



Cymru Iach ar Waith
Healthy Working Wales

**Corporate Health Standard
Platinum Level**

Enhanced Status Check

Cwm Taf Morgannwg University Health Board

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Enhanced Status Check Timetable

<p>12.00 noon (Approx. 10 mins per topic area)</p>	<p>Meet with the CHS lead and leads for each of the platinum topic areas to include a discussion on how key principles of the Wellbeing of Future Generations Act are enacted through your organisation:</p> <p>Ava Fine – Assessor</p> <p>Claire Nicholas (Co-ordinator) Head of Policy, Compliance and Agenda for Change</p> <p>David Williams, Facilities Governance and Compliance Manager</p> <p>Nicola King, Assistant Head of Operational Procurement</p> <p>Rosie Cavill, Head of Capital</p> <p>George Shouler, Learning And Development Business Partner</p> <p>Natasha Weeks, Head of Engagement and Involvement</p> <p>Victoria Wallace, Deputy Director of Strategy and Partnerships</p>
<p>1.10 pm</p>	<p>Presentation/ discussion on your case study</p>
<p>1.30 pm</p>	<p>Reconvene to give high level feedback and confirmation of award extension</p>
<p>1.40 pm</p>	<p>Close</p>

Q1: Please use the boxes below to:

a) Briefly describe your organisation and its core business activities;

Cwm Taf Morgannwg University Health Board (CTMUHB) was established on 1st April 2019. CTMUHB provides quality healthcare to more than 450,000 people principally covering the Merthyr Tydfil, Rhondda Cynon Taf and Bridgend Local Authority areas.

CTMUHB is responsible for delivering healthcare through three acute hospitals, six community hospitals and a network of health parks, health centres, clinics and facilities for patients with mental health and learning disabilities.

CTMUHB is one of the largest employers within the local area. An estimated 85% of CTMUHB employees live within the Health Board region. In delivering its role as healthcare provider, CTMUHB also acknowledges its responsibility to promote the health and wellbeing of employees.

b) Outline the number of employees / workers / contractors;

A significant number of our 12,715 strong workforce (headcount) live and work within our communities, with the Health Board being one of the largest employers in the area.

c) Outline any major developments or changes to your organisation since your last Corporate Health Standard assessment or Status Check and / or as a result of the Covid-19 pandemic *e.g. changes to work patterns and work locations; changes to number of staff; changes to strategic focus.*

Since our last assessment in June 2021, one of the major developments and changes to the organisation is the introduction of a new Care Group Delivery Model to replace the Integrated Locality Group Model (ILG).

The introduction of the Care Group Delivery Model followed an organisational wide consultation and implementation of the new Delivery Model began in July 2022.

Unlike ILGs, which were responsible for planning and delivering multiple services across primary and secondary care, as well as hosting individual service areas, the Care Groups are more focussed and specialised and run these services across the whole of CTM.

This model is in line with neighbouring Health Boards and many English Trusts. Six clinical Care Groups were formed:

- Planned Care Group
- Unscheduled Care Group
- Children & Families Care Group
- Diagnostics, Therapies and Specialities Care Group
- Mental Health Care Group
- Primary & Community Care Group

Covid-19 Pandemic

The Health Board was responsible for the provision of healthcare to its resident population throughout the pandemic and sought to respond effectively to the particularly devastating impact the pandemic had on its local communities because of the inherent health vulnerabilities and inequalities of its population.

We focussed on taking a balanced approach to responding to the Four Harms from COVID-19 and on recovery planning from the moment that services were paused.

Recognising the constraints of working with COVID-19, our clinicians provided as much patient care as possible, adapting where necessary such as the use of remote consultations, alternative pathways outside of hospitals, and alternative locations for care. Our teams have done all that they can to care for patients whilst also facing exceptional pressure in unscheduled care. Despite this, the continuing challenges that lie ahead for resetting all services is unprecedented.

From managing elective recovery in a pandemic situation into the planned recovery phase, we have sought to be ambitious but realistic in terms of what we can aspire to deliver. We have also sought to ensure that we are maximising this opportunity to align the reset plan with the longer term ambition to place population health outcomes at the heart of the care provided for our committees. With that in mind, our focus has been on interventions that will aid overall population health.

UK Covid-19 Public Inquiry – Health Board Preparedness

The Health Board has established an internal COVID-19 Public Inquiry Working Group whose remit is to monitor and oversee the development and progress of the identification, collection, and recording and secure storage of data and associated actions. This will ensure that the Health Board is in a position to respond effectively to the Inquiry. It will utilise information and provide evidence on behalf of the organisation throughout the UK Covid-19 public inquiry.

The COVID-19 Public Inquiry Working Group has two clear functions. These functions are to be monitored throughout the process. This is to:

- Prepare: the CTMUHB for the COVID-19 Public Inquiry.
- Respond: Provide the UK government, when requested, with accurate and complete information pertaining to the COVID-19 public inquiry.

The Working Group will also deal with other related matters as appropriate to its remit, which could include matters such as ensuring that there are mechanisms (Health & Wellbeing tools) in place to support staff (past and present) who may be called during the Inquiry process to provide evidence.

Q2. Please provide an update on each of the core topics listed below to include points a), b) and c):

(You are required to write no more than one page for each core topic and may use bullet points)

Transport

a) How you have addressed any development points from your last assessment / Status Check (if applicable)

N/a

b) New developments or initiatives since your last full assessment / Status Check

Fleet Contract Renewal and Decarbonisation

The [NHS Decarbonisation Strategic Delivery Plan 2021-2030](#) (DSDP) was published in March 2021. NHS Wales Shared Services Partnership (NWSSP) set up a Transportation Task and Finish Group. The group's focus is Electrical Vehicle Charging Infrastructure (EVCI) and the uptake of Low / Zero Emission Vehicles, as these initiatives offered the greatest carbon reduction potential of the 8 transport initiatives identified in the DSDP. It has been set up to deliver the Transportation Activity Stream Initiative 17 which states:

Best Practice Guidance incorporating the full requirements of NHS Wales DSDP Initiative 17 – NWSSP will work with Health Boards and Trusts to develop the best practice approach for electric vehicle (EV) charging technology, procurement, and car park space planning – this will include consideration of NHS Wales' own fleet, staff vehicles, and visitor EV charging'.

