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Bwrdd Iechyd Prifysgol
Cwm Taf Morgannwg
University Health Board

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



DRAFT

Introduction

What is climate change?

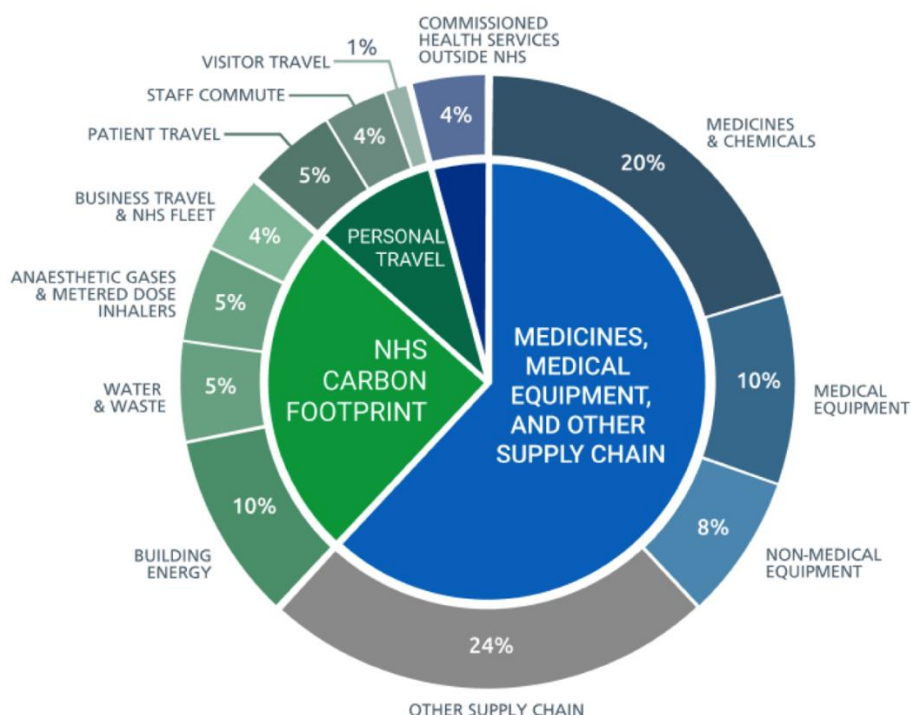
Climate change refers to the global warming effect caused by humans burning and using fossil fuels. As a consequence of climate change, our weather is changing, putting us at increased risk of storms, flooding, droughts and extreme weather conditions (both hot and cold) impacting on global ecosystems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

Policy Context

Welsh Government declared a [Climate Emergency](#) in 2019 and expects the public sector to be 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.

