

Green Plan 2025-2030



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Foreword by the Net Zero Board Lead

As the Net Zero executive lead for Lancashire and South Cumbria Integrated Care Board (ICB), I am proud to share our refreshed Green Plan. This isn't just a document; it's a reflection of our shared commitment to environmental sustainability and our responsibility to future generations.

For me personally, this work is about more than carbon footprints and energy targets. It's about people. I am passionately committed to tackling health inequalities and improving the health outcomes of our population. Across Lancashire and South Cumbria, we see stark differences in healthy life expectancy, widespread long-term conditions, and too many communities facing deep-rooted deprivation. Climate change does not affect us all equally - it hits our most vulnerable communities hardest. That's why the link between sustainability and health equity is at the heart of this plan.

This Green Plan has been developed collaboratively with our staff, partners, and wider system colleagues. It builds on the hard work and dedication of teams across our ICB, Primary Care, and NHS Trusts. It sets out clear, actionable priorities from improving energy efficiency and reducing waste, to making transport more sustainable and empowering both our workforce and the people we serve.

We must also be realistic about the challenges we face: our aging estate, the long travel distances often required to deliver or access care, and the complexities of rural transport. Addressing these issues demands a joined-up, innovative, and determined approach. That is why we are drawing on the strength of our partnerships and the dedication of our communities to drive this work forward.

In a world where climate change is one of the greatest threats to health, we must make our services resilient to future events whether that's extreme heat, flooding, or disruption to supply chains. This plan outlines how we will build that resilience, while reducing the environmental impact of the care we deliver every day.

I hope this plan not only informs but also inspires. I believe we all have a part to play in shaping a greener, fairer, and healthier future.

Thank you for your support and dedication to our mission.



Asim Patel, Chief Digital Officer

Executive Summary

Introduction

The Green Plan for Lancashire and South Cumbria Integrated Care Board (ICB) for 2025-2030 outlines our commitment to sustainable healthcare, aligning with the NHS net zero targets while delivering improved health outcomes, reducing health inequalities, and ensuring high-quality care. This plan builds on the foundation laid by the previous Green Plan (2022-2025) and sets forth ambitious objectives to achieve net zero carbon emissions by 2040 for the NHS Carbon Footprint and 2045 for the NHS Carbon Footprint Plus.

Vision

Our vision is to deliver healthcare that aims to be environmentally sustainable, socially responsible, and economically viable. We are committed to reducing our carbon footprint, promoting sustainable practices, and improving health outcomes for the populations we serve. The Green Plan (2025-2030) reflects our commitment to align with the NHS's **net zero targets** (outlined in the [‘Delivering a ‘Net Zero’ National Health Service’](#) report), while supporting our broader priorities of patient care and reducing health disparities.

Key objectives of the Green Plan 2025-2030:

- Achieve Net Zero by 2040 for the NHS Carbon Footprint (emissions the NHS controls directly), with an ambition for an 80% reduction (compared with a 1990 baseline) by 2028 to 2032.
- Achieve Net Zero by 2045 for the NHS Carbon Footprint Plus (emissions the NHS can influence but does not control directly), with an ambition for an 80% reduction (compared with a 1990 baseline) by 2036 to 2039.
- Deliver a healthcare system resilient to climate change.

The importance of these objectives were reiterated within the recent report by Lord Darzi ([Independent Investigation into the National Health Service in England](#), September 2024); ‘Given the global health imperatives, the NHS must stick to its net zero ambitions’.

This vision connects directly to our organisational priorities and legal duties of reducing health inequalities (including the [Public Sector Equality Duty](#)), ensuring high-quality care, and improving population health. By making sustainability a core part of our services, we can enhance patient care while mitigating the environmental impact of healthcare delivery.

Organisational Context

Lancashire and South Cumbria ICB oversees healthcare services across a vast area that covers coastal towns, rural villages, and large urban centres like Preston, Blackpool, and Lancaster. With over 40,000 staff working in hospitals, 275 GP practices, 367 community pharmacies 174 optical practices and 214 Dental contracts (January 2025), we provide services to a population of approximately 1.8 million people across a large and diverse geography, encompassing both urban and rural communities. With a growing and aging population, we serve a region where social, economic, and health inequalities are prominent. Climate change will further exacerbate these challenges by disproportionately affecting our most vulnerable communities.

Our Green Plan will deliver multiple benefits beyond environmental sustainability, ensuring positive impacts for staff, patients, and the wider community including staff wellbeing and retention, climate resilience, tackling health inequalities and social value. These wider connections and co-benefits are detailed within Appendix A.

We have five local provider Trusts who work as part of our provider collaborative that along with Primary Care Networks and the Northwest Ambulance Service provide the majority of healthcare services across our Lancashire and South Cumbria footprint. Each Trust is required to have their own Green Plan, however, they are all at different stages on their journey to net zero. Links to the latest version of all Trust Green Plans can be found on the [ICB internet site](#).

- **Blackpool Teaching Hospitals NHS Foundation Trust, BTH** (Acute and Community services): Blackpool Victoria, Clifton Hospital
- **East Lancashire Hospitals NHS Trust, ELHT** (Acute and Community): Royal Blackburn Hospital, Burnley General Hospital, Clitheroe Community Hospital, Pendle Community Hospital.
- **Lancashire Teaching Hospitals NHS Foundation Trust, LTH** (Acute Services): Royal Preston Hospital, Chorley and South Ribble Hospital
- **University Hospitals of Morecambe Bay NHS Foundation Trust, UHMB** (Acute and Community services): Royal Lancaster Infirmary, Westmorland Hospital, Furness General Hospital, Millom Hospital, Queen Victoria Hospital Mental health/ LD&A/ community provider:
- **Lancashire and South Cumbria NHS Foundation Trust, LSCFT** (Mental Health, Learning Disabilities & Autism and Community Services): Guild Park, The Harbour, The Cove, The Orchard, Hillview, Whalley
- **North West Ambulance Service, NWAS:** Ambulance service provider. Multiple sites.



Key Achievements of the Green Plan (2022-2025)

Our previous Green Plan 2022-25 laid the groundwork for many of the sustainable healthcare initiatives now embedded across the ICB. Notable achievements include:

ICB

- Environmental sustainability is included within ICB HR processes, considered in key decision making through a requirement to complete a Sustainability Impact Assessment and embedded within the procurement process in line with the [NHS Net Zero Supplier Roadmap](#).
- [LSC Greener NHS](#) website has resources for staff working across all health sectors, to support environmental sustainability.
- Environmental sustainability and the net zero commitments are embedded within the ICB's [Infrastructure](#) and [Digital & Data](#) strategies as well as within our [Joint Forward Plan](#).

Primary Care

- [High-quality, lower-carbon respiratory care](#) supports patients to improve their lung health while reducing inhaler emissions. Emissions due to high Carbon inhalers have reduced by 40% (2024/25) compared with the 2019/20 baseline (Greener NHS Dashboard, 39% was the average reduction nationally).
- The Primary Care clinical lead for environmental sustainability designed and implemented workshops, attended by over 100 trainee GPs.
- Over 16% of our GP practices have introduced carbon reduction plans and 30% have a Green Lead, up from 0% in 2022.

NHS Trusts

- Secured over £28m to support building decarbonisation, replacing traditional lighting with LEDs and install solar panels. These changes will result in significant ongoing savings due to reduced electricity consumption.
- The use of [desflurane](#), an anaesthetic gas with high global warming potential, has been eliminated, while Nitrous oxide use has reduced by 75% compared with the 2019/20 baseline (Greener NHS Dashboard).
- A furniture/ equipment redistribution software available across all Trusts since 2023. It is estimated to have reduced waste that goes to landfill by 83 tonnes, reduced spend by approximately £653k (by reducing the need to buy new) and has reduced carbon emissions by an estimated 283tCO₂.

Further progress is detailed within the following chapters and published in our Annual Report and Green Plans of our providers. Appendix B tabulates the year-on-year reduction in carbon emissions currently measured as part of our carbon footprint.

Areas of Focus for 2025-2030

The Green Plan outlines ten focus areas, each with a senior lead. The key actions described under each area, build on progress made within the Green Plan 2022-25 and lessons learnt. In addition, recommendations from the following public and staff consultation has been considered and incorporated where appropriate:

Seven **Climate Action Juries/ Assemblies**, undertaken by councils in Lancashire & South Cumbria since 2020 have gathered well informed public opinion and identified local priorities.

Staff feedback, collected through **surveys** and **engagement sessions**, indicate a desire for a concise Green Plan with more specific, measurable actions that consider financial and resource limits. Sustainable models of care, voted by staff as their highest priority, is linked with the need to embed environmental sustainability in NHS culture. Both require strong leadership and cross-organisational collaboration.



Workforce and leadership

Engaging staff and embedding sustainability in operations.



Sustainable models of care

Reducing the environmental impact of healthcare delivery.



Digital transformation

Utilising digital technologies to improve efficiency and reduce environmental impact.



Travel and transport

Encouraging staff & patients to select sustainable travel thereby reducing emissions.



Estates and facilities

Enhancing energy and water efficiency, waste management.



Medicines

Optimising medicine use to reduce carbon emissions and waste.



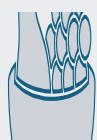
Supply chain and procurement

Reducing supply chain emissions and promoting social value.



Climate Adaptation

Preparing healthcare systems for the impacts of climate change.



Food and Nutrition

Promoting healthy, sustainable food practices and reducing waste.



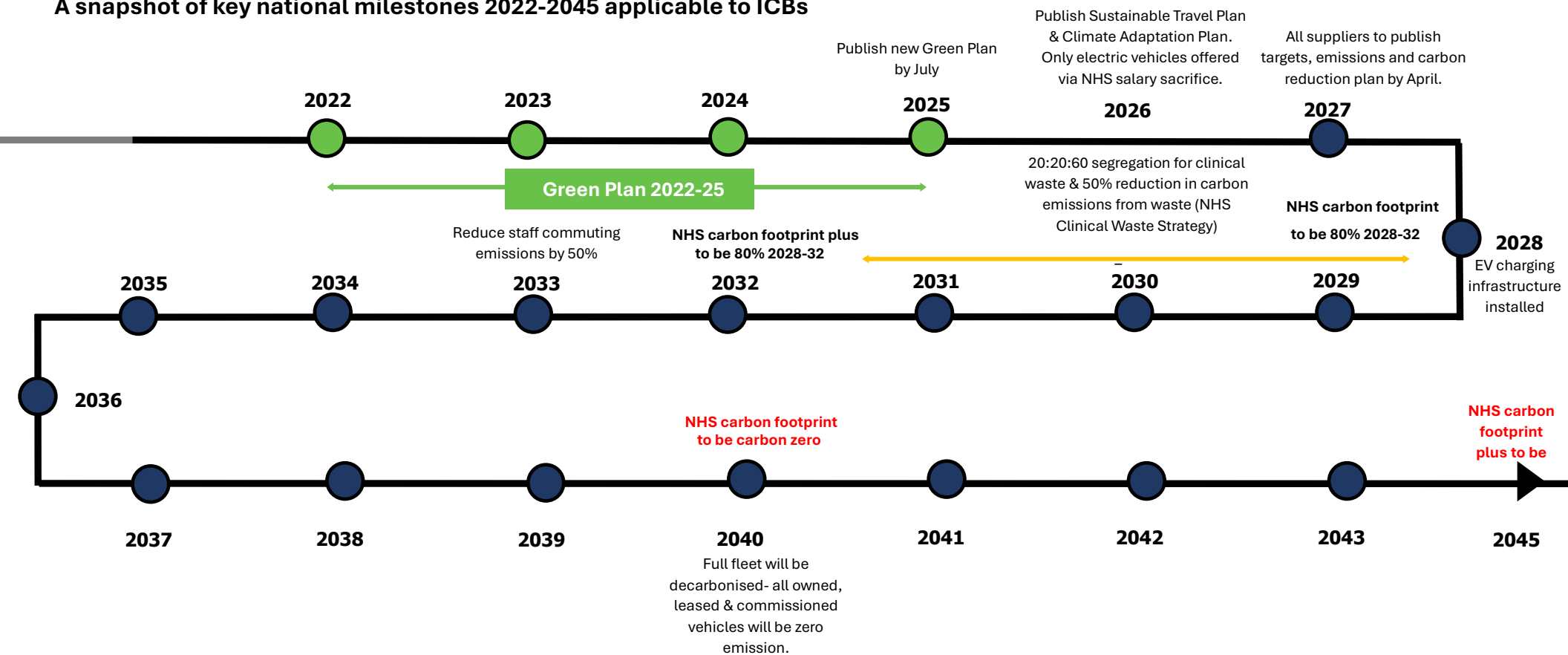
Nature and Biodiversity

Increasing green spaces and promoting biodiversity.