Cwm Taf Morgannwg University Health Board (CTMUHB) has also produced its own Decarbonisation Strategy and delivery action plan.

The Facilities Directorate is working with the NWSSP group, 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 (DSDP). As part of this fleet review and the move to decarbonisation, the fleet was reduced by 59 vehicles, which produced financial and decarbonisation benefits.

With NHS Wales moving towards EV as part of the Welsh Government's strategic delivery plan there are financial sustainability and substantial infrastructure and electricity grid capacity obstacles to be overcome throughout Wales to enable Health Boards and Trusts to make this switch.

The Health Board will require funding for EVs, the site supporting charging infrastructure, and working closely with Welsh Government, NWSSP, Western Power and end user stakeholders to understand how and when we can make this change over the coming decade, to ensure our fleet has the lowest carbon footprint possible.

CTMUHB Grey Fleet, Lease and Salary Sacrifice Vehicles

CTMUHB staff drove 1.98 million less "grey fleet" miles in 2021-2022 than they did in 2019-2020. There are a number of supporting reasons for this reduction as follows:

- The introduction of the new locality operating model in April 2020.
- Increase in home working during the pandemic and then sustained to some extent during 2021-2022.
- We need to consider as part of the grey fleet assessment work and travel planning, where since 2020 the impact of organisational change, the pandemic and home working activity has significantly changed the transport requirements and travel planning behaviour of CTM staff. This has had an impact on the grey fleet and commercial service fleet business mileage, costs and carbon emissions reported in previous years.
- 2022-2023 will now be an important data "benchmark" year as it is not impacted by the pandemic, although post pandemic patient care resetting may have reduced home working in 2022-2023 and grey fleet travel may have increased as a result.

CTMUHB Car Parking Review

CTMUHB is continually reviewing its services to ensure it provides the best fit health care to its local population. The estate and services provided at each site has changed significantly over recent years which has impacted on the condition, capacity and suitability of the car parks. Demand for car parking

spaces remains very high for both staff, and patients / visitors and often results in there being insufficient spaces to meet demand.

Maintaining safe access routes for all site visitors and emergency vehicles is of paramount importance for the health board, making the need to review and where possible improve facilities a priority.

CTMUHB wanted to understand the current car parking provision and investigate options for improvement to capacity and to on-site infrastructure and traffic flow. A car park review was undertaken by a consultant on behalf of the Facilities Directorate in 2022 with the aim to provide:

a) *Current usage* - Details of the current usage at each site to enable a capacity and demand gap analysis to be completed. The health board is interested to understand technologies that can provide ongoing capacity and demand information such as ANPR.


b) *Current Compliance* - A detailed report on the compliance of car parks to the NHS Wales Standard for Car Parking Management (HTM 07-03). A gap analysis is provided which details the actions required to improve compliance so that the car parks meet the NHS Wales requirements.

c) *Strategic review and improvement plan* - Based on the outcome of the above actions, the health board would like to develop a strategic plan to improve existing site car parking facilities and to meet demand for access to sites through the provision of alternatives to on-site car parks, that will improve user car parking experience at our sites and where we can encourage a reduction in the use of cars and single occupied journeys and promote alternative options for travel to our sites and in support of the Welsh Government and CTMUHB Decarbonisation Strategy.

c) Planned future action and activities

Implementation of New Fleet Contract

A Transport Fleet and Decarbonisation paper has recently been drafted to enable CTMUHB to consider current fleet and charging infrastructure options, cost, funding and to develop a delivery plan over the next 3-5 years.

	<p>There are opportunities to reduce the cost and emissions of the grey fleet by considering the expansion of the use of pool vehicles and considering policy changes to salary sacrifice and personal lease transport schemes to stipulate EVs as the vehicle of choice.</p> <p><u>Implementation of CTMUHB Car Parking Strategic Plan</u></p> <p>The car park review was completed in 2022 and based on the review recommendations a strategic development action plan will now be drafted focusing on what actions need to be taken based on mandatory and statutory risk and identifying where funding may be required. The plan will also take into account what is already planned and funded (e.g. site pending capital schemes) and what actions can be taken operationally within budget that will improve the user car parking experience at our sites and where we can encourage a reduction in the use of cars and single occupied journeys, and promote alternative options for travel to our sites, in support of the Welsh Government and CTMUHB Decarbonisation Strategy.</p>
<p>Procurement</p>	<p>a) How you have addressed any development points from your last assessment / Status Check (if applicable)</p> <p>n/a</p> <p>b) New developments or initiatives since your last full assessment / Status Check</p> <ul style="list-style-type: none"> • Since the 2021 submission the Procurement Business Partner model has matured and we have recruited an additional Business Partner which brings the total from 3 to 4, this is to fully support the new care group structure within the Health Board. We now have a Head of Sustainability and Zero Net Management in place in NWSSP, they are supported by a team which includes Foundational Economy Manager and Sustainability and Net Zero Manager. CTM Procurement team are linked in with the Sustainability team with regular catch ups in place. NWSSP have a decarbonisation plan in place for 2022-2023 <p> NWSSP Decarbonisation Pla</p>

- There is a Commodity Advisory Group for Wales (CAG) that meets on a quarterly basis, (membership is made up of Local Procurement, National Procurement, Catering and Facilities staff from all HB's across Wales) where we are discussing how we can source local produce and support local suppliers, at the last meeting on 20th October 2 Welsh suppliers were invited to present to the group. They were Radnor Hills based in mid Wales and Henllan Bakery based in North Wales. This will encourage the HB's to use these local suppliers alongside/in conjunction with current contracts.
- Food and Drink Wales (Welsh Government) were also at the meeting encouraging engagement with local suppliers and have advised that they can assist HB's with this
- Food and Drink Wales are helping local business grow in supplying the public sector and are driven by the Well Being and Future Generations Act 2015, they are also encouraging sustainable development. They will be holding an event next year called Taste Wales where we will be able to meet local, Welsh suppliers and understand their products, talk to them about their supply chain and understand how they can supply the NHS. Procurement will be linked in to this event.
- Welsh Government have determined that Welsh products can be something that is processed in Wales but its ingredients do not have to be Welsh or the ingredients can be Welsh but they can be produced outside of Wales.
- The National Sourcing Team are currently producing a supplier engagement plan so that we have a clear understanding on who will be presenting at each CAG meeting (this will run in line with contracts that are coming up for renewal/retender. We will also be engaging with the bigger suppliers with national contacts such as Brakes, Castell Howell and Bidfood so that they can engage and use local suppliers as second tier suppliers to the NHS.
- NWSSP will be Including Social Value in tenders – 15 % of the evaluation criteria, this is currently being trialled on the nurses uniform contract.