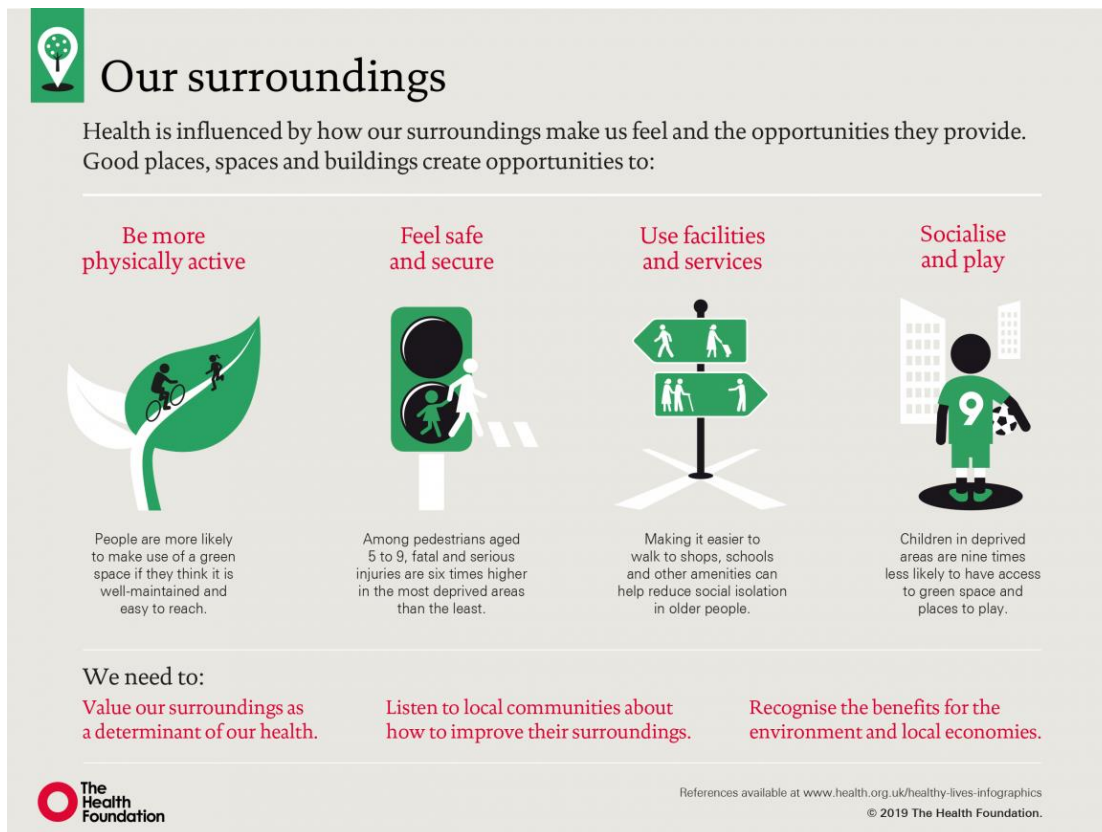
There is a clear link between the health of our people and the health of our planet. Cwm Taf Morgannwg University Health Board (CTMUHB) is committed to fulfilling the [NHS Wales Decarbonisation Strategic Delivery Plan](#). Through CTM2030 we will care for both; looking at how more sustainable and environmentally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

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 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.







Public Health Context

A lot of research and policy now makes 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.



Our surroundings

Health is influenced by how our surroundings make us feel and the opportunities they provide. Good places, spaces and buildings create opportunities to:

- Be more physically active**

 People are more likely to make use of a green space if they think it is well-maintained and easy to reach.
- Feel safe and secure**

 Among pedestrians aged 5 to 9, fatal and serious injuries are six times higher in the most deprived areas than the least.
- Use facilities and services**

 Making it easier to walk to shops, schools and other amenities can help reduce social isolation in older people.
- Socialise and play**

 Children in deprived areas are nine times less likely to have access to green space and places to play.

We need to:

- Value our surroundings as a determinant of our health.**
- Listen to local communities about how to improve their surroundings.**
- Recognise the benefits for the environment and local economies.**

The Health Foundation
 References available at www.health.org.uk/healthy-lives-infographics
 © 2019 The Health Foundation.

Where are we now?

As part of the CTM2030 Clinical Strategy development CTM have identified 'Sustaining our Future' as one of the four strategic goals. This means CTM 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. [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 during COP26 to help build our network of staff.

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 [iCTM's 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

We work with Re:fit Cymru, the Welsh Government Energy Service programme helping us to make our buildings more energy efficient. 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 & reduce carbon emissions from exposed pipework.
- Window replacements of all the original windows at PCH has been undertaken using decarbonisation funding from Welsh Government.

A Building Management System operates across CTM 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 control Heating, Ventilation & Air Conditioning (HVAC) systems to reduce our carbon emissions.

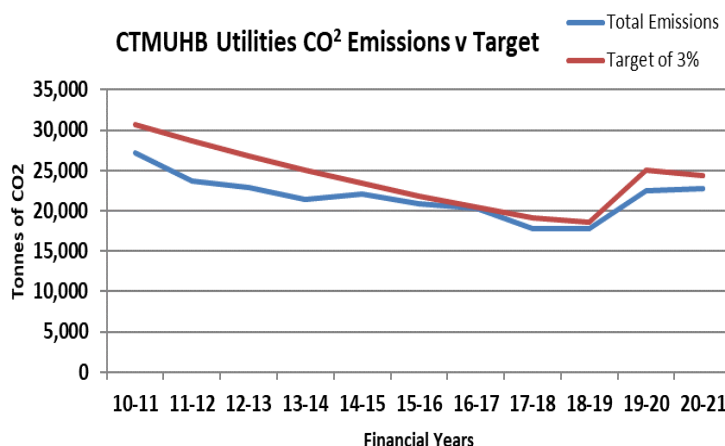
Water and Energy use

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 CTM boundary changes, which added 14 properties across the Bridgend region.