To ensure successful implementation of the Green Plan, the section; 'Cross-cutting themes' (p35) addresses governance, finance, risk management, reporting requirements, communication, and innovation.

The 2025-2030 Green Plan sets a clear roadmap for delivering sustainable healthcare in Lancashire and South Cumbria. By focusing on environmental, social, and financial sustainability, we aim to protect our planet, improve health outcomes, and reduce inequalities. Together, we can create a healthier, greener future for all.

A snapshot of key national milestones 2022-2045 applicable to ICBs



Using This Document- what you need to do

This document is intended to guide staff members to understand their role in achieving the sustainability goals. By familiarising ourselves with the Green Plan, we can all identify specific areas where our efforts will contribute to reducing our carbon footprint and promoting sustainable practices.

While 'Key Actions' are the responsibility of the relevant workstream lead to deliver, each workstream includes the following additions which are intended as a reference for all staff:

Actions we can all do - suggests simple ways that you in your role as leader, member of staff or citizen can reduce your negative impact on the environment.

Case-studies- read these local examples to get inspired. Could you implement something similar in your workplace? Alternatively, take a look at these national [case studies](#) highlighting the positive impact of adopting a net zero approach.

Every individual, regardless of their role, should be able to use this plan to align their daily activities with our organisational and system environmental objectives. This will ensure that we collectively work towards a greener, healthier future for everyone.

The 10 Green Plan Workstreams:

1. Workforce and Leadership

Why it matters

Our goal is to engage and empower staff at all levels, ensuring sustainability is embedded in the culture and operations of the ICB. Through effective leadership, training, and communication, we aim to foster ownership of the Green Plan and align it with our vision. Engaged staff are more likely to adopt sustainable practices, suggest innovative solutions, and champion green initiatives.

Progress & next steps

Following the introduction of the Green Plan 2022-2025, the ICB appointed a Board-level lead and established the Net Zero Board with representatives from key departments across the ICB and other NHS and external organisations such as Natural England and VCFSE. This Board meets every 7 weeks overseeing Green Plan implementation across Trusts, Primary Care and the ICB. A quarterly highlight report is shared to celebrate achievements, provide internal assurance, and escalate risks. There is a strategic risk held on the Board Assurance Framework in relation to infrastructure transformation that includes the risk associated with the ICB's statutory duty of reaching Net Zero.

Over the last couple of years, environmental sustainability has gradually been incorporated into HR processes for ICB staff including recruitment, staff induction and more recently annual appraisals. In addition, a sustainable impact assessment is available along with training material to support staff to consider the impact on the environment and social value within decision making and whenever processes are changed or introduced. Opportunities, such as apprenticeships relating to environmental sustainability have been made available to staff across the system. The Lancashire and South Cumbria Pathology Network, for example, are working towards having 75% of staff trained in sustainability as part of the national assessment maturity matrix and are supporting the national team to ensure sustainability is embedded into Pathology services.

For ICB staff, articles relating to the green plan are posted in the weekly staff newsletter and intranet site. Through lunchtime seminars, conferences, staff briefings, workshops and team meetings it is estimated that over 70% of ICB staff have received an online or face to face presentation introducing the principles of environmental sustainability. However, as indicated by our recent staff survey, there is still much to do with 34% of staff unaware of the large amount of training available.

We are committed to work across the healthcare system to ensure efficient use of resources and share learning with Green Plan leads from our partner organisations. The internet site: [Greener NHS :: Home \(icb.nhs.uk\)](https://www.greenernhs.uk/) continues to be developed with this in mind and contains resources such as a 10 point [Green Plan](#) for general practices, training and funding opportunities available for primary care and hospital trusts as well as resources to raise awareness with the public. Our fortnightly Greener NHS newsletter currently has almost 200 staff signed up across Lancashire and South Cumbria.

In February 2024, a Primary Care Clinical Lead joined the ICB with 1 session a week dedicated to Green Plan projects. She has introduced environmental sustainability as a 2 hour workshop to the GP training scheme and supports trainees to undertake their final year project in this area. This project was shortlisted for the North West Coast Research and Innovation Sustainability Award 2025.

Over 30% of GP practices have nominated green leads who share ideas on a WhatsApp group and MTeams channel. In June 2024, Lancashire and South Cumbria were approved as a group on *Greener Practice* the UK's Primary Care Sustainability Network, [Lancashire & South Cumbria – Greener Practice](#).

The following actions will build on the work undertaken over the last couple of years and will ensure environmental sustainability is embedded in everyday decision-making and that as a system, we are equipped to achieve the ambitious green targets to reach net zero.

Key Actions:

- a) **ICB Staff Training:** Ensure **100% of new staff** continue to be informed about the Green Plan during induction. By **2027**, aim for **50% of all staff** to complete the "Building a Net Zero NHS" e-learning or similar to ensure basic level knowledge. Continue promoting **specialist training** for leaders and staff groups across all health sectors to deepen understanding of climate impacts across departments.
- b) **Staff Engagement Campaigns:** Continue raising awareness and engage staff across all health sectors through newsletters, intranet updates, and case studies, using the resources within the "[Healthier Planet, Healthier People](#)" framework.
- c) **Sustainability Champions:** Expand the **Green Champions/ Leads** network across every site to act as advocates, support sustainability initiatives and share good practice across the system. Establish a forum that meets on-line a minimum of every quarter from **March 2026**.
- d) Increase the current level of GP practices with Carbon Reduction/ Green Plans or using the [Green Impact for Health Toolkit](#) from c20% to a minimum of **40% by the end of 2027**.

Actions we can all do:

- Participate in sustainability training: [Greener NHS :: Training and webinars](#).
- Engage in workplace sustainability initiatives to help drive change from within. Utilise the [Sustainability impact assessment – Lancashire and South Cumbria ICB colleague intranet](#)
- Become a Green Champion or share case studies by contacting allison.sathiyathan@nhs.net

Case-study- During 'Great Big Green Week' in June'24, the ICB held a series of lunchtime engagement sessions. Staff from all sectors of the NHS in Lancashire & South Cumbria shared some of the fantastic sustainability initiatives they have been involved in. Listen back [here](#).



2. Sustainable Models of Care

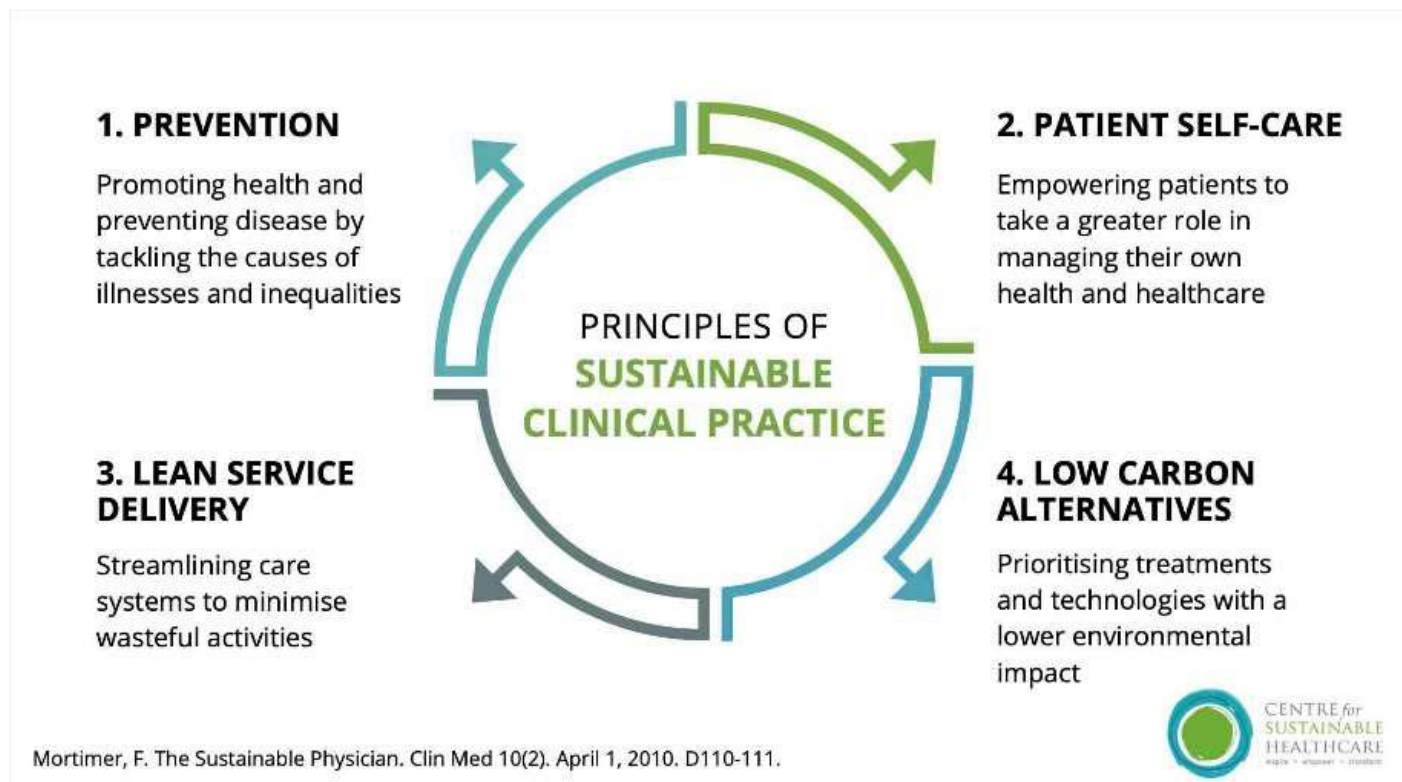
Why it matters

Sustainable models of care is about clinical transformation and aims to reduce the environmental impact of healthcare delivery, promote cost efficiency while ensuring high-quality patient outcomes and reducing health inequalities through a focus on preventative care. Carbon emissions associated with healthcare delivery can be reduced by embedding net zero principles into clinical pathways and using technology to minimise resource use.