Goals	Benefit
Localism of supply and shorter, more resilient supply chains	Supply Agility and Decarbonisation benefits
Encouraging economic investment in the contract geographical area	Economic growth and independence

	Encouraging investment in personnel to enter, remain and progress in their work place	Economic and personal growth, better health outcomes and reduced pressure on the NHS.
	Encouraging wider social value delivery in the contract geographical area e.g. 3 rd Sector involvement, tackling environmental issues, facilitating educational / cultural initiatives	Socio-economic Community connection and benefit.
	<ul style="list-style-type: none"> We have also looked at local suppliers, in conjunctions with our colleagues on the Anchor Steering Strategy Group to determine if they are currently on Procurement Framework agreements. 	
	<p>c) Planned future action and activities</p> <p>Continuing the work with Welsh Government and Anchor Steering Strategy. Also working closing with Value in Health Industry Lead to engage with Local Suppliers. We are currently forming a small team (also linking in with Life Sciences Hub) to work with local suppliers and determine how they can supply the Health Board.</p>	
Facilities Management	<p>a) How you have addressed any development points from your last assessment / Status Check (if applicable)</p> <p>n/a</p> <p>b) New developments or initiatives since your last full assessment / Status Check</p> <p><u>Development of the Environmental Sustainability Agenda within the Health Board</u></p> <p>Despite growing pressure on finances, services and resources, particularly as we continue through managing the Covid-19 pandemic, the Health Board has actively developed the Environmental Sustainability agenda. The introduction of the CTM Green Group in 2021 and the CTM Environmental</p>	

Sustainability Group in 2022 has provided a more strategic leadership approach to embedding environmental, sustainability and decarbonisation management. In addition to this, raising sustainability awareness as part of the core values of our organisation has been vital to ensure that the support for sustainable healthcare within the Health Board is in place and to continue to deliver environmental benefits and exceptional care for future generations. Further detail on this is provided in Q4.

Tree Planting for Wellness Events



During 2022 a series of tree planting events took place across Cwm Taf Morgannwg UHB. Green CTM supported the planting of 85 tree saplings across 22 of our sites, linked to the [Queen's Canopy](#), with free trees donated by NHS Forest. This was part of a wider NHS Wales pledge to support the Queen's Canopy work, with every health board in Wales engaged in planting trees sustainably.

This initiative involved working with patients, community partners and volunteer staff who were keen to help us create green spaces for wellbeing. This also highlighted our commitment to decarbonisation and the need to offset our carbon outputs in ways that benefit patients and planet.

As part of the Queen's Canopy initiative, we joined a UK wide network of community projects and organisations, 'Planting a tree for the Jubilee', all of whom used this opportunity to champion their commitment to sustainability. Once the trees had been planted they were added to a [UK map of Queen's Canopy Trees](#), giving us another opportunity to raise awareness of some of the key community partners with whom we work.



The trees provided by NHS Forest were also part of another UK wide initiative, coordinated by the [Centre for Sustainable Healthcare](#). Being part of the [NHS Forest](#) network will enable the Health Board to access a wealth of resources, ideas and information that will help us on our journey to become greener.

Linda Prosser, Executive Director of Strategy and Transformation said at the time:

"This is a fantastic time for us to be planting these trees and marking our own commitment to growing and maturing into a greener, more environmentally responsible Health Board. I couldn't be prouder that we are working with community partners and volunteers to help plant the trees, as it demonstrates the important role collaboration will play in us reducing our carbon footprint, creating green spaces for wellness, and sustaining our future.

Tree planting may seem like a small step in a much bigger picture, but when you bring each of these actions together we show that collectively, we can all help improve the way we care for our people and our planet."

Installation of Outdoor Space Projects



In 2022 the residents' garden area in Princess of Wales and Multi Professional Education Centre (MPEC) saw the installation of outdoor picnic benches and seating areas with external waste bins in and amongst the cut back shrubbery and grassed areas that are now being used daily. This was noted as a very positive exercise following a

very difficult two years for staff that allowed them to take a break outside of the hospital.

Royal Glamorgan and Prince Charles hospitals have also had external seating areas installed and feedback has again been positive.

The Environment, Waste and Fleet Team within the Facilities Directorate have also been working on two other outdoor space projects:

- Artist in Residence and Mental Health Team Project to create a sculpture from disposed of goods that will be displayed in a chosen garden at one of the community sites.
- Funding has been agreed within the Bridgend locality sites via the HR Charitable Funds scheme to purchase a further 25-30 benches that will serve sites right across the locality, including some further developed areas of the Princess of Wales Hospital and Glanrhyd sites.

Sustainable Innovation Scholar Programme - Reducing Food Waste Project

The Sustainable Innovation Scholar programme is a six month Welsh Government funded programme running from October 2022 to March 2023. There are six scholar projects in CTMUHB and the programme is supported and mentored by the [Centre for Sustainable Healthcare](#). One of the scholar projects is the Reducing Food Waste Project. In the long-term the aim of this project is to reduce ward based food waste through working as a multidisciplinary team, with the progression to all Catering food waste.

The six month project aim and scope is engaging with Catering and Nursing colleagues to reduced ward based food waste. The pilot is being conducted at Princess of Wales Hospital where we have a non-ward hostess (n=16) and ward hostess (n=4). 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.



Cardboard Waste Innovation Project

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 pilot 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 aim of the social enterprise is to be a progressive intermediate labour market resource, where organisations can refer individuals for support and vocational development, which will aid their future transition to employment, volunteering or further learning in the community, due to their increased skills, development of confidence, self-esteem, independence and finances.