For 2020/21 CTM emitted 22,711 tCO₂, below the target of 24,320 tCO₂. 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 homes¹ 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



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 in 7 sites, with ongoing work to be completed at Dewi Sant Health Park, Kier Hardie Health Park, Ysbyty Cwm Cynon & Ysbyty Cwm Rhondda over the coming years.
- **Solar Farm Connections** are being explored with our 3 Local Authority partners that would connect neighbouring solar farms to our acute hospitals.
 - Estates are collaborating with 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.
- **LED Lighting** is replacing conventional lighting across our estates. This work started in 2008 and to date, approximately 60% of conventional lighting has been converted to LED.
- **Combined Heat & Power (CHP) Units** are installed at RGH and PCH generating electricity and heat at the hospitals, saving both money and carbon emissions.
- CHP units generate 7,391,836 kWh of the total 35,400,103 kWh annual electricity consumption.
- A by-product of the electricity generation is heat, therefore saving gas to produce heat.
- At RGH heat from the CHP units is piped to an absorption chiller, producing cold water used to cool IT server rooms and operating theatres.
- **Air Source Heat Pumps (ASHP's)** efficiently 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.

¹ The average 3 bedroom family home is used for these comparisons

Waste and Recycling

CTM 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 PCH, RGH, CPU, YCR, YCC, POW, 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 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 an NHS All Wales 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 3rd 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 disadvantage 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

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.

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 CTM 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 CTM act as a foundational economy and looks to reduce global supply chain related emissions.

Innovation

NWSSP Procurement have already made considerable changes to support the development of local supply chain solutions, including investing in dedicated staff resource. In CTM 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 CTM 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 or 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.

Sustainable Service Design and Delivery


CTM2030 Design Principles

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

- Deliver at the scale driven by population need, complexity and volume
 - Community where safe and possible
 - Consolidating hospital services where necessary
 - Regional where necessary
- Involvement and expectation of our community
- All District General Hospital and Community Hospital sites will be retained
- Digitally enabled
- Staff operate at top of licence
- Plan for the long term
- Eliminate waste
- Learning actively from others
- Living within our means

As 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 moving forwards. We will make being a green organisation everyone’s job.

Travel and Transport




Transport

“Transport is not an end in itself but rather a means allowing people to access what they need: jobs, markets and goods, social interaction, education, and a full range of other services contributing to healthy and fulfilled lives.”

UN
2016


A healthy and sustainable transport system:

Supports safe and community-friendly streets and spaces




“Well-designed streets and public spaces have the power to make our environment a safe one by reducing vehicle speeds and use”
Design Council

Is accessible and efficient for everyone




Funding for supported bus services was reduced by 25% between 2010 and 2016. This affects people on lower incomes, who take up to 2x more bus trips than those on higher incomes

Minimises harmful impacts on the environment




Our current transport system is one of the biggest sources of air pollution in the UK. Air and noise pollution from transport are the biggest environmental health risk factors in Western Europe

Enables walking, cycling and public transport use



While the perception that roads are too dangerous for cyclists is falling, 59% of people still agree that ‘it is too dangerous to cycle on the roads’



References available at www.health.org.uk/healthy-lives-infographics
© 2019 The Health Foundation.

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.

The COVID-19 pandemic has accelerated progress to encouraging flexible working with homeworking increasing over [300%](#) among CTMUHB staff 2018-19 to 2020-21. 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](#).

CTM are now trialing Electric Vehicle (EV) pool car and estates vans at 2 acute sites (PCH, POWH) and on 2 of our smaller community sites (YCC, YCR). 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.

Digital Revolution – awaiting information

Working in Partnership

CTM 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 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.

Innovation

In early 2021 the Health Board implemented a new Directorate called iCTM to ensure a robust Improvement, Innovation, Value Based Healthcare and Change function existed to support and facilitate service and quality enhancement throughout CTM. 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 CTM region. iCTM are enabling rapid digital innovation prototyping and application of new technology to old problems, leveraging in regional and national funding opportunities to creatively problem solve.