Progress & next steps

Key to this workstream is clinical leadership with oversight of net zero clinical planning and transformation. The Chief Allied Healthcare Professional drives this workstream within the ICB and within primary care we have additional support of the GP Clinical Lead for Environmental Sustainability who is a GP in Lancashire.

The [Centre for Sustainable Healthcare](#) has engaged healthcare professionals, patients and the wider community to understand the connections between health and environment and reduce healthcare's resource footprint. They have identified four principles of sustainable clinical practice:



Across Lancashire and South Cumbria we have promoted the specialist training offered by the Centre and introduced a range of interventions and initiatives that support these principles:

- [Gloves Off](#) is a national campaign that aims to reduce the use of non-sterile disposable gloves for non-infectious patients.
- [Kidzmed](#) trains staff to switch eligible children from liquid to tablet medication, reducing the carbon footprint.



- **Virtual wards** (also known as hospital at home) allow patients to get the care they need at home safely and conveniently, rather than being in hospital. Blackpool Teaching Hospital has piloted the use of a national toolkit to measure the carbon footprint for care provided on two of its virtual respiratory wards and are considering options to change the pathways that will further reduce associated carbon emissions.
- **CoolSticks** are reusable metal sticks that some of our Trusts are beginning to use to produce a cold sensation on a patient's skin to test whether an epidural or spinal block is working. They are proving to be a cheaper, low carbon alternative to the ethyl chloride spray currently used.

Social prescribing links in with all four principles of sustainable clinical practice and is a way of connecting people with activities, groups and services that improve their health and wellbeing. The NatureMind Report produced following the Green Prescribing conference held in Preston in 2024 paints a very encouraging picture of green social prescribing – but it also outlines important recommendations for its future growth and development. To reach its full potential, green social prescribing needs to be supported by better approaches to outcome measurement and training, and a renewed focus on communities and their connection to nature.

[Waiting Room videos](#) have been circulated to practices that encourage behaviour that supports the environment and at the same time support the mental and physical wellbeing of our patients. Examples include, encouraging patients to walk or cycle to their appointment, spend time in nature, eat locally and seasonally as well as promoting appropriate medicine ordering and safe disposal.

An important step towards ensuring the environment and social value is considered within service redesign and planning has been through the introduction of the Sustainability Impact Assessment (SIA) in 2023. Staff are encouraged to complete an SIA at the formative stage of any significant project, proposal or decision-making process by the project manager or lead. Actions identified by the SIA are included within the project action plan or risk register and considered during strategy production. In 2024, staff training videos were shared and in January 2025 the SIA was included in our new project management system, VERTO. Lancashire Procurement Cluster have included this SIA within their procurement system, however, further work is required to ensure the SIA process becomes fully embedded, not just within the ICB but also across our provider organisations.

In our recent Green Plan survey, Sustainable Models of Care was chosen by staff across all sectors of the NHS as their number 1 priority, emphasising the importance of this workstream in day-to-day activities at work.

Key Actions:

- a) ICB's **Clinical Strategy** (currently under development) to include environmental sustainability **by 2026**.
- b) **Sustainability Impact Assessment (SIA)**: extend the use of an SIA across all Trusts **by December 2026** to ensure environmental sustainability is considered when redesigning care pathways. ICB Net Zero Board to have oversight of SIAs underway via a dashboard created in VERTO (Project Management software) and will review a minimum of **2 SIAs each year** to provide more specific feedback.
- c) **Clinical Pathway Redesign**: Embed carbon reduction considerations into the redesign of **at least 2 key clinical pathways per annum** by **2026**, with expected carbon savings measured and reported.
- d) **Collaborate with VCFSE, councils and/ or universities** on **1 project a year** that will result in improved health outcomes and reduce inequalities, considering the 4 principles of sustainable clinical practice.

Actions we can all do:

- Use the Sustainable Impact Assessment as a support tool to minimise environmental impact when planning service changes.
- Adopt telehealth options to reduce the need for travel.
- Encourage the use of reusable medical supplies where possible.
- Support initiatives that promote preventive care and healthy lifestyles.

Case-study- Clozapine one stop clinics have been introduced across LSCFT using Point of Care Haematology (Pochi) Analysers. This halved the number of clinic appointments for over 900 patients, reducing travel miles for patients, staff and pathology samples plus the carbon footprint associated with running the clinic and processing blood samples via pathology.

3. Estates and Facilities

Why it matters

Building energy, water and waste account for 15% of the NHS total Carbon footprint. Efficient energy and water use and appropriate waste management not only reduces operational costs but also minimizes our carbon footprint, contributing to a more sustainable healthcare system. Poor environments contribute to major diseases, including heart disease, asthma and cancer. Tackling climate change, therefore, represents an opportunity to realise significant health benefits whilst reducing health inequalities.



Progress & next steps

Our approach to managing our estate and regional infrastructure is detailed in the ICB's [Infrastructure Strategy 2024-2040](#). 'Our future is green and environmentally sustainable' (detailed on p51 and 52 of the strategy) is one of the six infrastructure principles with the aim of creating infrastructure that is zero-carbon, zero-impact where possible, environmentally sustainable, and nurturing to health. However, we do not yet fully know the financial investment required to get our infrastructure to net zero or to adapt our buildings in response to climate change to ensure resilience.

The Infrastructure Strategy incorporates the [NHS Net Zero Building Standard](#), published on 22nd February 2023 that lays the foundation for major construction and refurbishment projects in the NHS expected over the next decade. This will ensure our buildings meet the needs of patients now and in the future.

As per all hospitals in the national New Hospitals Programme, the two new hospitals that will replace the Royal Preston Hospital and Royal Lancaster Infirmary will be built to be Net Zero standard. This national programme is currently on hold.

Figure 1: Four step approach to decarbonise the NHS estate by 2040



Figure 1 includes indicative numbers to illustrate the scale of the challenge to decarbonise the NHS estate by 2040. These are not actuals.

1. Buildings, Energy & Water

Decarbonising our Estate, is a significant challenge due to the condition and suitability of the estate (nearly ¼ of our buildings pre-date the NHS!), putting pressure on utilisation, and the substantial capital funding required. Low-carbon interventions often result in significant cost-savings, which can then be re-invested into the health service. Importantly, these measures improve patient care and create better environments for healing and the delivery of care. Since January 2024, our hospitals have successfully applied for over £14m of national funding to install LED lighting and solar panels that will result in significant ongoing savings due to lower electricity requirements.

The ICB plays a crucial role in understanding and supporting high-level regional decarbonisation plans, enabling partnerships and funding, and understanding provider readiness by ensuring all have high quality heat decarbonisation plans and costed projects.

Local Area Energy Plans (LAEP) are under development in some areas, outlining a strategic framework and roadmap for transitioning the energy system towards net zero carbon emissions. Hospital buildings have a consistently high demand for heating and cooling due to their size, making them ideal candidates for district heat networks. Heat networks may have the potential to provide our Trusts with the opportunity to reduce both emissions and energy costs whilst supporting local communities.

In 2023 the ICB completed a high-level building review (undertaken by Ramboll) across 17 hospital sites. Work has begun to develop these reviews with the aim of producing Heat Decarbonisation Plans which will provide a better understanding of the investment required to reach Net Zero. In 2025, LTH were awarded £14m of government funding to support building decarbonisation. The expectation is that once these plans are in place, more of our Trusts will be able to apply for funding.

The Primary Care estate includes GP practices, opticians, community pharmacies and dentists. There is fragmented ownership across individual practices, partnerships, the private sector, NHS Property Services, and Community Health Partnerships (CHP). We must ensure that net-zero plans for property company buildings are aligned with our ICB strategy. Additionally, it is critical that we support all our practices in developing their own Green Plans and ensuring compliance with the Care Quality Commission's environmental sustainability requirements.

We have identified council-funded support for primary care organisations in Lancashire that provide on-site audits, facilitates data collection and produces carbon reduction plans specifically tailored for each practice, along with funding advice. This support has proven valuable for our busy practices, with nearly 15% of GP Practices enrolled. The ICB will continue to work with landlords such as Property Services and CHP to retrofit **primary care healthcare facilities** with energy-efficient technologies, such as LED lighting and smart heating systems, reducing energy consumption.

ICB staff occupy leased buildings across L&SC, with headquarters situated in County Hall, Preston and the Heath Innovation Centre (HIC) in Lancaster. We work with the landlords of these buildings to promote decarbonisation efforts and support staff to reduce energy consumption and ensuring appropriate waste segregation.

Efficient use of space can only lower our estate's environmental impact and carbon emissions, where we reduce the amount of void and underused estate along with a reduction in running costs. The ICB Strategic Estates and Infrastructure Team is leading a 3 year Space Utilisation (SU) programme across L&SC ICS which incorporates Acute and Mental Health Trusts, Primary care, and Community Services. Initiated in 2024, this programme is establishing our baseline position with the aim of bringing our buildings up to 85% utilisation

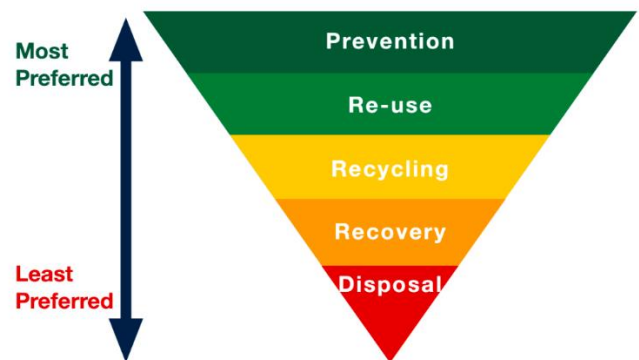
whilst remaining within their existing financial envelope. The SU programme also supports the transition towards the “left- shift” agenda by using the estate closer to where people live and regularly go, increasing performance and patient experience. Sensors are being installed in several buildings to monitor activity levels and improve the level of use.

Water is a small part of the health system’s total emissions, but reducing use supports Net Zero and aligns with the [UN’s sustainable development goals](#). Global warming will put more pressure on clean water supplies, making sustainable usage crucial for the NHS. Installing Automatic Meter Readers in our estate and monitoring use will improve water efficiency by pinpointing high usage areas, locating leaks, and enabling remedial action.

2. Waste

An effective method to reduce waste emissions is by applying the waste hierarchy:

The ICB has a duty to facilitate the move to a circular economy, continuously reducing waste and increasing what we can reuse. A joint procurement for waste involving Trusts across LSC was awarded to Suez in November 2023 and the ICB is currently involved in a primary care waste procurement involving 22 other ICBs. Both contracts are anticipated to achieve savings due to economies of scale.



In recent years, Trusts in LSC have adopted WARP IT, an online system that redistributes reusable items like desks from areas where they are unused to areas where they are needed. As well as reducing waste that goes to landfill (83 tonnes) it has saved Trusts approximately £653k by reducing the need to buy new and has reduced carbon emissions by an estimated 283tCO₂.

