

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

Organisation	Cwm Taf Morgannwg UHB	Date of Report	2/9/2022	Report Prepared By	Elle McNeil, Head of Planning and Commissioning
DAP Senior Sponsor	Linda Prosser, Executive Director for Strategy and Transformation	Finance Allocated to Support Delivery (£s)	NA	FTE Resource allocated to support delivery	NA

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

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

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

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

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

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

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

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

Executive summary of progress to date:		
<p>Staff capacity to engage or deliver initiatives beyond core duties and services is currently very limited. This is impacting on implementation of our decarbonisation action plan and workforce mobilisation to achieve the culture change required to move towards being a more sustainable healthcare provider. Progress is being made within estates and facilities despite staffing and capital allocation issues. It is highlighted in the return that our ability to deliver the needed estate/facilities driven decarbonisation will not be achievable without additional revenue and capital funding due to the tight fiscal position of CTMUHB.</p> <p>Wider progress to achieve system change to reduce our carbon emissions is more limited, in particular driving down the high carbon emission factors associated with procurement of medical goods, services and technology where procurement is driven centrally for many of our contracts with focus on financial cost, rather than wider consideration of the true whole cost pathway, recyclability of products or our role as an anchor institution.</p>		
	Current RAG Status	Previous RAG Status
<p>Progress RAG: Provide the RAG status of delivery against DAP</p>	Amber	Not applicable
<p>Delivery confidence RAG: Provide the RAG status of the organisations overall confidence of delivering a minimum of 16% reduction in emissions by 2025</p>	Amber	Not applicable
Route to green including asks of WG		
<p>The following high-level issues are impacting on our ability to deliver the required structural, cultural and physical changes required to achieve our route to green carbon reduction in-line with the WG guidance:</p> <ul style="list-style-type: none"> • Staff capacity to engage or deliver initiatives beyond core duties and services is very limited. This is impacting on implementation of our decarbonisation action plan and workforce mobilisation to achieve the culture change required to move towards being a more sustainable healthcare provider. This is as a consequence of high vacancy levels, staff exiting the NHS post-COVID pandemic and a challenging financial position resulting in CTMUHB all non-medical related posts being frozen and subject to additional scrutiny in order to reduce the wage bill. • The escalating cost of energy is impacting on our financial position, with end of year forecast estimated at £28m for 2022/23, where 2021/22 spend was ~£8m. While this is focusing attention on reducing our energy consumption the massive gap which is anticipated to remain in place over the coming years will impact on service delivery. <p>We are exploring our role as an anchor institution to use our size, financial footprint and capacity to achieve wider sustainability goals, e.g. delivering care closer to home to reduce carbon emissions and/ or using active travel pathways; or, procuring goods and services locally to reduce carbon footprint and</p>		

support local businesses. Working with our local partners to use our collective size, spend and influence will help achieve the public sector net zero targets overtime, however the scale and breadth of changes required may take longer than the given timeframe.

Asks of Welsh Government:

- To provide support for a central consistent data reporting function to ensure NHS and cross-sectoral public sector reporting is carried out in the same manner in order to effectively monitor decarbonisation activities. The current reporting carbon emission template changes as a consequence of improving data collection have led to CTMUHB reporting an increase our carbon emissions despite activities to decrease them. This will be further exasperated in 2022/23 as a consequence of steep inflationary rises impacting on how the carbon emissions are calculated as well as any further amendments to the template if made.
- To provide greater leadership and coordination across NHS Wales and the public sector to enable greater sharing of information, ideas, learning, examples of good practice and innovations and to enable cross-sectoral large scale partnership working on services and projects that will reduce our collective public sector carbon footprint. As part of this, providing greater central guidance and support to develop the anchor institution role of public sector bodies would enable us to fully lever our capacity to deliver sustainability.
- To acknowledge and respond to the issues arising from the directive to increase electric vehicle (EV) usage within our fleet when the infrastructure plans for Wales do not support a wholesale change to EV due to grid capacity. Nor is there sufficient revenue or capital to meet the increased costs associated with implementation of this emerging technology.
- To provide additional revenue and capital investment to make the required improvements across our buildings, estates and facilities as well as service delivery to achieve our target carbon footprint reductions.
- To consider how best to support innovative approaches and emerging technologies to be adopted more quickly across health through devolving responsibility to those within health boards to overcome risk aversion practices which preventing uptake of new delivery, e.g. use of microbes to breakdown polymers rather than requiring high incineration or burial of clinical waste; or enabling installation of batteries to store electricity for SPV panels despite the lack of guidance on the use and safe installation of these new products.
- For Welsh Government and the new NHS Executive function to proactively engage and support changing the mind-set from seeing health care delivery bi-products as waste, as opposed to a resource that can be used or reinvested.
- To enable suppliers to work with health care providers to make products that can be reused or recycled – providing a focus of procurement value rather than financial cost, with greater consideration of the true whole cost pathway.
- Further consideration is required with central support of the role of joint appointments between universities and health boards in order to promote greater levels of collaborative working and to make the NHS an attractive employer, therefore helping to ensure sustainability of the NHS workforce.