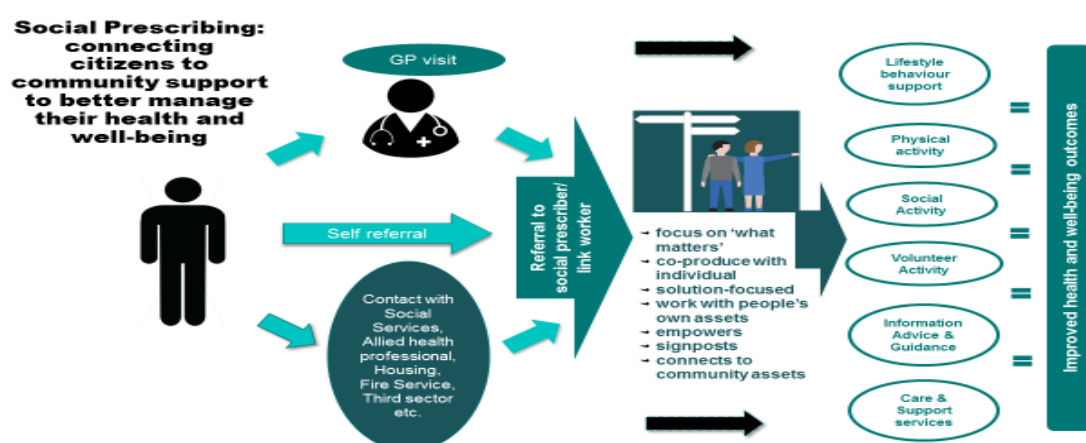
The iCTM team are constantly looking at ways to improve our sustainability and more specifically tackle the amount of waste we produce. An example of this is an ongoing project to tackle Mediboosts, which create 3,500 tonnes of clinical waste a year destined for incineration. iCTM are applying to the 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.

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) CTM reduce people's reliance on medication and the carbon footprints associated with this.

In CTM, 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.



CTM 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.

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 needed 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 do
- 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 CTM 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.

Hwyel Daniel's the Executive Director of 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.

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 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 Cwm Taff region
- 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

- 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 CTM 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.

Linda Prosser the Executive Director of Strategy and Transformation will lead the Travel and Transport theme of our decarbonisation strategy, ensuring it is woven into service planning and the CTM2030 Clinical Strategy.

Utilities

We will continue to work with our staff to monitor and reduce our utility usage. We will do this by:

2022/23

- Use our Smart metering data and validation software to plan how to reduce our energy consumption and carbon emissions, setting annual and longer-term targets for our sites
- Continue to work with Dwr Cymru to install water smart meters in order to be able to more effectively monitor and target interventions to reduce our water consumption
- 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

2023-2026

- Work with our 3 Local Authority partners to explore Solar Farm Connections to our acute hospital sites.
 - Continue collaborative working 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.

Sally May the Executive Director of Finance will lead the Utilities, Our buildings and land themes of our decarbonisation strategy.

Our buildings and land

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

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
- 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 space
- 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

- Work with the procured party to develop fully costed plans per site to achieve carbon neutrality by 2030
- Develop appropriate business cases for capital and revenue investment to deliver the required changes for a carbon neutral estate
- Work with pharmacy and medical committee (?) to remove nitrous oxide manifolds from across our estate

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

Sally May the Executive Director of Finance will lead Our buildings and land, and Utilities themes of our decarbonisation strategy.

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

2023-2026

- Develop and implement 3 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 of our decarbonisation strategy as Executive responsible for the iCTM, Improvement and Project Management teams within CTM.

Sustaining our Future Care Services

We will work with our staff and local communities through the CTM2030 Clinical Strategy, 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, with sustainable value based health care at its core
- Continue to expand the Green CTM group, harnessing those champions to develop clear messages and actions for all our staff to engage in and do
- 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 CTM 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.

Linda Prosser the Executive Director of Strategy and Transformation will lead the Sustaining our Future Care theme of our decarbonisation strategy, ensuring it is woven into our service design and improvement, promoting low carbon solutions throughout our service delivery.

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