The NHS Clinical Waste Strategy aims for all NHS providers to achieve a 20:20:60 segregation target for clinical waste by 2026. This means 20% should be High-Temperature Incineration (in yellow bags), 20% Alternative Treatment (in orange bags), and 60% Offensive Waste (in tiger bags). Items inappropriately placed in yellow or orange waste bags instead of tiger bags require disposal methods that have a much higher carbon footprint and associated cost. NHS Property Services (NHSPS) have been very proactive in supporting appropriate waste segregation in their 94 primary care sites. In 2024, following a waste campaign, recycling rates within the region increased from 2% to 25% over a 6 month period while the number of yellow and orange bags fell by over 20%.

In many of our Trusts, waste auditors are in place to educate staff on appropriate waste segregation. However, it is acknowledged that significant work is still required in this area. Actions relating to food waste are covered under the Food & Nutrition workstream.

Key Actions:

- a) Plan that all **new building developments and refurbishments** will be net-zero, aligning with the [ICB’s Infrastructure Strategy](#) 2024-2040.
- b) **Trusts** to develop **Heat Decarbonisation Plans** for all in scope hospital buildings **by 2026** to enable national funding applications. **The role of the ICB** will be to maintain high level oversight of

the consistency, development and delivery of these plans, benchmark, identify risk, and ensure alignment with Local Area Energy Planning and heat networks.

- c) **Monitor and measure** environmental performance towards the Net Zero 2040 target using the Greener NHS National Dashboard, tracking key metrics such as energy consumption, waste generation, and water usage. **Include within the ICB's Annual Report.**
- d) **Space utilisation programme** – to achieve an average 85% utilisation for all buildings whilst remaining within the existing financial envelope.
- e) The ICB will work with property owners to decarbonise **primary care healthcare facilities**:
- o Develop our understanding of energy and water consumption within GP practices and put in place steps for it to be reduced by the end of 2026 (links to action 1d). Continue to identify and promote national and regional opportunities such as the [Boiler upgrade scheme](#).
 - o Support practices to comply with the requirements within the [Simpler Recycling](#) policy (DEFRA). GP practices will dispose of a **minimum of 60%** of clinical waste as offensive waste (tiger bags) **by 2026 and 70% by January 2028.**

Actions we can all do:

- Reduce energy and water wastage: switch off lights, appliances and close doors
- Whether clinical waste, paper or food waste, ensure you're using the right bin.
- Avoid using single-use items, take re-useable cups or cutlery with you.

Case-study: [NuGreen](#) carried out a pilot involving 3 GP practices. An initial waste audit highlighted that waste was segregated incorrectly. Placing waste in the wrong bag can be expensive in terms of both cost and carbon due to the different methods of disposal. Following a programme of education, and the introduction of visual aids, the audit was repeated, demonstrating an average 25% improvement in the accuracy of segregation. *'When our surgery was audited by NuGreen there was no disruption to the working day for the clinicians. The changes they advised saved us over £1000 per tonne of waste per year and they supported us in the process with new bins and signage which they even put up for us. If a practice has the chance to take advantage of a visit, I would really recommend it.'* GP in Lancashire

4. Climate Adaptation

Why it matters

Climate adaptation in the NHS refers to the measures taken to prepare health care systems, infrastructure and services to reduce the impacts of climate change. This includes coping with extreme weather events (eg. Heatwaves and floods) safeguarding the health of vulnerable populations from climate related risks and enhancing resilience in the supply of resources critical for healthcare delivery. The estimated cost of undertaking climate adaptation is significant but is still outweighed by the potential economic, social and environmental costs of doing nothing. The national costs of [heat-related mortalities](#) from climate change, for example are estimated at £6.8 billion per year in the 2020s, rising to £14.7 billion per year in the 2050s.



Map showing parts of Lancashire & South Cumbria projected to be below the annual flood level by 2030. (Image: [Climate Central](#).)

Progress & next steps

It has been identified within the ICB's Infrastructure Strategy that climate adaptation will need to be incorporated into long-term planning to ensure our healthcare buildings and services are resilient to the effects of climate change. The ICB's Emergency Preparedness, Resilience and Response (EPRR) team link in to the Lancashire Resilience forum who have begun work on climate risks and adaptation and are due to develop this further in 2026.

BTH NHS Trust has done some fantastic work looking at adaptation within their Trust over the last year. Following Board approval of their Climate Risk Assessment in 2024, they have gone on to develop and begin the implementation of an Adaptation Plan. The expectation is that the learning from this will be shared across our other Trusts. In addition, Regional Net Zero colleagues at NHSE NW have worked with Sniffer and Sustainability West Midlands to develop a draft [adaptation capability framework](#) alongside training for operational and senior leaders.

Key Actions:

- a) **Emergency Preparedness:** Work with the EPRR team within the ICB to ensure climate risks are incorporated into emergency response plans by December 2025. Ensure compliance with the [NHS Core Standards for](#) EPRR and the [NHS Standard Contract](#) to support business continuity during adverse weather events.
- b) **ICB Climate Adaptation Plan:** Work with stakeholders across Lancashire and South Cumbria to develop a comprehensive, long term Climate Adaptation Plan by July 2026 ensuring that healthcare services are prepared for the risks posed by climate change by 2030.
- c) Support all Trusts to develop Climate Adaptation Plans **by 2026**.

Actions we can all do:

- Stay informed about climate risks and how they may impact healthcare.
- Participate in emergency preparedness training.
- Advocate for the incorporation of climate resilience in healthcare planning.

5. Nature & Biodiversity

Why it matters

Reducing carbon emissions is not the only aspect of our NHS environmental responsibility. We need to consider the opportunities we have to implement biodiversity conservation and our wider social responsibilities. Access to green and blue spaces within healthcare settings is crucial for the physical and mental health of both staff and patients. In addition to providing recreational areas these spaces also reduce air pollution, regulate urban temperatures and water flows, and are critical for reducing the risks associated with climate change. People living in greener areas tend to live longer and experience less stress, while those living in poorer areas are more likely to face barriers to accessing nature and therefore less likely to receive these benefits.

Green social prescribing can improve health and reduce carbon emissions as it often lessens the need for pharmaceutical treatments and promotes physical activities.

Progress & next steps

Nature and biodiversity is highlighted within our Infrastructure strategy with a commitment to increase the use and access of our NHS greenspaces, supporting local community engagement with nature and improving biodiversity.

Councils in Cumbria and Lancashire, have each been developing a [Local Nature Recovery Strategy](#) (LNRS), as per the statutory requirements within the [Environment Improvement Plan](#) launched in 2023. The LNRS is being developed in consultation with a diverse spectrum of partners across each region, including staff within the ICB and Trusts with the aim of prioritising locations for the creation, connection or improvement of habitat.

LNRS will support the regional approach to Biodiversity Net Gain (BNG), identifying evidence based locations. Staff at Westmoreland General Hospital worked with colleagues at Natural England to undertake the Great Health Bioblitz with the aim of assessing and logging what is on the estate in terms of animals, plants and other organisms. This will help identify what needs to be done by the hospital to protect and enhance nature on this site.

Most of our hospital sites, as well as Primary Care, LSCFT and NWAS, have linked up with [NHS Forest](#) who have provided 700 trees on average each year since 2020 alongside valuable advice to our estates teams. Over the winter 2024/25, 80 trees were planted at Fatima Health Centre and 60 at Over Wyre Medical Centre bringing together volunteers from staff, local businesses and patient groups.

Green social prescribing initiatives have been funded by Property Services to improve the grounds around Colne Health Centre. By working with local councils and VCFSE, we are hoping to develop additional sites going forward and expand our social prescribing opportunities. Lancashire Wildlife Trust, for example, have funded a project with The Bay to build a wildlife centre in Preesall and patients with mental health problems are using it for wilderness therapy sessions.

Key Actions:

- a. **Green Space Development:** Support Trusts to increase high quality green spaces on 5 healthcare sites by 2027, enhancing biodiversity and providing outdoor spaces for staff and patient wellbeing.

- b. **Tree Planting Initiative:** Plant an additional **1000 trees across healthcare sites** by **2027**.
- c. Support 5 projects across primary care healthcare sites that will lead to **biodiversity net gain by 2030**.
- d. Implement 5 projects that support **green social prescribing by 2030**.

Actions we can all do:

- Support initiatives to create or maintain green spaces at your workplace.
- Participate in community gardening, 'grow your own' or tree planting projects.
- Promote the use of native plants and sustainable landscaping practices.

Case-study: Tree planting at Fatima Health Centre.

Towards the end of November 2024, 80 trees arrived from NHS Forests for planting. To gather enough volunteers, the practice collaborated with Andy's Man Club, patients from their patient participation group, and staff volunteers. Vinci Building, which is constructing a new wing at Guild Lodge (a local inpatient mental health unit), also got involved by providing equipment and volunteers. The practice plans to work with social prescribers on future projects to recycle materials for other local projects and continue developing a community garden.



6. Travel and Transport (Air Quality)

Why it matters



Travel contributes significantly to air pollution with as many as 1 in 20 road journeys in the UK attributable to the NHS. Up to 38,000 deaths a year are associated with air pollution alone, disproportionately affecting the most deprived and further [exacerbating health inequalities](#). Sustainable forms of travel have an enormous potential to improve our communities' air quality and carbon footprint by reducing the number of vehicles on the road as well as their health through the promotion of active travel.

Progress & next steps

Over the last couple of years, staff attitudes to sustainable travel have been measured. The ICB encourages hybrid working and it was no surprise that staff surveys and engagement sessions demonstrated that 47% typically/ routinely work from home. Of those that travel to the office, however, a huge 72% commute on their own in a car. Staff indicated that they would consider other, more sustainable ways of getting to the office and therefore the Healthier Travel Toolkit, included below, was developed. This informs staff of the many opportunities available to encourage sustainable travel with a set of goals for ICB staff to improve rates of cycling, car-sharing and use of public transport. We will monitor the shift to sustainable travel by repeating the survey every other year and encourage our Trusts to do the same.