Demonstrating forward thinking in relation to the use of social enterprise, the Health Board intends to successfully meet corporate social responsibility objectives and support elements of the Welsh Government's Well-being of Future Generations (Wales) Act, which aims to make Wales a better place to live, now and in the future.

Elite Paper Solutions provides an excellent service for the collection, destruction and subsequent recycling of confidential paper waste, which supports the Health Board in maintaining GDPR compliance. Our use of their service complements our Corporate Responsibility objectives, and supports the Well-being of Future Generations (Wales) Act objective for 'A more equal Wales – A society that enables people to fulfil their potential no matter what their background or circumstances (including their socioeconomic background and circumstances).'

By offering contracts to organisations such as Elite, it demonstrates that procurement can be undertaken in a way that delivers real outcomes for the people in the community, supporting the 'Better Jobs Closer to Home' initiative, which is part of the Welsh Government's foundational economy plans.

ISO 14001:2015 Environmental Management Recertification

In January 2022 work began to retender the next three year cycle of the ISO14001 certification for CTMUHB. Unfortunately, due to contract difficulties the next recertification cycle had to be postponed until the contract had been awarded to the successful certification body.

The contract was awarded to the chosen certification body British Assessment Bureau Ltd (BAB) in November 2022 and the recertification audit is scheduled to take place in 2023 as follows:

- 27/02/2023 – 02/03/2023 - Remote Stage 1 Assessment Audit - Any progress we have made on our management system will be assessed in this first assessment and any gaps highlighted in a subsequent report.

- 05/06/2023 – 15/06/2023 – On-Site Stage 2 Assessment Audit - If the Stage 1 Assessment has been completed and is successful, the Stage 2 Assessment can then be undertaken, with a gap in between assessments being advised by BAB in order to implement any Stage 1 Assessment recommendations for improvement beforehand.

If the Stage 2 audit is successful then CTMUHB will have successfully gained ISO14001 recertification (Year 1 of the 3 year certification cycle).

Glanrhyd Hospital Green Flag Award

The Facilities Directorate submitted its Glanrhyd Grounds Management Plan for the Green Flag Award 2022 and a judge field assessment took place in May 2022 with pandemic restrictions being eased. Following the assessment, unfortunately we were not successful in achieving the Green Flag Award for this year and therefore no longer have the award for the Glanrhyd site.

The judges have provided recommendations against the award essential criteria. Taking into account this was our first ever field assessment as CTMUHB following the easing in restrictions, there are some useful recommendations within the feedback which we can work on from a Facilities Directorate Grounds & Gardens perspective. However, the feedback also has a number of recommendations that are outside of the Facilities Directorate remit. This confirms that this award is bigger than Facilities and although we have tried our best as a Directorate, for the Green Flag Award to be successfully achieved in the future it requires the commitment and resources from the Health Board as a whole.

The Facilities Directorate are currently working on an action plan to signpost to the wider commitment that we need to develop as a Health Board to fully meet the award criteria. Once produced this action plan will be taken forward by senior management at the Bridgend Ogmores region and Corporate Services to secure the Health Board commitment moving forward to implement the actions required to successfully reapply for the Green Flag Award in 2024.

c) Planned future action and activities

Further Development of the Environmental Sustainability Agenda within the Health Board

Further detail on this is provided in Q4.

Continuation of Tree Planting for Wellness Events and Outdoor Space Projects

Due to the success of the tree planting events in 2022 and the collaborative work with NHS Forest, the Facilities Directorate Grounds & Gardens Team have agreed to produce a 'CTM Tree Planting Plan' annually which involves undertaking a survey of our Health Board sites to look at the feasibility and quantity of trees we could plant on our sites each year in readiness for the next planting season (November to March each year) and requesting these trees from NHS Forest. For 2022-2023 we requested 40 trees from NHS Forest, however this year they had reached their quota and run out of trees. We have requested to be put on the waiting list should any more trees come in and will continue to work with NHS Forest moving forward.

Continuation of Waste Management Projects within the Health Board

The collaborative project work regarding minimising catering food waste and cardboard recycling will be continued and potentially expanded to other recycling waste streams and used as best practice case studies for other Health Boards to consider and engage with / implement.

Maintaining ISO 14001:2015 Environmental Management Certification

Once CTMUHB have successfully gained ISO14001 recertification it will continue to maintain the certification for years 2 and 3 of the certification cycle.

Glanrhyd Hospital Green Flag Award Reapplication

The Facilities Directorate are currently working on an action plan to signpost to the wider commitment that we need to develop as a Health Board to fully meet the award criteria. Once produced this action plan will be taken forward by senior management at the Bridgend Ogmore region and Corporate Services, to secure the Health Board commitment moving forward to implement the actions required to successfully reapply for the Green Flag Award in 2024.

Capital Build

a) How you have addressed any development points from your last assessment / Status Check (if applicable)

n/a

b) New developments or initiatives since your last full assessment / Status Check

Since the last platinum review, the Health Board has faced unprecedented pressure as a result of the global Covid pandemic. Over the past two years our focus has therefore been on rapidly reacting to the pressures faced by the Health Board in firstly managing the healthcare needs of the population during the pandemic (via the creation of field hospitals and the reconfiguration of wards and infrastructure, etc) and secondly, by building resilience across the hospital estate in order to better manage similar events in the future. So, although the Health Board has continued to pursue a sustainable approach to the capital build programme over this period, its key focus has been managing the healthcare demands resulting from the Covid pandemic.

That said, since the last review, we have successfully completed the following key projects:-

Welsh Government Decarbonisation Programme Phase 1

Following our successful bid to Welsh Government for decarbonisation funding, the Health Board completed the replacement of existing lighting with LED (£1,056,262) mainly within its Princess of Wales hospital and Bridgend locality and installed solar (PV) Panels (£1,190,899) across three key buildings within its estate (Kier Hardie Health Park, Ysbyty Cwm Cynon and Ysbyty Cwm Rhondda).

