enterprise based in Merthyr Tydfil who collect, destroy and recycle all our confidential waste in South Wales.

Elite also produce fully biodegradable - ECO Animal Bedding is made from re-used cardboard which contains natural materials, meaning it can breakdown in natural elements in as little as 8 weeks.

**Collecteco** are a national company that support the Health Board with donations of unwanted furniture and also collect furniture from us that can be reused.



## Sustainable Procurement

NWSSP Procurement have already made considerable changes to support the development of local supply chain solutions, including investing in dedicated staff resource. In CTMUHB work is ongoing with our internal managers and commissioners of goods and services to ensure that we can maximise the local supply chain through our procurement activities. This helps CTMUHB act as a foundational economy and looks to reduce global supply chain related emissions.

### *Global Supply Chain: Local Supply Chain*

NWSSP Procurement services are transitioning to a market-based approach to supply chain emissions accounting. This means they are actively reviewing the global supply chain for pharmaceuticals that account for >30% of NHS Wales total emissions in order to work with suppliers to reduce this over time. They will be working with global suppliers to gather and understand their carbon emissions, influencing how they do business in order to reduce NHS Wales' carbon footprint. This work includes changing how we evaluate tenders to take into account the carbon footprint of a product from energy use during production through to its travel across the globe and recyclability of its packaging.

NWSSP Procurement have already made considerable changes to support the development of local supply chain solutions, including investing in dedicated staff resource. In CTMUHB work is ongoing with our internal managers and commissioners of goods and services to ensure that we can maximise the local supply chain through our procurement activities. This helps CTMUHB act as a foundational economy and looks to reduce global supply chain related emissions.

### *Medicines and Medical Gasses*

We are working with the National Respiratory Health Implementation Group and NHS Wales Green Agenda Programme to implement a change towards prescribing lower carbon footprint inhalers. The aim is to reduce NHS Wales' carbon footprint by reducing the percentage of high-global warming impact inhalers (metered dose inhalers) prescribed, from 70% to less than 20%, by 2025. This work is being progressed by our local Respiratory Delivery group, primary and secondary care working with patients to help them understand how they can switch to inhalers in order to help tackle the climate crisis.

Within anaesthetics work is ongoing to examine our nitrous oxide use. [Nitrous oxide](#) is a potent greenhouse gas and ozone depleting substance, it persists in the environment for over 121 years, destabilising our climate for several generations. Within the UK, anaesthetic nitrous oxide emissions are comparable to 320,000 flights from London to New York and it constitutes over 80% of the total anaesthetic gas carbon footprint.

In response to an all Wales Green Health 'Nitrous Oxide' project, we will be reviewing our usage and developing a plan to reduce the carbon footprint associated with this anaesthetic gas. We have already committed to the new-build at Princess of Wales hospital site to not have nitrous oxide manifold, and are now exploring how we tackle usage across our whole estate.

### *Food Supply: Developing our Role as a Foundational Economy*

The 'Central Production Unit' (CPU) based in Treorchy provides food to all of our hospital sites, as well as Velindre NHS site and Prince Phillip Hospital in Hywel Dda UHB. The CPU demonstrates how NHS can act as a foundational economy supporting local economic growth, with expansion planned to supply all

hospitals, schools and care homes within Cwm Taff region based on securing challenge funding from Cardiff Capital Region (CCR). The challenge fund application is linked to the food sustainability challenge, as CPU has a system in place where the exact amount of ingredients are ordered and used resulting in **zero** food waste. Where possible, ingredients are from local sources reducing the carbon footprint.

## Sustainable Service Design and Delivery

As we develop CTM2030 our vision for the future, we are using the below design principles:

- Reduce complexity and unwarranted variation or duplication
- Focus on supporting independence and self-care
- Prioritise those who need us the most
- Align with Zero Net Carbon strategies
- Address complete patient pathways, not just organisational slices
- Be supported by data and insight using a 'single version of the truth' approach
- Driven by digital technology and innovation
- Be adopted at scale where appropriate
- Be supported by rather than driven by estate considerations
- Have the best and most sustainable use of resources, including how staff work

As the CTM2030 Clinical Strategy is developed, the design principles will be applied inclusive of ensuring sustainable service developments which seek to eliminate waste. This in combination with the 'Sustaining our Future' strategic aim will embed sustainability in all that we do. We will make being a green organisation everyone's job.

### *Working in Partnership*

CTMUHB are active members in the Regional Partnership Boards and Public Service Boards and have contributed to the recent population needs assessments which highlight the challenge climate change poses for us as a region. We are working with our Local Authority partners to explore ways in which we can work better together, including connections to solar and wind turbine farms and developing green travel and transport options to promote active travel and reduce single-occupancy car use for health related appointments.