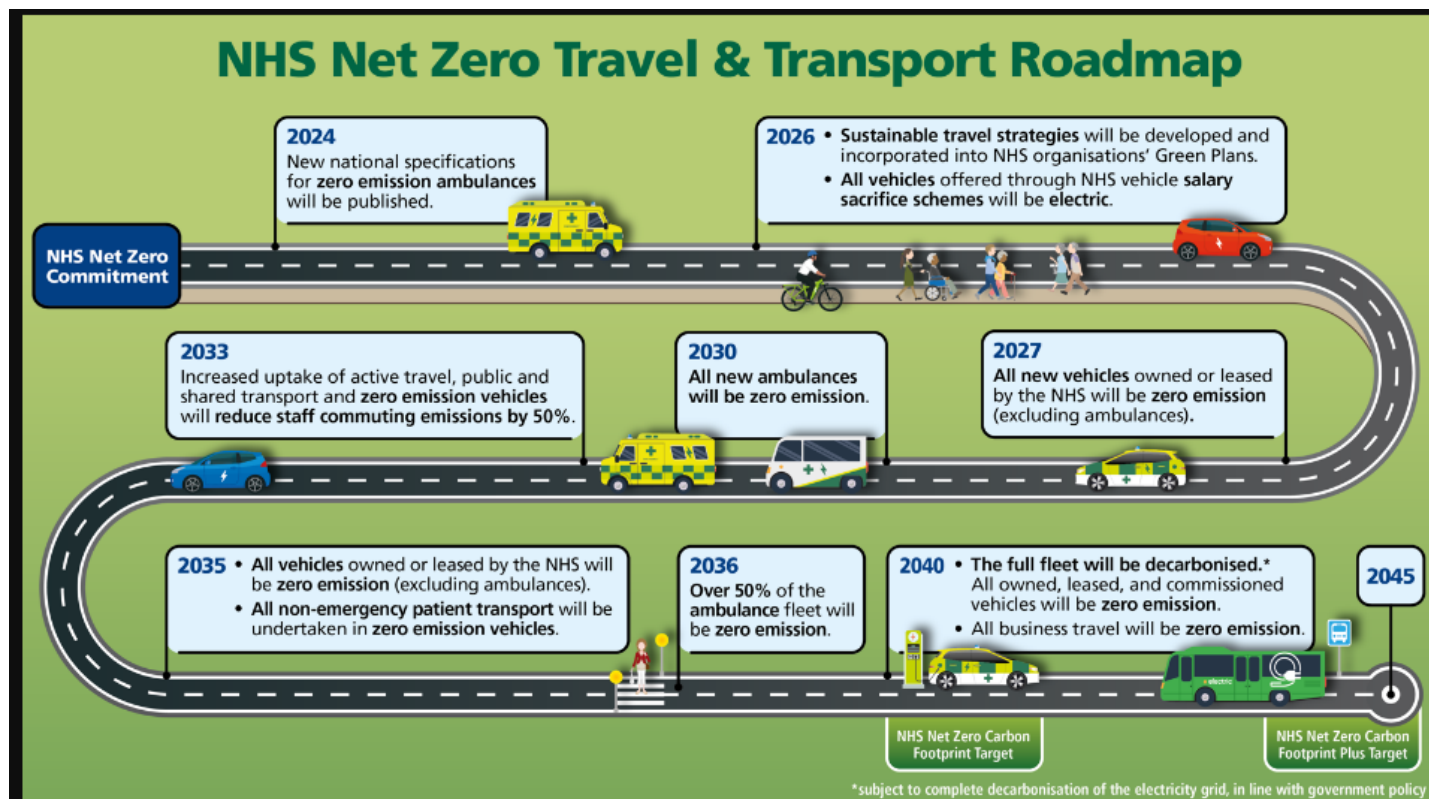
Staff can access cycle-to-work schemes which now also include electric bikes while electric cars are available via salary sacrifice schemes, eg. [Fleet solutions](#). Secure bike storage, showers and changing facilities are available for staff cycling to the ICB headquarters at County Hall. Active Travel teams in Lancashire and Cumbria have hosted events on hospital sites that promote cycling, offering repair sessions and e-bike trials.

Over the last couple of years GP practices have successfully applied for Active Travel funding from Lancashire County Council (LCC) to improve their cycling infrastructure. Here we have Tarlton Group Practice who have improved bike storage and installed a staff shower facility and started using e-bikes for home visits! Other practices have run incentive schemes to encourage active commuting amongst their staff.



Public transport links are vital for revolutionising travel, especially in rural areas. Local Transport Plans are currently being developed by Councils across the region with a focus on active travel and modal shift with plans to expand the bus networks. Lancashire County Council currently fund Love to Cycle, Liftshare and from January 2025, BetterPoints Lancashire. These are all App-based technologies that encourage behaviour change through supporting and rewarding sustainable travel choice and are available to everyone living or working in Lancashire. We will continue to work closely with councils to promote these and other opportunities.

The NHS [Net Zero Travel and Transport Strategy](#) sets out a roadmap, illustrated below, with a set of clear targets to 2040. The importance of transport, fleet and electric vehicles has already been highlighted within the ICB's Infrastructure Strategy and the following actions are aligned to support the targets set out in both these strategies.



Key Actions:

- Electric Vehicle (EV) Charging:** Support Trusts to ensure sufficient **EV charging points** are installed at healthcare facilities to meet our ambulance and wider fleet needs before **2027**.
- Continue to collaborate with councils to improve **sustainable travel access to healthcare sites** across LSC, reducing **travel related emissions**. Consider implementing initiatives identified within the [Action for Clean Air | ICS Framework](#)
- Publish a **sustainable travel plan** by **December 2026** that aligns with NHSE guidance (available 2025).
- All vehicles** offered through the ICB's NHS vehicle **salary sacrifice** will be **zero emission from 2026**.
- Ensure all vehicles purchased or leased are zero emission from **December 2027**.

Actions we can all do:

- Walk or cycle when possible – active travel is also good for your health and the environment.
- Using public transport or car-sharing will also help to reduce your carbon footprint.

↓ Take a look at the Toolkit below to get some links to some great travel resources. For anyone living or working in Lancashire, download [BetterPoints Lancashire](#) to earn rewards when you choose a sustainable form of transport.

Case-study: Sustainable Travel Challenge. The ICB's Medicines Optimisation team, usually based at Jubilee House in Leyland, moved their monthly meetings to County Hall in Preston, providing more opportunities for sustainable travel. The team's green champions introduced an initiative aimed to reduce travel emissions and promote sustainable travel practices. The challenge prompted 71% of the team to make a more sustainable journey to work during the two-month period. Car sharing was the most popular choice of travel (50%), followed by train (14%), then bike (7%).

Healthier Travel Toolkit	2024 level for ICB staff	ICB aim by 2028	Opportunities/ resources
Cycling rates	1%	6%	<p>Secure bike shed, showers, drying room & lockers available at county hall.</p> <p>Save up to 42% on bikes/ accessories (inc. E-Bikes) via Cycle to work scheme</p> <p>Fair weather cyclist?: Hire a quality refurbished bike for £10/ month or buy one for £50 (adults) £25 (kids). Contact Michelle from Active Cycles mgrimes@activelancashire.org.uk</p> <p>Try before you buy: Hire an electric bike for £150 for 3 months. Take this price off a new one if you decide to buy. hello@icyleelectric.co.uk</p> <p>Claim business mileage for cycling: 20p/ mile.</p> <p>Information & routes for cyclists can be found here and watch out for events</p> <p>Cycle training to build confidence for adults available here.</p> <p>'The Complete National Cycle Network' app</p> <p>Sign up to Love to Ride to get incentives and rewards.</p>
Car sharing	3%	8%	<p>FREE car sharing support for anyone living in and around Lancashire.</p>
Use of public transport	15%	25%	<p>£3 cap on all bus trips</p> <p>Plan your route- download Google Maps for current train and bus times.</p> <p>For offers and Information for Lancashire, Information for Westmoreland & Furness</p>

7. Food and Nutrition

Why it matters

It is estimated that food and catering services in the NHS account for approximately 6% of the NHS' Carbon Footprint Plus.

Healthy food- Poor diet is a major preventable risk factor for ill-health, linked to conditions like cardiovascular disease, stroke, and type 2 diabetes. A healthy balanced diet that contains more plant-based foods and fewer processed foods, will generally also have a lower carbon footprint.

Source- Food Sourced locally and seasonally is lower in carbon emissions due to less transport/ storage and it also supports the local economy. Climate change also threatens food security, with nearly half of the UK's food sourced from abroad.

Waste- The NHS spends about £500 million annually on food but The Waste Resources and Action Programme estimates up to 18% of food in hospitals is wasted. This provides an opportunity to save money as well as carbon. Food packaging also impacts the environment, contributing to pollution and waste. National initiatives to reduce waste include digital meal ordering, improved data collection on food waste, and a single-use plastics ban in catering from October 2023.

Progress & next steps

The majority of the carbon footprint produced by the NHS from food is associated with Trusts where food options are served to staff, patients and visitors. The ICB has responsibility for promoting lower carbon food and waste reduction initiatives with our staff and the public. We have connected with the Lancashire's Food Officers Network that brings together representatives from across the county to address food poverty and promote sustainable food awareness.

In July 2024 LCC published '[Our Food Plan](#)' highlighting the importance of food to our health as well as the impact on the environment and detailing how food systems will be improved over the next 4 years. We will continue to link in with councils and other stakeholders to support any initiatives where appropriate.

In primary care, [Waiting room videos](#) have been circulated to practices to encourage viewers to eat a balanced diet using locally grown and seasonal food as well as ideas to 'grow-your-own' food. We are beginning to work with the VCFSE sector to build on our existing food related social prescribing initiatives such as grow-your-own, cooking classes and community cafes.

From a national perspective and central to this Food and Nutrition workstream for our Hospital Trusts is Section 4 of the [National Standards for Healthcare Food and Drink; Improving sustainable procurement and reducing food waste](#). ELHT have already produced a dashboard to baseline their position and track progress against the requirements within the standard. These include waste reduction, commitments to stop using single use plastic items and application of the Net Zero and Social Value Model in all procurements. The learning from this will be transferred across to all our Trusts.

Trusts continue to work with suppliers and commercial outlets at our hospitals and have introduced a number of initiatives to minimise food and packaging waste and promote ethical farming practices. Fair trade products as well as Farm Assured & RSPCA foods are provided by our on-site providers. Recyclable packaging is used for patient salads/sandwiches and kitchen waste materials such as cooking oils and packaging materials are now recycled. However, as illustrated in the National [Waste Dashboard - NHS Estates Team Collaboration Hub - NHS Estates and Facilities \(future.nhs.uk\)](#) we still have a lot of work to reduce food waste across LSC. Trusts are beginning to review the carbon footprints of meals offered to patients, visitors and staff,

increasing healthy and environmentally sustainable options such as plant-based meals. Where sites are unable to measure carbon footprint of meals, NHS England have produced a recipe bank of low carbon meals that sites can readily adopt. ELHT, have introduced 'Meat free Monday' and are in the process of carbon labelling recipes for patients, visitors and staff using the Nutritics Foodprint software. This allows recipes to be engineered by content and portion size to reduce carbon footprint and manage waste whilst optimising nutritional profile. There is an opportunity for ELHT to produce recipes that could be shared across Trusts.

Key Actions:

- a) **By 2026:** Produce a **LSC dashboard** against the National Standards for Healthcare Food and Drink, Section 4: **Improving sustainable procurement and reducing food waste**. Obtain a baseline position and commitment to a forward plan from each Trust.
- b) **By 2026:** Provide support to ensure **menus within hospitals** for patients, visitors and staff include a minimum of 25% that are low carbon 'hero' dishes (as defined by [Nutritics Foodprint](#)).
- c) **By 2030:** Support the installation of **electronic meal ordering system(s)** for patient meals across all hospital sites within LSC to reduce food waste.

Actions we can all do:

- Choose locally-sourced and organic food options when possible.
- Reduce food waste by planning meals and properly storing leftovers.
- Support sustainable food practices in workplace cafeterias and meetings.