	Achievements	Risks to delivery
Procurement initiatives	<ul style="list-style-type: none"> • iCTM working with NWSSP central team on a number of recycling projects, e.g. reducing IV fluid packaging to improve compliance, MediBoot project (see below). • CTMUHB are progressing their approach to being an anchor institution and developing a foundational economy model. • Some contracts are now being awarded to local suppliers, such as Bridge Roasters to supply our coffee shops. • Adoption of standard contract monitoring is ongoing, and will be developed to include greater scrutiny of carbon footprint of our purchased goods and services. 	<ul style="list-style-type: none"> • Staff capacity to engage/ undertake the work and share the learning across Wales. • Cost of buying locally often exceeds larger/ international companies, putting delivery of the foundational economy and carbon savings at risk through procurement guidance focused on bottom-line cost. There are associated cost pressures of buying locally.
Buildings, estates planning and land use initiatives	<ul style="list-style-type: none"> • Solar panels now live at: Dewi Sant, Keir Hardie Health Park, Ysbty Cwm Cynon and Ysbty Cwm Rhondda. • Installation of ~2,000 LED lights across Princess of Wales Hospital. • Replacement of windows across whole ward block at Prince Charles Hospital to improve energy efficiency. • Discussion ongoing with all 3 local authority partners regarding private wire connections for solar energy. • Feasibility study complete for large scale solar panel installations at Glanryhd and Ysbty Cwm Cynon. • Recommended discussion with Bridgend CBC regarding heat source network for the Bridgend Health and Wellbeing development. • Nearing contractual agreement with a Re:fit partner. • Discretionary capital approved for voltage optimisation scheme. 	<ul style="list-style-type: none"> • Staff capacity and resourcing is a large pressure on delivery. Additional revenue investment is needed to develop a decarbonisation estates/ capital and facilities teams to achieve the decarbonisation targets. • Additional capital investment is needed to make the required improvements across our buildings and estates. Funding is required for improvement, retrofitting work, LED replacement, CHP removal planning, etc. to move towards carbon neutrality. All capital spend is subject to greater scrutiny as a consequence of CTMUHBs financial position putting delivery at risk. • Establishing the correct baseline position for 2019/20 to enable accurate forecasting and working towards 16% reduction by 2025. Ongoing changes to the annual carbon emission reporting template and inflationary price rises are resulting in increased carbon emission reporting, despite progress being made to reduce emissions. Ensuring that the most up-to-date carbon emission reporting template is used to re-establish the baseline and WG confirmation that these changes will be taken into account when assessing progress towards the 16% reduction target.