### *Digital Strategy*

The COVID-19 pandemic has accelerated progress encouraging flexible working with homeworking increasing over [300%](#) among CTMUHB staff 2018-19 to 2020-21. CTMUHB are currently working to develop an agile working policy with the right ICT infrastructure to enable staff to work from any location with greater ease on an ongoing basis. This will reduce staff travel and associated carbon footprint as well as having implications for our estate and how we use it.

Accelerated as a part of the response to COVID-19, CTMUHB now offer *Attend Anywhere* replacing many in-person appointments with video appointments. CTMUHB are part of a national group reviewing the impact and emerging digital consultation and remote monitoring solutions and opportunities to ensure we can take advantage of emerging technologies. Reducing the need for travel to our sites will help reduce the 4% carbon footprint associated with patient travel



## Innovation

In early 2021 CTMUHB implemented a new Directorate called iCTM to ensure a robust Improvement, Innovation, Value Based Healthcare and Change function existed to support the health board. iCTM are working with partners in Local Authorities, Third Sector, Industry and Academia to build and enable a culture of innovation via engaged and motivated people across the CTMUHB region. iCTM are enabling rapid digital innovation prototyping and application of new technology to existing problems, leveraging in regional and national funding opportunities to creatively problem solve.

The iCTM team are constantly looking at ways to improve our sustainability and more specifically tackle the amount of waste we produce. An example of this is an ongoing project to tackle Mediboots, which create 3,500 tonnes of clinical waste a year destined for incineration. iCTM are applying to the Cardiff Capital Region Challenge Fund to find sustainable solutions that create value from this plastic waste. The Challenge Fund proposal will focus on 3 key waste contributors including the Mediboot in order to reduce non-recyclable plastic, develop new products with create a multi-stakeholder network, driving green growth and change.

## Travel and Transport

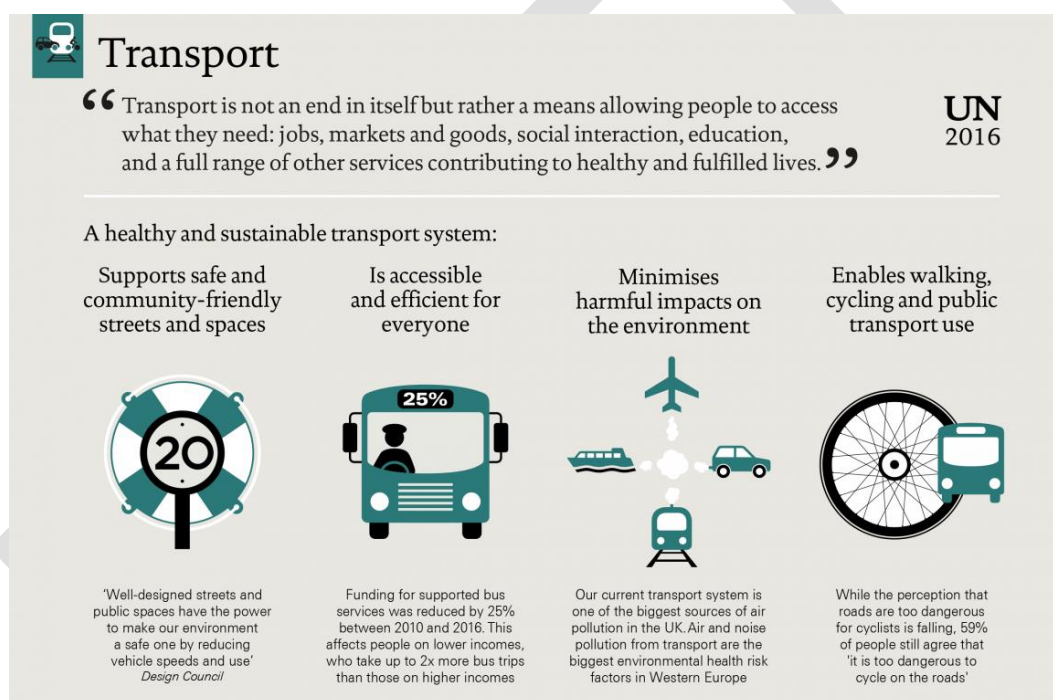


Fig 3: The Health Foundation (2019)

We work with our Local Authority partners to ensure our services are accessible by public transport, encouraging patients and staff to travel in this way.