Case-study: - At LTH, the catering team is actively reducing waste through several initiatives, including promoting the use of reusable cutlery and crockery, and encouraging staff to use their own reusables with incentives like discounts. They are also minimising food waste by avoiding over-ordering of patient meals, controlling portion sizes, and swapping from white to blue plates (found in trials to reduce food waste by 20%!)

8. Digital Transformation

Why it matters

Digital technologies can reduce the environmental impact of healthcare services while improving efficiency. Telemedicine and virtual consultation reduce carbon emissions from patient and staff travel. Transitioning from paper-based processes to digital systems can significantly cut paper waste and energy consumption associated with printing and physical storage.

Ongoing post-pandemic use of virtual working/ meetings has reduced the carbon footprint from staff travel. The NHS Long Term Plan commits all NHS bodies to focus on digital transformation by establishing a 'digital front door', enabling patients to be able to engage in 'digital first care'. The NHS App is one example of this, providing patients with a simple and secure way to access NHS services on their smartphone.

Digitising NHS estates and facilities systems is crucial for sustainability, underscored by The Darzi report. Green buildings need to be smarter buildings – we need to integrate technologies and systems to optimise energy efficiency, reduce resource consumption, and enhance overall sustainability. We can use technology to improve energy efficiency: using systems to make positive adjustments in real-time, use energy monitoring and analytics to reduce energy waste, and enable more efficient resource utilisation.

Digital services, however, also have a significant environmental footprint. Device production, use, and disposal consume resources and impact ecosystems, while data storage is responsible for around 2% of global carbon emissions. Further considerations include digital exclusion and the risks to digital infrastructure posed by climate change, such as overheating and flooding.

Progress & next steps

[The ICB's Digital & Data Strategy 2024-29](#) supports Green Plan delivery through adoption of digital and data solutions that meet the environmental sustainability ambitions of the system and incorporates our strategy for digital inclusion. A case study has been included in section 9 of this strategy, describing on how digital and data are supporting the sustainability agenda. Advancements in digital meeting tools means there is no longer a requirement for ICB employees to drive to offices every day. In addition, cloud computing has exponentially reduced energy consumption whilst improving online collaborative working.

IT Procurement has a 10% weighting on 'Social Value and Fighting Climate Change' and the ICB purchases one of the most sustainable laptops currently produced and recycles existing hardware.

The NHS national objective is to increase NHS App usage, including the 4 core functions, Messaging, Prescriptions, Records access and Appointments. Within LSC, the NHS App is increasingly becoming the digital front door to the NHS with many practices now sending sick notes, patient information leaflets and letters by SMS rather than by post. Regionally, online and video consultations that reduce the need for patient travel and thereby reducing the associated carbon footprint have risen from 5k per month to 20k per month over the last year.

Research and innovation are essential for the NHS to achieve net-zero carbon. At Westmoreland General Hospital, Furness General Hospital and Lancaster Infirmary, for example, drones have been used for survey

work, including inspections for roof leaks and mapping of thermal loss. This approach has proven to be better value for money for the trust than the previous approach which included scaffolding, costing tens of thousands of pounds per site and involve significant disruption. The carbon and energy savings from the project are currently being assessed and plans to replicate this model at other hospital sites are underway.

Small Business Research Initiative (SBRI) funding has supported Redmoor Health to develop a digital tool to support GP practices on their journey to net zero. More recently these digital specialists have started collaborating with Computer Information System Company (CISCO), piloting the introduction of smart metering and other digital technologies in Sedburgh Health Centre to support energy efficiency. This pilot practice will hopefully be held up as a model to replicate across the system.

Key Actions:

- a) Support the reduction of paper-based processes across primary care through increased use of shared care record and system integration.
- b) Support general practice in increased uptake and use of the NHS App
- c) Continue to work with IT providers to ensure low carbon approaches are prioritised in current and future designed support models
- d) Continue to work with procurement specialists to ensure low/net zero supply chains are prioritised in all digital procurements.

In addition, the Digital Transformation team will support healthcare providers to:

- e) Reduce production and posting of paper out-patient letters by 60% by March 2036, from a baseline of c1.5m per annum across the provider Trusts. This is estimated to save 26.1 tonnes of CO2.
- f) Reduce by up to one third the number of face-to-face out-patient appointments associated with perioperative pathways of targeted elective care episodes by March 2026.
- g) Reduce the need for face-to-face follow-up appointments across all appropriate specialties by digitising the patient-initiated follow-up process by April 2027.
- h) Transform communication between nursing/ care-homes and healthcare providers by introducing electronic patient records and record sharing, reducing reliance on postal systems and reducing/preventing unnecessary hospital conveyances or care home visits

Actions we can all do:

- Embrace digital tools to reduce paper usage and improve efficiency eg. NHS App.
- Support the adoption of electronic health records.
- Participate in training to stay updated on new digital technologies.

Case-study: - The covid-19 pandemic forced changes in primary care, accelerating plans to digitise healthcare. Projects to implement Digital Front door Online Consultation Video Consultation (DFOVCV) platforms and Accelerated Citizens Access to GP Data (ACAGPD) for General Practice were delivered at scale. GP practices could communicate with patients, provide information, and conduct appointments digitally, as well as patients having access to their records. This coincided with greater development in NHS App functionality. These initiatives had a significant impact on our carbon production throughout Primary Care. Implementing digital contact with patients has meant a significant reduction in patients driving to practices. Patients no longer need to attend practices to order prescriptions, manage referrals, access their medical record or manage ongoing monitoring. Practices no longer need to print full medical records and send them via the post.

9. Medicines



Why it matters

Medicines play a critical role in environmental sustainability within the NHS due to their significant contribution to carbon emissions and waste. They account for 25% of the NHS's carbon footprint plus from production through to transportation and finally disposal.

Promoting sustainable use of medicines, such as reducing overprescribing and encouraging alternatives like lifestyle changes, helps improve health while reducing demand, and associated emissions. Optimising medicine supply chains, through local production and efficient distribution, can further reduce environmental impacts.

Improper disposal of unused medicines can pollute water systems and harm ecosystems. Educating staff and patients about proper disposal methods and exploring greener pharmaceutical innovations, such as biodegradable packaging and recycling can have a huge impact on reducing both the cost and carbon footprint of medicine.

Progress & next steps

Certain types of inhalers and anaesthetic gases have significant carbon emissions, contributing to 5% of the NHS carbon footprint. These areas have been our key focus over the past few years.

1. Inhalers

Promotion of 'green' dry powder inhalers (DPI) over metered dose inhalers (MDI), where clinically appropriate and reductions in inhaler prescribing led to a significant reduction in the associated carbon footprint in LSC (40% reduction in 2024/25 from the 2019/20 baseline, compared with a 39% reduction nationally). LSC Asthma and COPD guidelines have been updated to encourage prescribing low carbon inhalers and sustainable treatment options in the form of combination inhalers to be used first line, where appropriate. We have communicated to patients through waiting room videos and posters, and to staff via newsletters, websites, and webinars. Plans are underway to utilise OptimiseRx (a point of prescribing advisory tool) to reinforce sustainable inhaler choice and respiratory treatment pathways.

The ICB's Medicine Management team won a Health Services Journal Medicines Safety award in 2023 for a project in Central Lancashire that reduced inhaler errors while improving patient care. Fewer inhalers were prescribed leading to a reduction in carbon emissions of over 0.2tCO₂ per year while saving £23k per year. This initiative is currently being rolled out to other areas within the ICB.



The ICB Respiratory Group has undertaken a joint working project with AstraZeneca targeting practices requiring support to improve asthma management. This resulted in an increase in the proportion of DPI inhalers prescribed instead of an MDI from 31% to 69% in the project population. The intention is to progress this work further across LSC.

2. Anaesthetic gases

Desflurane, a volatile anaesthetic gas with a Global Warming Potential (GWP) more than 2,500 times higher than CO₂, is no longer used within any of our hospitals following a commitment by NHSE to phase it out. Our focus over the last few years and in this Green Plan is on nitrous oxide and mixed nitrous oxide (gas and air). Significant reductions in nitrous oxide emissions have already been achieved by our Trusts by decommissioning old and inefficient medical gas manifolds and replacing them with nitrous oxide cylinders in wards. This has resulted in a reduction in emissions of 75% in 2023/24 compared with the baseline of 2019/20. However, more work is needed, particularly in terms of finding solutions to the use of mixed nitrous oxide where emissions have only reduced by 20% over the same period.

3. Medicine Recycling & Disposal

Medicine recycling and disposal initiatives that have been successfully introduced within Trusts, include a scheme to recycle insulin pens called PenCycle at BTH, and LSCFT have introduced a medicines recycling process for inpatient wards and community depot clinics. This latter project resulted in a cost saving of £29,232 and carbon saving of 3741 kgCO₂e over a 6 month period, equating to driving 737 km in a car.

In primary care, the safe disposal of medicines is already a part of every community pharmacy contract and patients are encouraged to return unused medicines for appropriate disposal at their local pharmacy through posters and videos. Further promotion via social media is planned. There is also a North West project currently focusing on 'Only order what you need', encouraging patients not to over-order their medicines, thereby reducing potential waste.

LSC GP Quality Contract incentivised primary care to undertake structured medication reviews, ensuring unnecessary prescribing of medication was stopped, reducing waste and carbon emissions.

4. Other Initiatives

Promotion of KidzMed resources across the ICB via staff training sessions, newsletters and OptimiseRx encouraged the prescribing of tablet/capsule formulations to children (with training) instead of liquid products which have a higher carbon footprint.

Review of Oral Nutritional Supplements prescribed in care homes within Central Lancashire by the medicines optimisation team resulted in annual cost savings of approximately £50k as well as carbon savings through a reduction in unnecessary prescribing and medical waste. This work is continuing in other areas of the ICB.

Key Actions:

- a) **Inhaler Emissions Reduction:** Support the delivery of the annual national/ regional Greener NHS' programme targets. For 25/26: A reduction in carbon emissions related to inhalers in LSC by 6-7% compared with the 23/24 baseline.
- b) **Anaesthetic Gas Emissions:** Support the delivery of the annual national Greener NHS' programme targets. 25/26 targets to be agreed.
- c) **Medicines Optimisation:** Implement **2 medicines optimisation initiatives** to reduce waste and emissions each year, incorporating environmental alongside financial considerations into prescribing practices.

Actions we can all do:

- Adhere to prescribed medication regimens to reduce waste.
- Dispose of unused or expired medicines at your local pharmacy.
- Support initiatives that promote the use of low-carbon medications.

Case-study: Making Bloomfield Medical Centre more sustainable. For a leadership project during the GPST3 year, a trainee GP focused on making the practice more sustainable, considering medication optimisation and reducing the use of unnecessary resource. The practice audited medications prone to wastage and switched them to "variable use repeats" to reduce unnecessary issuance. They also promoted the use of tablets over oral suspensions due to their lower environmental impact. Infection prevention measures included minimising glove usage and evaluating the use of tissue paper on examination couches.