Dewi Sant Health Park Phase 2

This key refurbishment project completed successfully to convert disused wards to accommodate Community Dental Services, Midwifery, Mental Health Services, Outpatient and Physiotherapy areas. From concept through to design and finally construction, consideration was given to sustainability throughout and included:-

- Re-use of an existing building to significantly reduce the carbon footprint of the proposed development.
- The bringing together of multiple clinical services teams to a community based Health Park, to save on travel and time and patient accessibility.
- The installation of a Photovoltaic Array on the roof of the building and associated battery storage.
- Installation of film to existing south facing windows to reduce solar gain and glare.
- The installation of air source heat pumps.
- Installation of LED light fittings.
- Installation of water saving sanitary ware to all refurbished areas.
- All new external doors and windows comply with current standards regarding thermal requirements.

Bridgend Health & Wellbeing Centre

Unfortunately, this partnership project with Linc Cymru Housing Association to create a Wellness Village in Sunnyside Road, Bridgend, delivering 5 Bungalows, 38 apartments, 36 houses and a new 2565m² Health Centre (consisting of a GP practice, dental offices, pharmacy and community health services) stalled in 2021 as a result of the collapse of the main contractor. This has however provided the Health Board with the opportunity to revisit the design and explore the potential of utilising a District Heat Network being created by Bridgend County Borough Council instead of using gas fired central heating within the Health Centre itself. Regardless, the Health Centre will still meet the BREEAM Excellent Standard and the housing element will attain the prestigious WELL Standard, which is a performance-based system for measuring, certifying and monitoring features of the built environment, which impact on human health and well-being through air, water, nourishment, light, fitness, comfort and mind.

Carbon Reduction – Voltage Optimisation Project

The aim of the Project was to install bespoke made voltage optimisation units at six sites to help reduce their overall annual revenue spend on electricity but also to support the Welsh Government's Net Zero route map towards reducing carbon emissions to Net Zero by 2030T. The project covered the following sites across the CTMUHB portfolio that were deemed suitable and would benefit from this spend to save initiative with a payback period of 4.2 years.

- Dewi Sant Health Park;
- Kier Hardie University Health Park;
- National Imaging Academy Wales;
- Tonypandy Health Centre;
- Williamstown Records Storage;
- Ynysmeurig House – CTMUHB HQ.

An expansion programme across more sites is planned for 23/24 as covered in discussions around All Wales projects below.

PCH Ground & First Floor Refurbishment Phase 2

Since the last review the Health Board has continued to make good progress on this £217M scheme which covers a 6 year phased programme of work, to address the four major investment objectives including statutory fire compliance, asbestos removal and improving clinical efficiency and sustainability. As at this point of time the Scheme has 4/6 phases underway with one phase having fully completed and a second nearing to completion. The scheme remains on programme to deliver this phase by end 2026.

To have approved funding, the scheme needed to prove it met Welsh Government's sustainability and well-being objectives which is being achieved by the following initiatives:

- Sustainability principles adopted in design, to enhance the hospitals environmental credentials, reduce operation costs and improve the healthcare environment. This includes reducing energy and water consumption, minimising the building's embodied carbon and minimising waste.
- The design embraces the Mean, Lean, Green carbon saving hierarchy.
- Passive (Mean) design measures such as natural ventilation.
- Active (Lean) measures such as energy efficient plant
- Low or zero carbon (Green) technologies.
- Energy monitoring systems.
- Construction materials with a low environmental impact over the full life cycle of the building.
- Responsible sourcing of materials.
- Construction and Operational Waste Management Strategies.

- Achieving Excellence Design Evaluation Toolkit (AEDET) adopted.
- Building Research Establishment's Environmental Assessment Method (BREEAM) target of 'Good+'.

The project also utilises the Community Benefits Measurement Toolkit, which sets targets for:

- Apprenticeship opportunities,
- Job opportunities for economically inactive people.
- Training opportunities for economically inactive people.
- Retention and training opportunities for the existing workforce.
- Promotion of open and accessible supply chains that provide opportunities for SMEs to bid for work; and promote social enterprises and supported businesses.
- Code of Practice Ethical employment in supply chains.
- Fair payment.
- Contribution to education in Wales through engagement with school, college and university curriculums.
- Contributions to community initiatives that support tackling poverty across Wales and leave a lasting legacy within the community.
- Opportunities to minimise the environmental impact of the contract and to promote environmental benefits.

During phase 2 the Health Board is developing the case for the 3rd and final phase which will continue to embrace the principles of sustainability and community engagement and benefits.

c) Planned future action and activities

Welsh Government Estates Infrastructure Programme Investment Phase 2 - Decarbonisation

Following the success of the 21/22 programme of works, WG introduced a 2 year programme including ringfenced decarbonisation investment. The Health Board has once again been successful in its bid to Welsh Government for significant funding to improve its estate and associated infrastructure. The approved schemes specifically related to decarbonisation and thus sustainability:-

- The installation of PV Panels across a further three key sites.
- The continued rollout of the voltage optimisation programme.

- The replacement of end of life Air Handling Units across the estate.
- The replacement of failing electrical distribution boards across the estate.

Capital Programmes to Deliver Under the Decarbonisation Programme

CTM is committed to addressing the aims and objectives within the NHS Wales Decarbonisation Strategic Delivery Plan 2021 – 2030 and to contribute to the Welsh Government aim for a net-zero public sector in Wales by 2030. The principle vehicle in CTM for tackling this and decarbonising our estate is to use the Re:Fit energy performance framework to invest in energy efficient and low carbon upgrades to our energy infrastructure. Cwm Taf Morgannwg is currently preparing to go out to tender under the Re:Fit framework in early 2023 in order to select a partner to work with.

The Re:Fit framework is the framework of choice for Health Boards enabling change to be delivered at scale and pace. The framework uses a robust, flexible and tested Energy Performance Contracting approach. The framework provides a guaranteed 100% of the energy saving or generation (kWh) via a contractual agreement for the payback period of the project, this key feature is helping to remove risk of failure with new developments, plus protecting the client and their investment. Additional benefits include improvements to buildings' operational performance and comfort levels for staff, reductions in building-related complaints and maintenance backlogs, a boost to local investment through local job creation, and important reductions in CO2 emissions.