<p>Transport initiatives</p>	<ul style="list-style-type: none"> • Performance, Planning and Finance Committee approved the updated Travel, Transport and Car Parking policy. • Submission of NHS All Wales Fleet & Transport Decarbonisation Questionnaire on behalf of CTMUHB to NWSSP and Welsh Government. • Comprehensive review of all UHB transport provision completed and submitted to the Planning, Performance and Finance Committee to consider changing the fleet to include electric or hybrid vehicles in our vehicle mix. Current fleet vehicle contract is due for renewal; tender exercise to be completed 2022/23, which could reduce the CTM fleet carbon emissions. • The Facilities Technical Services team are in consultation with the workforce and staff teams to approve the use of tracking in Health Board vehicles. This would improve the monitoring and recording of the fleet mileage, maintenance, safety and compliance with speed and fuel consumption and emissions. A bid for funding a vehicle tracking system has been submitted in the Facilities 2022/23 IMTP submission. • A review of the current operating transport fleets, their routes and schedules has commenced. The scope of the review involves an assessment of quality, compliance with health care standards and legislation. In addition we are exploring ways to consolidate transport services. 	<ul style="list-style-type: none"> • Staff capacity to engage/ undertake the work and share the learning across the health board/ wider Wales. • Additional capital investment is needed to make the required travel related infrastructure improvements (e.g. EV charging points) across our estates. Funding is required for improvement to move towards carbon neutrality. • Availability of space, capacity and access on sites to implement initiatives. E.g., estates advise that the electric power load capacity at some of our sites may not be sufficient to support a fleet charging infrastructure and require support from Western Power Distribution and funding to upgrade and increase capacity. • Increases in CTM electric charging energy costs, up from £8m in 2021/22 to estimated £28m for 2022/23. • Organisational changes (e.g. changes in services, staff numbers, CTMUHB estate and allocation of resources and access to them). • Keeping up to date with increasing advances in equipment and technology and ensuring implementation in initiatives. • Improvements required involve a lot of work in a relatively short period of time to achieve decarbonisation targets. • Risks identified on consideration of implementing the vehicle tracking device system (e.g. Legislative and NHS Requirements, Increased User and Management Responsibilities, Additional requirements of Accident Reporting, Training Implications).
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<p>Approach to health care (service design/models of care, medicines, waste)</p>	<p>Waste and Recycling</p> <ul style="list-style-type: none"> • SBRI bid submitted in partnership with CAVUHB, ABUHB, USW, NWSSP and Wale’s value in health team regarding physio and orthotics use of plastic devices. • Health Hack funding secured for ‘Team MediBoot’ to explore recycling single use MediBoots and reduce clinical waste. • Your Medicines, Your Health with primary care and iCTM/ USW have reviewed inhaler’s polymer types to identify how to improve their recyclability. • CEIC project exploring potential of cardboard packaging recycling into a product for resale (<i>potential for income generation</i>). <p>Healthcare service design</p> <ul style="list-style-type: none"> • Green endoscopy is being adopted across CTM following a Quality Improvement project which has altered waste segregation, improving recycling rates and reducing clinical waste through working with the suppliers, clinicians and facilities staff. <p>CTM2030 includes ‘<i>Sustaining our Future</i>’ as a key strategic goal which will underpin all services changes moving forwards. Work has commenced to mainstream decarbonisation into our Project Management Office approach to service transformation and change in order to capture carbon reduction activities across all work streams.</p> <p>This is supported by the developing ‘CTMUHB Unified Transformation Portfolio’ approach chaired by our CEO Paul Mears to provide strategic oversight and guidance across the 4 CTM2030 goals. Portfolio programme boards are being established to oversee 2 sustainability work streams, portfolio 4: Value & Effectiveness, and portfolio 5: Environmental Sustainability.</p>	<p>Waste and Recycling</p> <ul style="list-style-type: none"> • Staff capacity to engage/ undertake the work and share the learning across the health board/ wider Wales. • Innovative approaches work quicker than governmental oversight, leading to risk aversion preventing uptake. • Lack of expertise in climate change, carbon reporting and sustainable improvement throughout the workforce. • CTMUHB failed to secure Cardiff City Regional funding for a series of plastic waste focused initiatives despite altering submissions in line with previous feedback. The decision has been taken to cease any further applications to this funding source. <p>Healthcare service design</p> <ul style="list-style-type: none"> • There are no dedicated corporate roles to deliver our decarbonisation agenda.
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Further initiatives	<p>Informing the Workforce/ Enabling Cultural Change</p> <ul style="list-style-type: none"> • Welsh Government funding has been secured for: <ul style="list-style-type: none"> ○ ‘Innovation Sustainable Scholar’ programme accessing training and support from the Centre for Sustainable Healthcare over a 6 month period. ○ Developing an introductory e-learning package for CTMUHB staff, with potential to spread and scale to all NHS employees via ESR (mandatory) training. • Embedding information about our decarbonisation strategy and the links between climate change and healthcare within our mandatory corporate induction training (go-live Q3). • Developing a ‘Green CTM’ newsletter as part of a wider communication and engagement plan to highlight green initiatives, practices and changes that individuals can make. 	<p>Informing the Workforce/ Enabling Cultural Change</p> <ul style="list-style-type: none"> • Staff capacity to engage/ undertake the work and share the learning across the health board/ wider Wales. • Completion of the sustainable quality improvement projects by March 31st 2023 (funding window).
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Relevant Strategies and Guidance

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