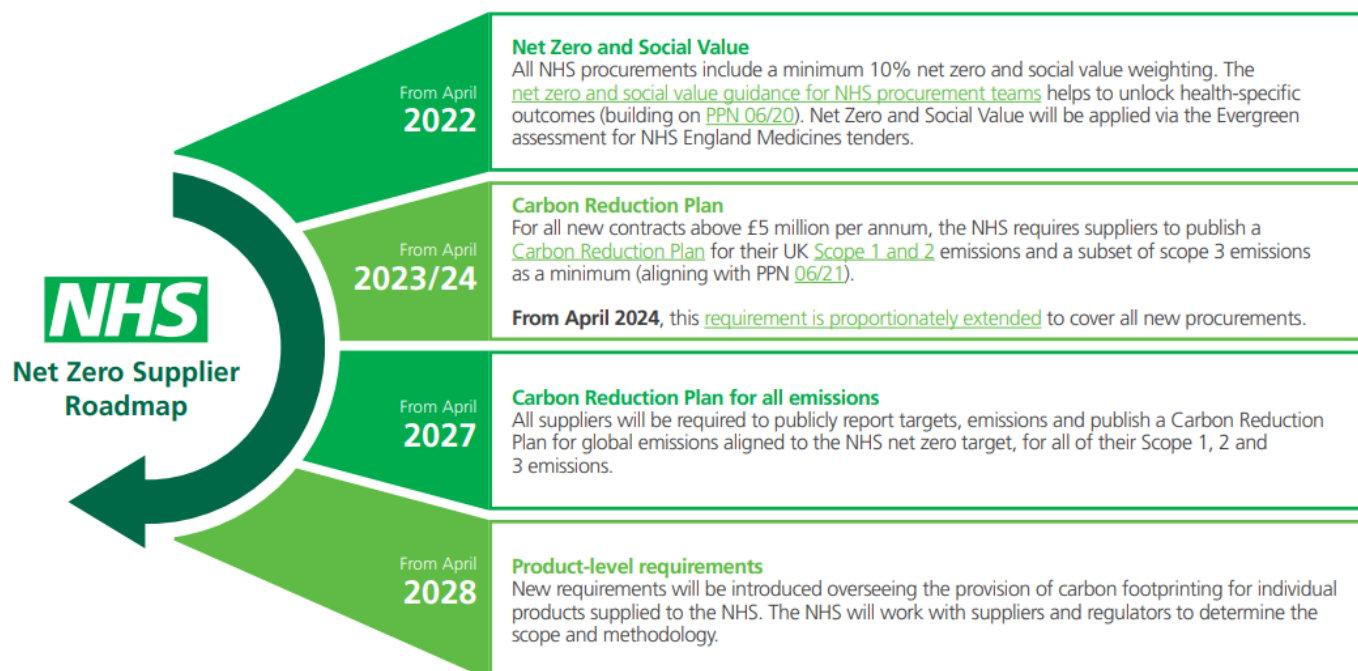
10. Sustainable Procurement & Supply Chain



Why it matters

Approximately two-thirds of the NHS Carbon Footprint Plus emissions come from our supply chain, encompassing raw materials, production, packaging, and transportation. Reducing these emissions is essential for the NHS to achieve net zero. Procurement also offers an avenue for delivering social value, such as creating jobs in disadvantaged areas, which can help improve health and reduce inequalities.

The NHS spends around £30 billion annually on goods and services so has a huge opportunity to influence suppliers to behave more sustainably. Procurement is generally conducted through NHS Supply Chain and NHS-approved frameworks, promoting efficiency and standardised requirements for suppliers. The NHS is mandated to adopt new social value and environmental standards outlined in an [NHS Net Zero Supplier Roadmap](#):



Progress & next steps

An [ICB Procurement and Contracting policy](#), that includes a chapter on social value and net zero, was ratified by the ICB Finance and Performance Committee in December 2024 and was available to ICB staff in January 2025. Although the ICB's procurement activity is predominantly focused on commissioning healthcare services and not the purchase of goods and supplies, social value and Net Zero remain a key focus when selecting

providers. When assessing providers against social value, ICB staff are expected to consider how the contracting arrangements with a potential provider impact;

- environmental issues and sustainable development, including addressing climate change, making and meeting commitments around reducing emissions, air pollution and consumption and waste, through promoting circular economy principles as well as enhancing the natural and built environment as applicable
- inclusive and 'good' employment that increases equality of opportunity in the workplace and supports a diverse workforce, designs in equity, provides fair terms and conditions and supports staff wellbeing, physical and mental health, supports opportunities for local people and/or population groups experiencing health or other inequalities and eliminates modern slavery
- local inclusive and sustainable economies that decrease economic inequality and poverty, including through employment as an economic and health intervention and payment of a living wage
- community cohesion and the wider health and wellbeing of the population
- social determinants of health (e.g., employment, income, housing, local environment, food, transport, community, safety).

The ICB's Sustainability Impact Assessment mentioned previously should be used as a prompt to ensure these points are considered during the procurement process.

The ICB plays a key role in ensuring system-wide alignment with the NHS Net Zero Roadmap and sharing good practice and training opportunities across Trusts. We work with partners like the Lancashire Procurement Cluster (LPC) that provides procurement and logistic services for the Acute Trusts in Lancashire. Lancashire & South Cumbria Provider Collaborative Procurement Strategy 2023-28 includes plans for a Sustainability & Procurement Hub, an annual review of the impact of social value initiatives as well as staff training for Net Zero and social value. Unfortunately, the lead for sustainability procurement at LPC is no longer in post and this has limited progress in this area.

In line with the Net Zero Supplier Roadmap, all ICB and Trust procurements have incorporated a minimum 10% net zero and social value weighting in tenders since April 2022 and the Net Zero Project Manager is involved in evaluating these questions for all significant ICB procurements. Since April 2024, where appropriate, all suppliers are required to publish a carbon reduction plan or net zero commitment (requirements depend on the value of the contract).

Product lifecycle extension and maintenance are crucial, with a focus on circular economy principles. University Hospitals of Morecambe Bay (UHMB) Trust, have introduced a mattress repair initiative, reducing the need for replacement and thereby reducing both cost and carbon. Mobility aids, can be reclaimed, refurbished, and reused, offering cost savings and environmental benefits. A systemwide operating procedure for mobility aid reuse is in the process of being signed off by all Trusts and in some areas, financial saving are beginning to be realised. Other efforts to reduce single-use plastics and incorporate reusable items include coolstix, WARP-IT and the Gloves off Campaign mentioned previously.

Key Actions:

- a) Establish a robust **contract management and evaluation process** within the ICB for providers (by January 2026) and suppliers (by January 2028) that evidence commitment to net zero requirements proportionate to contract value.
- b) Support LSC NHS procurement teams continued compliance with the requirements within the [NHS net zero supplier roadmap](#) . Agree a set of **KPIs** by **December 2025**.

- c) Encourage supplier engagement with the [Evergreen Sustainable Supplier Assessment](#). Include within the new supplier procurements **by December 2026**.
- d) Identify and share 2 projects a year from across the system that support the principles of the **Circular economy**. Measure carbon and financial savings as well as other benefits and share learning.

Actions we can all do:

- Advocate for the purchase of sustainably sourced and produced products.
- Support suppliers who demonstrate strong environmental practices.
- Encourage the reduction of single-use plastics in procurement.

Case-study: -The ICB relocated to County Hall in July 2023 from several smaller sites. To ensure a minimal environmental impact and to support the principles of the circular economy, most furniture and equipment was either re-used or donated to nearby organisations and charities. This approach also led to considerable financial savings by eliminating the need for new purchases.

Cross-Cutting Themes

1. Governance

A clear governance structure will ensure the successful delivery of the Green Plan. The Net Zero Executive Lead and the Finance & Performance Committee will continue to receive periodic updates, with progress reported to the ICB's Board as required. The Net Zero Board will oversee the plan's implementation, with staff accountable for each priority area. We will further develop the **Green Champions network** to engage staff across all levels, fostering ownership of sustainability efforts.

2. Finance & Resource

To deliver the Green Plan, we will ensure appropriate resourcing through:

- Workstream leads to oversee the implementation of key initiatives.
- A system to **capture and report cost savings** from reduced energy consumption and waste minimisation efforts.
- Oversight of financial benefits driven by low-carbon specific investments and associated savings, encouraging providers where opportunities present themselves.

External funding opportunities, such as the **Low Carbon Skills Fund** and the **Public Sector Decarbonisation Scheme**, will continue to be explored to support the delivery of our objectives. Securing future funding will be essential to achieving our long-term goals.

3. Risk Management

Several key risks to the successful delivery of the Green Plan have been identified, including current financial limitations, competing organisational priorities, pending changes to organisational and ICB structures and potential changes in government Net Zero Carbon policy. Other risks are actively managed and reviewed on the project **risk register**, with regular updates to the Net Zero Board.

The risk posed by **climate change** (e.g. extreme weather such as flooding or heatwaves) on the delivery of healthcare services will be included in our climate resilience plans.

High level risks are monitored through our governance structure as part of the Board Assurance Framework (BAF) to ensure rapid response and mitigation measures.

4. Reporting Requirements

The Green Plan will be monitored through regular reporting, including, as a minimum:

- Highlight reports from the ICB's Net Zero Board will be shared with the North West Net Zero Board and the ICB's Finance & Performance Committee.
- A published **Annual Report** to the Board and stakeholders.

- Compliance with **Task Force on Climate-related Financial Disclosures** ([TCFD](#)) requirements as they are rolled out across the public sector.
- In relation to our Trusts, community and primary care providers: **Care Quality Commission** [CQC](#) **Environmental Sustainability** reporting and the **NHS Standard Contract (Service Condition 18)**.

These reporting mechanisms will ensure transparency and accountability while aligning with national sustainability frameworks.

5. Communication

A robust communication plan will keep staff, patients, and stakeholders informed about our progress. This will include:

- **Webinars**, themed awareness days, and staff briefings.
- Dedicated **GreenerNHS internet page**.
- Regular updates through **newsletters**, intranet announcements, and social media.
- Engagement with patient forums to ensure public awareness of our sustainability goals.

A **Green Plan Champions** network will promote involvement at all levels, encouraging staff to lead sustainability initiatives and celebrate successes.

6. Innovation

We will continue to explore new ways of embedding sustainability across our operations. Partnering with [Health Innovation North West Coast](#), we will leverage **sustainable quality improvement (SusQI)** practices to integrate sustainability into clinical care pathways. We will also explore innovations in low-carbon technology and healthcare delivery, ensuring that our approach to sustainability is both cutting-edge and scalable.

Conclusion

The 2025-2030 Green Plan sets out a clear roadmap to sustainable healthcare and recognises the successes of our previous Green Plan. With an emphasis on reducing carbon emissions, building climate resilience, and promoting a culture of sustainability across our workforce, we are all committed to playing our part in tackling the climate crisis. By focusing on environmental, social, and financial sustainability, we will not only protect our planet but also improve health outcomes and reduce inequalities across our region. Together, we can create a healthier, greener future for all.

Appendix A: Wider Connections and Co-Benefits of the Green Plan

Our Green Plan will deliver multiple benefits beyond environmental sustainability, ensuring positive impacts for staff, patients, and the wider community.

1. Staff Wellbeing and Retention

By improving the physical environment of healthcare settings—through measures such as **better air quality**, **energy-efficient buildings**, and **green spaces** as well as the promotion of **active travel**—we contribute to better mental and physical health for our staff. In turn, this can improve job satisfaction and retention.