Partners in Cwm Taf Morgannwg support a number of healthy travel initiatives and have embedded healthy travel in both the [Bridgend Public Service Board](#) (PSB) and [Cwm Taf PSB](#) wellbeing plans for 2018-23, drawing on wider initiatives including the [Bridgend Nature Recovery Plan](#), [Valleys Landscape park](#) programme and investment from the [Cardiff Capital Region City Deal](#).

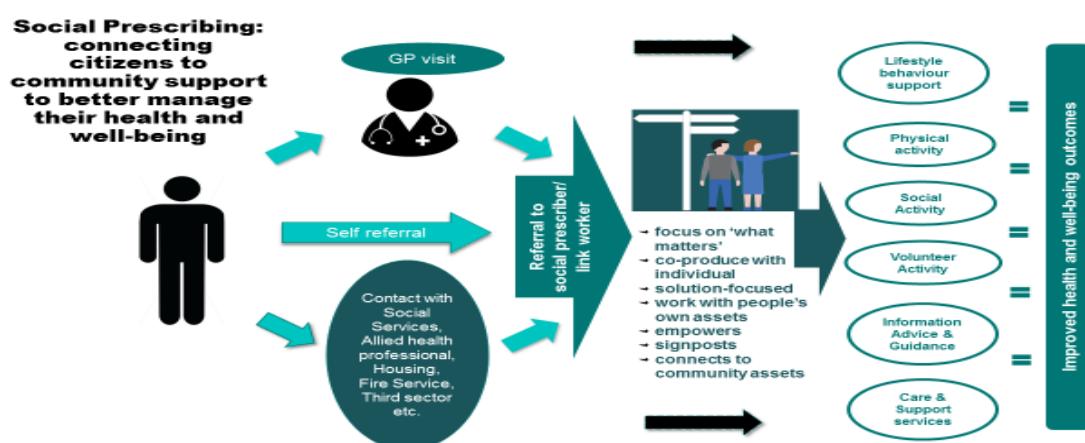
CTMUHB are now trialing Electric Vehicle (EV) pool car and estates vans at 2 acute sites (PCH, POWH) and on two of our smaller community sites (Ysbty Cwm Cynon and Ysbty Cwm Rhondda). To support this trail we installed our first charging points in 2020. Wider national plans are being considered on how to move NHS Wales’ fleet (including ambulances) to EV over the coming years. This requires national coordination to purchase the required vehicles and develop the infrastructure of charging points to support them.

## Social Prescribing

*Social Prescribing* or community referral (to support within the community) refers to the process of helping people make positive changes in their lives and within their communities by linking people to volunteers, activities, voluntary and community groups and public services. It can reduce social isolation, loneliness and improve individual emotional and physical wellbeing (Dayson & Bashir 2014). Through promoting social prescribing, and in particular green prescribing (e.g. gardening, walking, nature and conservation groups) CTMUHB reduce people's reliance on medication and the carbon footprints associated with this.

In CTMUHB, a multi-agency social prescribing group was established in 2019 to progress this agenda and support the development of partnerships with voluntary and community sector organisations, to enable a vibrant social prescribing sector including volunteering opportunities, arts and green activities such as gardening, befriending, cooking, financial advice, lifestyle behaviour change, physical activity and community protective support as seen during the Covid-19 pandemic.

Social prescribing can benefit people with one or more long term conditions, those who need support with their mental health, vulnerable groups, people who are lonely or socially isolated, have complex social needs which affect their wellbeing and those who frequently attend either primary or secondary health care.



CTMUHB Social Prescribing Model Framework

# Where are we going?

## Vision

Our Vision is to be a leader in sustainable healthcare delivery through collaboration and innovation with our staff, patients and local communities. We will work together to achieve the ambitious NHS Wales Carbon Net-Zero target by 2030, implementing the suggested action plan.

## Our Goals

### *People*

We will work with our staff to help them better understand climate change and how it interacts and impacts on health care services. We will develop an engaged workforce who can support climate change activities in work and in their local community setting. We will do this by:

#### 2022/23

- Establish and resource the governance structure and delivery groups to achieve ownership and leadership of the decarbonisation strategy
- Embed climate change theory and the link to health care into corporate induction
- Continue to expand the Green CTM group, harnessing those champions to develop clear messages and actions for all our staff to engage in and deliver
- Continue to develop links to national groups and programmes of work in order to inform our learning and approach and share our good practice
- Develop our agile working approach, capturing the carbon savings from this

#### 2023-2026

- Establish a clear learning and development support offer for staff focused on embedding climate change action into continuous service improvement
- Develop tools and support mechanisms to help individuals and teams set and achieve localised decarbonisation goals setting for group work
- Continue to expand our apprenticeship scheme in order to grow our workforce locally, reducing commuting and establishing CTMUHB as an anchor stone to the local economy

We will pause, reflect and learn from the progress made in 2025/26 in order to fully scope actions for 2026-2030.