In addition to Re:Fit, Cwm Taf Morgannwg is proactively progressing opportunities to decarbonise our energy consumption in the Health Board. The organisation is currently working with partner organisations to develop renewable energy generation (solar schemes and heat networks) to supply our major hospitals through direct private-wire connections. It is hoped that some of these could come on stream in 2024. In addition, the HB is constantly investigating opportunities to further decarbonise our energy consumption.

Princess of Wales Centralised Decontamination Unit

This project is currently at business case stage with the completed case due to submit to WG in early summer. Once approved works can commence to deliver a purpose built centralised decontamination facility at this acute site. The building will be steel framed with Modern Methods of Construction (MMC) lightweight steel framing infill system (SFS) used to create external wall structures. This method maximises

	<p>the efficiency of material and human resources in construction whilst also providing a robust external walling solution. The Decontamination Unit has been designed taking a 'fabric first approach' providing enhanced airtightness and thermal insulation performance well in excess of Building Regulations standards. The materials used in the building have been selected following evaluation of life cycle costing analysis, with specified materials achieving high Green Guide sustainability ratings with low maintenance requirements.</p> <p>The building services for the new facility have been selected with energy efficiency in mind. The ventilation systems have been specified with high efficiency Thermal Wheels reducing heating and cooling loads accordingly. Ventilation systems serving contaminated areas have been provided with run-around coils, again recovering energy where possible. Each air handling unit is being equipped with high efficiency, inverter driven motors, reducing electrical energy consumption.</p> <p>The new heating system for the building will utilise the existing hospital steam system via a high efficiency heat exchanger system to produce low temperature hot water. This has been designed with low temperatures to enable the introduction of heat-pumps in the future without the need to change any plant items. As the decontamination process areas have a high degree of waste heat, we are actively recovering this and re-distributing to the offices and support areas, via a Variable Refrigerant Flow (VRF) system.</p> <p>Lighting-wise the building has been designed with full LED lighting through-out, with incorporated lighting controls that minimise use. The building has been designed to incorporate an 18kw Photo Voltaic system, which will offset the electrical energy demand for the building.</p> <p>The sections above should provide assurance that the HB continues to follow a sustainable development approach throughout its capital investment programmes.</p>
Employment and Skills	<p>a) How you have addressed any development points from your last assessment / Status Check (if applicable)</p> <p>N/a</p> <p>b) New developments or initiatives since your last full assessment / Status Check</p>

Since the last assessment, the Learning and Development Team have introduced a range of initiatives to increase employment opportunities and upskill our workforce.

Youth engagement and outreach

- **Pathways and Widening Access Strategy** developed, setting out our programme of initiatives aimed at increasing employment and upskilling opportunities for people within our communities.
- **Apprenticeships Academy** established, providing CTM staff with a sector-leading offering of pathways, apprenticeships and qualifications. The Academy has led to CTM being awarded 'Macro Employer of the Year' at the National Apprenticeship Awards Cymru 2022. We have recruited 7 full time apprentices into substantive roles, meeting critical employment/skill needs this financial year, and a further 5 are due to commence employment in April.
- **Outreach Programme** re-ignited post-covid, providing opportunities to under-represented groups and channelling resources into hard-to-fill roles.
- **Project Search** scheme launched in Prince Charles Hospital and Royal Glamorgan Hospital, providing work placements for young adults with a learning disability and autism or both. We have employed 4 interns into key enabling roles and are looking at further roles within our strategic workforce plan.
- **Kickstart** scheme rolled out across the organisation, with work opportunities provided to young people who are in receipt of Universal Credit. Of the 25 placements, 15 gained permanent employment within the Health Board.

Leadership and Management

- **Three bespoke programmes** designed and launched to leadership population of 1,600, with aim of enhancing leadership capabilities across the organisation.
- **'We are all different' Neurodiversity resources hub** established, providing resources, training and further reading to support staff with additional neurological needs.
- **Climate change eLearning package** developed to increase awareness of Welsh Government's de-carbonisation agenda and associated legislation. CTM are leading this space on an All Wales level, partnering with other Health Boards to develop their own bespoke packages.

c) Planned future action and activities

Emergent Pathways

	<ul style="list-style-type: none"> • Jobs Growth Wales + launching, providing consolidated and individualised training, development and employability support to 16-18 year olds who are assessed as NEET (Not in Education, Employment or Training). • Developing a new pathway for Older Workers to gain employment. • Partnering with Ministry of Justice to provide a new pathway for ex-offenders and people undertaking community service to seek employment in the NHS. • Veterans recruitment being established, complimented by in-house training and resources to support veterans both in the community and staff population. • Project Search being expanded to Royal Glamorgan Hospital. <p>Leadership and Management</p> <ul style="list-style-type: none"> • Leadership Community being established, building on the programmes to provide CTM staff with a suite of opportunities to enhance their leadership capabilities. This includes bespoke sessions delivered in partnership with the University of South Wales and an annual Leadership Summit, celebrating the leadership offer at CTM. • Coaching Network being re-established, bringing all coaches and associated programmes, initiatives and qualifications into one place. The network will provide both a service to the organisation in offering coaching to CTM staff, and an opportunity for our coaches to hone their skills and achieve further qualifications alongside their colleagues.
<p>Community Engagement</p>	<p>a) How you have addressed any development points from your last assessment / Status Check (if applicable)</p> <p>n/a</p> <p>b) New developments or initiatives since your last full assessment / Status Check</p> <p><u>CTM2030 Community Engagement</u></p>

During March 2022, coinciding with the ease of COVID restrictions, CTM initiated its communications and engagement strategy in support of **CTM2030 - Our Health, Our Future**; the Health Board's work towards a new organisational strategy to improve population health outcomes for the region.

The engagement strategy was shaped by a robust public Involvement survey to gather insights of the key issues impacting on individuals' and communities' health and wellbeing. Complemented by over 30 CTM2030 public engagement opportunities between March-July 2022, a full thematic analysis was completed by CTM of the barriers and opportunities to people living happily and healthily in CTM identified (across the life cycle and taking into consideration all the wider health determinants).

These key population insights have been instrumental in shaping a newly formed CTM2030 Community Leaders' Network for the CTM region (multi-sector and multi-disciplinary).

CTM2030 Community Leaders' Network

The CTM2030 Community Leaders' Network held its inaugural (community-led) meeting in February 2022. The multidisciplinary group comprises of community partners from across the public and third sectors in Cwm Taf Morgannwg who meet quarterly to identify partnership opportunities for supporting people's health and wellbeing needs; from cost of living and housing support to bereavement and routes into employment.

Now in excess of 30 members, it is shaping people's access to care and support services; looking at how organisations and strategic partners can join up with local community programmes, get involved with networks and groups and work together to make the most use of community spaces to help people to live happy and healthy lives.

Qualitative feedback from community partners

"What an incredible privilege it was to give a presentation of the Bereavement and Loss Workshop and Cafe with our partners to Community HUB leaders in Merthyr last week (January 20th, 2023) on CTM2030. Massive thank you to Paul Mears CEO, Natasha Weeks and the CTM team for using the lighthouse in this amazing pioneering work which has already changed lives in our local community and I'm absolutely

believing this will not only go Wales wide but UK wide. **Dawn Parkin, Community Leader, The Lighthouse Project (Tonyrefail)**

“Really enjoyed the Community Leaders Group last week in Merthyr, thought the discussions were really informative. **Anne Morris, Deputy Chief Executive, Interlink RCT**

“Thank you so much for inviting to the event, I found it very insightful and a great networking opportunity. **Michaela Moore, Director Mental Health Matters Wales**

Examples of how our CTM approach to community engagement is creating new partnerships:

Bereavement, Loss and Grief

During 2022, our CTM Chaplaincy Service co-created a new community- based programme in partnership with the Lighthouse Project in Tonyrefail to support people affected by trauma through the use of creative arts. The programme is driven by key community feedback on people’s health and wellbeing being affected by bereavement, loss and grief (physical, mental and emotional wellbeing).

Mental Health Services and Support

Our CTM value in action – ‘we listen, learn and Improve’ has resulted in closer partnerships with people with lived experience of dementia to inform dementia friendly environments. This includes working with ‘Lleisiau Dementia’ to make improvements to our clinical environments. A CTM and CTM Regional Partnership Board partnership is also supporting the developing of a robust pathway for Memory Assessment.

Children and Young People

Our Health Board’s CTM2030 community engagement model has been key to us partnering with CTM special schools regional youth forums, school councils and wellbeing committees to co-design and launch a new **Children’s Charter for CTM (November 2022)** ([with supporting information for families, parents and carers](#)). School engagement and partnership working has resulted in the production of an [easy read](#) version of the Charter.

Healthy Futures Maesteg

During early January 2023, we worked closely with residents from Maesteg and across the wider Llynfi Valley, to help shape the future of health and care in Maesteg; a key CTM2030 strategic priority. Four organised community engagement events (10 & 12 January) were delivered with residents and members of local community groups sharing their experiences of using local services and their ideas about how we could help people to live healthier and happier lives in Maesteg. The community events provided an opportunity for everyone to share their ideas and thoughts on developing Maesteg Community Hospital for the future; a key strategic CTM2030 priority for CTM UHB.

This [short video](#) captures event highlights and commends the approach taken by our Health Board to engage and involve communities and residents. [Health Futures Maesteg](#) is an integrated communications programme that utilises all digital platforms in conjunction with in-person engagement.

Maternity Engagement

In September 2021, Maternity Services at CTM introduced the Patient Reported Experience Measure (PREM) for all new parents and parents-to-be. Service users receive a series of surveys throughout their journey into parenthood.

There are five online surveys in total, which families are sent via text message at stages throughout pregnancy and after the birth of a baby. Families have the opportunity to tell us everything about their experiences of using our services, comment on where we do things well, and make suggestions about where we can continue to improve.

Our My Maternity, My Way forum is led by a lay Chair, and former service user, and is made up of a group of volunteers committed to helping inform service change and improvements. The group meets virtually and is a valuable sounding board for decision making by our clinical teams.

The embedding of this survey approach, and the results of these ongoing community engagement surveys, provide CTM with essential information which directly feeds into how we improve our Service.

CTM Wellness Improvement Service (WISE)

Launched in April 2022, WISE provides non-medical intervention to improve people's health and wellbeing. WISE follows an evidence-based, lifestyle medicine approach where patient empowerment and self-management form the basis of the service.

Highly trained wellness coaches lead groups of up to 20 participants through a sustained education programme covering the fundamental pillars of holistic lifestyle medicine – sleep hygiene, social connection, physical activity, healthy eating, mental health and wellbeing.

The WISE was setup to engage CTM communities and residents by providing links to reputable health websites, offer downloadable health resources, and signpost to blog articles and web podcasts covering lifestyle medicine topics, from selected health experts and practitioners.

WISE engages with the community through selected third sector organisations and local business to deliver a variety of patient centered workshops to encourage patients to adopt a healthier lifestyle. These include healthy cooking classes, stress reduction workshops, Fitbit programmes and many more. A recent collaboration with Cardiff University's Prime Centre Wales, showcases [creative art engagement work within the CTMUHB community](#).

Highlights from a [visit](#) (November 2022) from Welsh Government Minister for Health and Social Services, Eluned Morgan, who met with WISE Wellness Coaches and WISE participants attending a Pontyclun session (RCT) .

One participant's feedback of WISE in the community: "Where has this been all these years? I cannot believe how much I needed this and how simple it is to help me look after my health. The coaches are really supportive, and I never thought I would take part in a group, but it's not what I expected." – **David (73-year-old pain patient)**

c) Planned future action and activities

Our Health Board is continually forming new CTM2030 partnerships to create better health care and wellbeing support for the people of CTM. Our latest engagement meeting (January 2023) involved a new partnership with [Dwr Cymru](#) to focus on cost of living affordability options for CTM residents.

Future CTM2030 areas of focus (underpinned by community engagement) include:

Healthy Weights CTM

Through our CTM2030 community Leaders' Network (and by engaging with wider regional stakeholders, partners), our CTM public health team is addressing one of our biggest CTM health challenges – healthy weights management; a key driver in improving CTM population health. One focus area for community engagement is how local community environments can support important lifestyle changes. The programme was initiated for community engagement and involvement in January 2020, following wider stakeholder engagement in December 2022.