Hywel Daniel the Executive Director for People will lead the People theme of our decarbonisation strategy, ensuring it is woven into all our Organisational and People Strategy's, making reaching net zero everyone's business.

## *Our Buildings and Land*

Working with our partners, staff and communities we will make sure our services are accessible based on an estate fit for the future. We will ensure that where possible we are delivering locally, working with local authority and 3<sup>rd</sup> sector partners to provide integrated care that meets our community's needs.

To address the carbon footprint of our estate we will continue to actively work with Local Partnerships and the Welsh Government Energy Service under the Re:fit framework to improve our energy efficiency; to meet the requirements outlined in the NHS Decarbonisation Strategy. We will harness our staffs enthusiasm to address utility usage through upskilling them in energy management and making best use of our Building Management System generated information. We will do this by:

### 2022/23

- Work with Re:fit, the Carbon Trust and NWSSP Procurement to commission an external review of our estates in order to develop a costed carbon neutral plan that is deliverable by 2030 that meets the needs of our varied sites
  - Complete expert heat studies by the end of 2023 for all acute hospitals to set the plan to transition away from fossil fuel heat sources
  - Continue with LED light replacement schemes and insulation work across our sites
- Develop and implement a Biodiversity plan to ensure we are maximising and protecting our green spaces
- Use our Smart metering data and validation software to monitor and verify our energy consumption and carbon emissions, setting annual and longer-term targets for our sites
  - Continue to work with Dwr Cymru to install smart water meters in order to be able to more effectively monitor and target interventions to reduce our water consumption
- **Solar Farm Connections** are being explored with our three Local Authority partners and Welsh Government that would connect renewable energy to our acute hospitals. We are working with:
  - Rhondda Cynon Taf CBC regarding the connection of a private wire network connecting Royal Glamorgan Hospital to a solar farm located at Coed Ely
  - Bridgend CBC regarding the connection of a heat network to Princess of Wales and Glanrhyd hospitals as well as a private wire cable connection to a wind turbine farm
  - Merthyr CBC regarding the connection of a private wire network connecting Prince Charles Hospital to a solar farm located near to the hospital site
  - Welsh Government Energy Service exploring opportunities for solar farm and wind turbine connections to Ysbyty Cwm Cynon and Glanrhyd hospitals and to decarbonise gas fed heating and steam systems at Princess of Wales Hospital
- Work with Green CTM to raise awareness and understanding of our building monitoring systems and how individuals can contribute to decreasing our energy and water usage
- Assuming funding is secured through the Cardiff Capital Region Challenge Fund, we will work with Dwr Cymru on tackling plastic waste in our water ways

### 2023-2026

- Large-scale renewable energy generation opportunities with private wire connections will be progressed where viable
- 100% REGO-backed electricity will be procured by 2025, and 100% offset gas by 2030

- Continue to work with the Re:fit partner to develop fully costed plans per site to achieve carbon neutrality by 2030. Appropriate business cases will be developed to secure funding to implement a range of low carbon heat plans, retrofitting work, solar panel and LED lights installation as part of the CTMUHB Re:fit project
  - By 2024 low carbon heat evolution plans will be completed for all acute hospitals, and renewable energy implementation plans
  - From 2025 decommissioning of natural gas CHP plants will be prioritised over refurbishment
  - Fully replace all existing lighting with LED lighting by 2025.
- From 2024 new buildings will be constructed and accredited to a net zero standard. Engage and collaborate with NHS partners across the UK on the emerging net zero building standard for hospitals, and adopt a net zero building accreditation approach.
- Work with Western Power Distribution on site capacity as additional site loads are added to the electrical infrastructure, e.g. decarbonised gas loads, EV charging, decommissioning of CHP plant
- Continue work with Bridgend CBC regarding the connection of a heat network to Princess of Wales and Glanrhyd hospitals and a private wire cable connection to a wind turbine farm

We will pause, reflect and learn from the progress made in 2025/26 in order to fully scope actions for 2026-2030 to meet the following targets set within the NHS Decarbonisation strategic delivery plan:

- By 2030 every building will have undergone an energy-efficient upgrade – low carbon heating will be utilised, renewable energy will be generated on site, and all gas CHPs will be decommissioned

Sally May the Executive Director of Finance will lead Our buildings and land theme.

### *Sustaining our Future Care Services*

We will develop our vision for CTM2030 with our staff and local communities, embedding low carbon options into all our service improvement and innovation work. We will look to ensure we deliver safe, timely compassionate care that is sustainable both financially and for our planet. We will do this by:

#### 2022/23

- Developing and implementing the CTM2030 Clinical Strategy and WISE (Wellness Improvement Service) with sustainable value based health care and prevention at its core
- Continue to support the development of an active 3<sup>rd</sup> sector offering a range of social and green prescribing options to reduce pharmaceutical based interventions
- Develop and implement a cost neutral approach to inhaler prescribing that gives patient choice while reducing the carbon footprint associated with inhalers
- Develop and implement an enhanced digital offer. We will be implementing and monitoring the outcome from over 15 digital applications and upgrades (including digitising the inpatient record)

#### 2023-2026

- Work to embed a [Green endoscopy](#) approach within our endoscopy services
- Continue work with NWSSP Procurement to decrease the carbon footprint of our procured services and goods.

- Through our procurement activities we will focus on our role as an anchor institution, promoting a circular economy, waste reduction and local employment opportunities.
- Review the range of digital consultation and remote monitoring solutions and opportunities, using learning from our 2022/23 work and input from national groups to make the case for the implementation of core digital functionality such as e-prescribing and medicines management, e-referral pathways, single sign-on, AI for diagnostic and imaging clinical support
  - Increase the ability of patients to interact with our services digitally

We will pause, reflect and learn from the progress made in 2025/26 in order to fully scope actions for 2026-2030.

Linda Prosser the Executive Director of Transformation and Strategy will lead the Sustaining our Future Care theme, ensuring low carbon solutions are woven into how we design and improve our services.

### *Travel and Transport*

We will work with our staff, patients and local public sector partners to develop a [Healthy Travel Charter](#) for Cwm Taf Morgannwg. This will promote sustainable transport options as well as active travel, helping us to live more active lifestyles, take advantage of our local environment, while improving our air quality.

We will work with Welsh Government and NWSSP Procurement to develop a comprehensive electric fleet vehicle plan to reduce our carbon footprint. We will:

#### 2022/23

- Develop and implement a Healthy Travel Charter with our partners from across the Regional Partnership Board and Public Service Boards in the CTMUHB region
  - Expand the take-up of the Cycle to Work scheme by our staff
- Work with Welsh Government Energy Service to review our fleet vehicle use and staff mileage in order to improve efficiency
- Work with Welsh Government, NWSSP Procurement and the National Grid to develop a plan of how to switch to electric fleet vehicles over time including where charging points are needed

#### 2023-2026

- To review site travel plans to include active travel initiatives and encourage a shift from single occupancy car travel to more sustainable modes
- To create secure bicycle storage at each site greater than 1,000m<sup>2</sup> allowing adequate provision for electric bicycle charging
- To work with the Welsh Government Energy Service to implement best practices across the wider estate
- To continue to develop and implement our agile working offer to staff and patients to drive down single occupancy car journeys

We will pause, reflect and learn from the progress made in 2025/26 in order to fully scope actions for 2026-2030.

Gethin Hughes the Chief Operating Officer will lead the Travel and Transport theme.



## Waste

Working with our staff and contracted providers we will reduce our waste, by focusing on reducing, reusing and recycling. We will work with our suppliers to look at the carbon footprint of the services and goods we purchase, identifying ways to reduce the carbon footprint and increase recycling where possible. We will work with the Cardiff Capital Region Challenge Fund to develop a portfolio approach to tackle plastic waste across the Cwm Taf region, leading innovation and developing circular economy approach where possible. We will:

### 2022/23

- Secure Cardiff Capital Region Challenge Fund investment to develop our regional approach to recycling and a circular economy based on innovation in recycling and medical equipment
- Work with staff to raise awareness and understanding of the importance of waste segregation to ensure we can continue to meet our recycling targets
- iCTM will continue to identify and look to eliminate waste in our health care system
  - iCTM will work with [Paint 360](#), a social enterprise that recycles waste paint and paint tins, to paint the new iCTM building in Llantrisant this coming summer

### 2023-2026

- Develop and implement three challenges centred around reducing our plastic waste
- Work with local and central NWSSP Procurement colleagues to reduce the carbon footprint of medical products, specifically tackling packaging and non-identifiable plastic waste

We will pause, reflect and learn from the progress made in 2025/26 in order to fully scope actions for 2026-2030.

Greg Dix the Executive Director of Nursing, Midwifery and Patient Care will lead the Waste theme as Executive responsible for the iCTM, Improvement and Project Management teams within CTMUHB.

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