Healthy Futures Maesteg

Following the delivery of four organised 'Healthy Futures Maesteg' events in early January 2023, our current engagement plan involves meet with local community groups to talk to as many people as possible and involve them in the conversation. People also have an opportunity to share feedback [online](#).

As next steps, we will be taking on board all the feedback from our extended engagements and we will share our vision for ensuring the people of the Llynfi Valley receive the best care and support to meet their health and care needs, including a plan for developing Maesteg Community Hospital. We are planning to meet again in the heart of Maesteg to further engage around a final proposal during the Spring 2023.

Q3. a) Please give the title of the case study that you submitted for the previous platinum assessment, along with a brief description:

(Maximum word limit 500 words)

Title: Pathways to Employment

Description: Widening access through local partnerships to support our Health Care Support Worker Programmes.

b) Please provide an update on your case study to include the following:

- **Developments to the case study**
- **Any challenges you have overcome**
- **Major achievements and impact of the case study to date**

(Maximum word limit 750 words – please use bullet points if necessary)

Details of any developments in relation to this case study can be found in ‘Employment and Skills’ section b).

As detailed, we have expanded our offer within this space considerably, receiving recognition at the Welsh Government, National Apprenticeship Awards Cymru 2022 as ‘Macro Employer of the Year’.

In terms of the Health Care Support Worker apprenticeship (the initiative outlined in the case study) a full pathway is now in place, providing CTM staff with a vehicle to progress into previously unattainable clinical roles.

CTM played a leading role in launching the Level 4 Health Care Science apprenticeship across NHS Wales in 2022. A first of its kind in Wales, this qualification enables a broader range of clinical staff to access a degree and become a registered scientist.

The introduction of the Health Care Science apprenticeship addresses significant skills shortages by developing key skills within the sector through “growing our own” staff, introducing a career pathway that is more inclusive and accessible.

As well as benefiting NHS staff across Wales, by launching the qualification within CTM, staff were provided with an opportunity to increase their employment and career opportunities within one of the poorest socio-economic areas of Europe. In turn, the qualification has provided a pipeline of highly qualified Health Care Scientists, equipped with the skills and knowledge to improve patient outcomes within South Wales.

Looking forward, the team are focused on building on this model, expanding the offer of the Apprenticeships Academy and providing innovative and comprehensive pathways for our people to grow.

Q4. Outline how your organisation has applied the sustainable development principle giving two or three examples

(Maximum word count 500 – please use bullet points if necessary)

- Environmental Sustainability has been established as part of our approach to transformation. This is a formal part of our governance arrangements, has executive sponsorship and has oversight of the whole sustainability agenda. By establishing this as a transformation programme, the health board is recognising the importance of delivering the sustainability agenda to both the health board and our population. Practically, this will be enacted through our Environmental Sustainability Group which has wide membership, including relevant external partners. This group will oversee the delivery of our Decarbonisation Action Plan, which has a wide reach. For example; developing an active/healthy travel charter with our wider partners; installation of LED lights across CTM estate; installation of solar panels; roll out of online services to support patients to access care; procurement of an electronic fleet; tree planting across our sites; and recycling across our sites. (Long term, prevention, collaboration)
- We have operated a staff engagement process called “Simply Do” which is a virtual space for staff to share their improvement ideas, engage with others and stay connected to work which is taking place. Many of the ideas submitted relate to the sustainability and health and well-being agenda. For example, this has included embedding lift-sharing; introducing intelligent power (where equipment is switched off when not in use); zero food waste; and using solar power to light external signage. Although not all ideas may result in a fully worked up project, this process has allowed wider engagement across our organisation than via traditional engagement methods. Utilising Health and Social Care Climate Emergency National Programme funding we established a “Green Scholar” programme which will complete at the end of March 2023 and funds time to allow for green project delivery. Through this the Health Board have had 6 scholars with the following projects: reducing the carbon footprint of inhalers; promoting active school travel; recycling cardboard; reducing food waste; office based biopsy clinic; and a focus on adaptive actions for the health board to consider when planning future services. (Involvement)

- CTMUHB has 4 strategic goals, one of which is “inspiring people”. This includes specific workstreams around wellbeing, positive employee experience, developing an inclusive culture and cultural change. This highlights the importance the organisation places on ensuring employee health and wellbeing being a critical part of our overall objectives. For example, we are the only health board in Wales to undertake the staff wellbeing questionnaire more than once a year, as the health board believes that more regular reporting gives a better understanding as to the wellbeing of our staff and actions being taken. (integration)

Q5. Please give some examples/outline how you have promoted workplace health and wellbeing in your organisation’s supply chain. This might include promoting the Corporate Health Standard and Small Workplace Health Award to your supply chain.

(Maximum word count 500 – please use bullet points if necessary)

We have recently been accredited with Real Living Wage Employer status, as part of this accreditation it means that every member of staff working for us earns a real Living Wage.

This commitment applies not only to our directly employed staff but also to our third party contracted staff. CTM has a plan in place to ensure that all our third party contracted staff will be paid the Real Living Wage, in the future, if they are not already being paid it. When new tender exercises are conducted there will be a pass/fail question included on living wage.

We are in the process of getting a small team together (Procurement, Life Sciences Hub, Value in Health) to look at the way in which we contract with local suppliers and this will include the Health and Well Being of their staff.

Q6. In addition to this completed template, you may submit up to 3 pieces of evidence that demonstrate the impact of your organisation's approach to sustainable development. Examples might include:

- **Evaluation reports**
- **Testimonials**
- **Project reports**
- **Survey results**
- **Photographs**
- **Key Performance Indicators**
- **Other – please describe**

Please list the evidence that you are submitting in support of your application in the box below:



CTMUHB
Decarbonisation Str

1. Cwm Taf Morgannwg Decarbonisation Strategy 2022 – 2030.
2. Video – Maesteg Hospital Community Event (see page 29)
3. Decarbonisation Implementation Plan (September 2022 – currently being updated to be published in April 2023).



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