2. Climate Resilience

By ensuring our facilities are **resilient to climate impacts**, such as extreme weather events, flooding, or heatwaves, we can protect services and maintain continuity of care. This resilience not only safeguards infrastructure but also mitigates health risks for vulnerable populations during climate emergencies.

3. Community Health and Tackling Health Inequalities

The link between **public health and climate action** is clear. Reducing emissions improves air quality, which can lower rates of **asthma** and **cardiovascular diseases**—conditions that disproportionately affect lower-income populations. By integrating sustainability into public health initiatives, we can make progress in **tackling health inequalities**, ensuring that the most vulnerable communities benefit from our Green Plan.

4. Partnerships and Systems Working

The success of our Green Plan depends on **partnerships** across the Integrated Care System (ICS) and beyond. By working collaboratively, we ensure that our sustainability initiatives support broader system goals and generate maximum impact. By working closely with **Local Authorities**, **Natural England**, **community organisations**, and **patient groups**, we ensure that sustainability actions are aligned across sectors, maximising impact. Collaboration at this level supports broader initiatives around **social value**, **public health**, and **active travel & transport**.

i. Alignment with Trust and Local Authority Green Plans

We ensure that our Green Plan complements the broader ICS objectives and aligns with Local Authority sustainability plans, particularly those focused on **transport**, **waste management**, and **climate resilience**. This holistic approach ensures that our actions are part of a wider effort to promote sustainability across the region.

ii. Integration into Commissioning and Contracting

We will embed sustainability criteria into all **commissioning and contracting processes**. This will include working with **Primary Care providers** (GPs, pharmacies, dentists, and optometrists) to support them in implementing their own sustainability initiatives. By building environmental sustainability into **procurement**, we can influence positive change across the healthcare system.

iii. Partnerships with Anchor Institutions and the Voluntary, Community and Social Enterprise (VCSE) Sector

We will continue to work with local **anchor institutions** and the **VCSE sector** to embed and support sustainability initiatives. Anchors, such as local universities, councils, and large employers, will play a critical role in driving economic and environmental sustainability in the region. Working with not-for-profit organisations; Futureproof Cumbria (formerly known as Cumbria Action for Sustainability (CAfS)) and

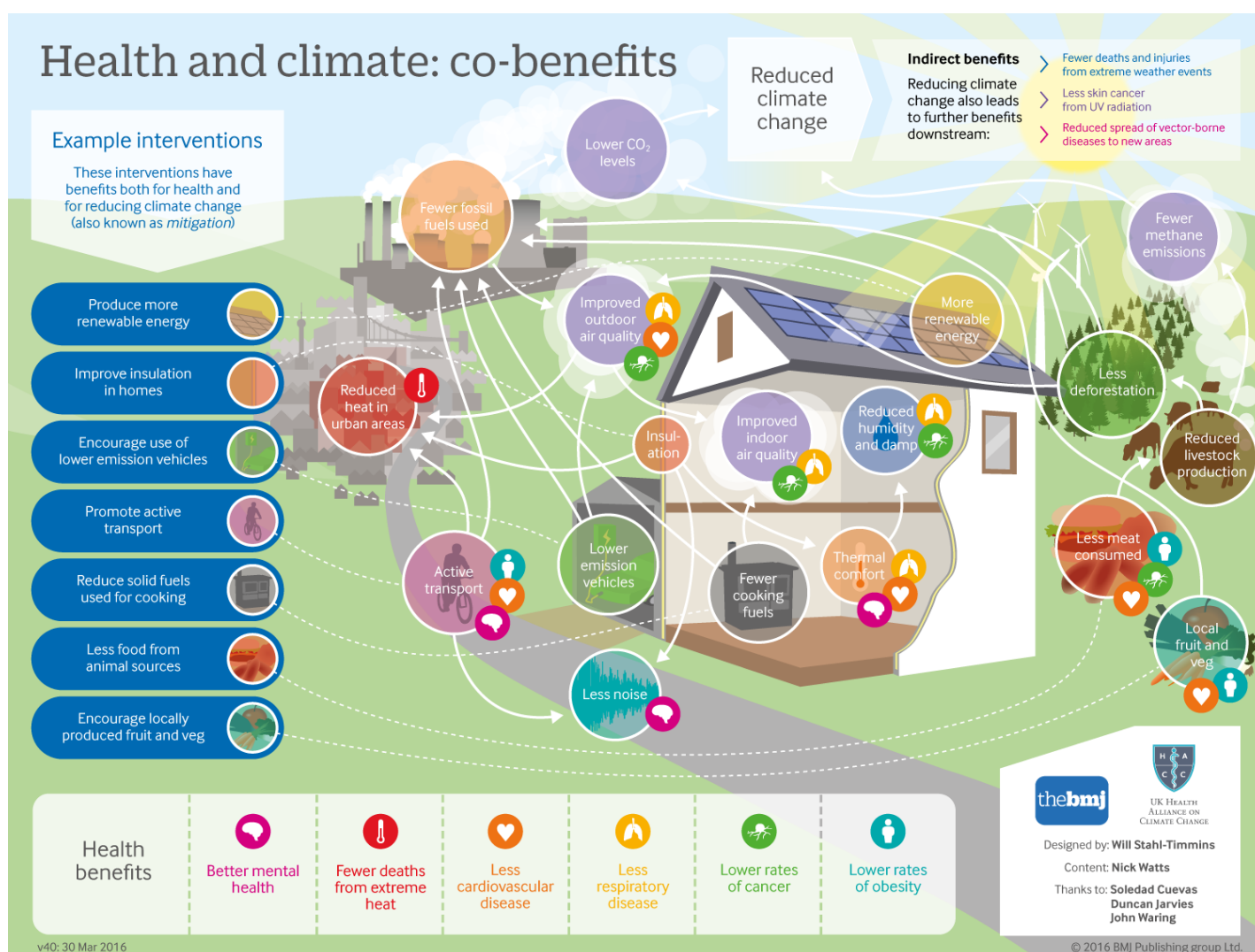
Lancashire Climate Action Network (LancsCAN) will ensure we link into our communities, action groups and businesses.

iv. Support for Smaller and Independent Sector Healthcare Providers

We will offer resources and guidance to smaller healthcare providers such as primary care practices to ensure that they are able to develop their own Green Plans building on the resources available on the ICB's intranet and internet sites. This will involve signposting to **relevant information** and funding opportunities, supporting these organisations to align with our broader sustainability goals.

5. Social Value

The Green Plan will contribute to social value by improving the overall wellbeing of communities, reducing healthcare inequalities, and fostering healthier living environments. By promoting sustainable procurement, we will support local businesses and suppliers, creating jobs and reducing economic disparities.



Appendix B: Carbon Footprint and Data Reporting

To support transparency and track our progress towards net zero, we will begin to report on carbon emissions annually where possible, using available tools to calculate and monitor our footprint. Although NHS England does not currently mandate the publication of ICB-specific carbon footprints, we believe it is essential to understand and manage the carbon emissions associated with our activities.

1. Baseline Carbon Emissions (2019/2020)

The financial year 2019/20 is used as the baseline for this Green Plan and provides a benchmark for our efforts going forward.

Using the **Green Plan Support Tool** and **Greener NHS Dashboard**, we estimate that our contribution to the NHS carbon footprint for 2019/2020 was **130,480 tonnes of CO₂e**. This only includes emissions from our provider Trusts detailed in the table below and in relation to primary care only inhaler data. The carbon footprint does **not** include information or emissions relating to secondary care inhalers, nor business travel, supply chain or procurement emissions. This is due to the ICB, Trusts and primary care networks (PCNs) not currently collating or providing this information. ICB staff predominantly work from home and therefore emissions from both staff travel and the rented estate will be minimal. As data collection and reporting methods evolve, we will incorporate additional data into our footprint. At that stage, we may revisit the footprint's baseline year and readjust targets accordingly.

2. Annual Carbon Footprint Reporting

Trust Carbon Footprint and Primary Care Carbon Footprint for Lancashire and South Cumbria (inhaler component only) (extracted from [Greener NHS Dashboard](#)). **The Trust data for 2024/25 is currently being validated and will be added when available on the Greener NHS Dashboard.**

	Baseline 2019/20	2020/21	2021/22	2022/23	2023/24	Change from Baseline (2019/20 to 2023/24)
Trust Estate Carbon footprint (tCO ₂ e)	84,533	94,594	83,008	79,468	80,348	5% reduction
Energy (tCO ₂ e)	79,873	89,893	79,560	76,647	77,812	3% reduction
Water & Sewage (tCO ₂ e)	1,575	1,256	578	412	376	76% reduction
Waste (tCO ₂ e)	3,085	3,445	2,870	2,409	2,160	30% reduction
Medical Gases (Nitrous oxide and Entonox) (tCO ₂ e)	10483	8839	7691	6496	6011	43% reduction
Anaesthetic Gases (tCO ₂ e)	1,681	595	569	584	437	74% reduction

Inhalers (tCO ₂ e)	33,783	31,698	32,226	27,636	22,797	33% reduction (40% reduction to 2024/25)
Primary Care prescribed data only						
Total of Emissions listed (tCO ₂ e)	130,480	135,726	123,494	114,184	109,593	16% reduction

Emission data will continue to be published each year in the ICB's Annual Report, with the aim of producing quarterly reviews to track progress and make necessary adjustments. This supports the Task Force on Climate-related Financial Disclosures [TCFD](#) requirement for providing quantitative data on progress.

3. Data Gaps and Commitments

We recognise that there are areas where data collection and reporting need improvement, particularly patient travel and supply chain emissions. We are committed to improving data quality and completeness over the next five years, with plans to:

- Establish a **carbon budget** and **trajectory** for reducing emissions.
- Incorporate additional data sources, such as local travel surveys, to better understand and address emissions from patient and staff commuting.
- Enhance our reporting capacity by training staff in carbon accounting and using advanced tools to track our emissions more accurately.

By 2026, we aim to have a more comprehensive and accurate carbon reporting system in place, with improved coverage of emission source. An ICB performance dashboard to support monitoring of Green Plan implementation is in development by the National NHS Greener team and will be released during 2025/26, to enable closer monitoring.

Appendix C: Action Plan

	Site	Action within Green Plan	Measurable	Source of evidence	Baseline (if relevant)	Target	By When
Workforce & Leadership	ICB	Ensure 100% of new staff continue to be informed about the Green Plan during induction.	No. of staff at induction training and new starters	HR		100%	2030
	ICB	By 2027, aim for 50% of all staff to complete the "Building a Net Zero NHS" e-learning or similar to ensure basic level knowledge. Continue promoting specialist training for leaders and staff groups across all health sectors to deepen understanding of climate impacts across departments.	No. of staff to complete basic training	Induction, staff training, ESR	25%	50%	2027
	All	Staff Engagement Campaigns: Continue raising awareness and engage staff across all health sectors through newsletters, intranet updates, and case studies, using the resources within the "Healthier Planet, Healthier People" framework.	No. of 'green' articles in staff newsletters	ICB Comms team		2 articles/month	2025 (ongoing)
	All	Expand the Green Champions/ Leads network across every site to act as advocates, support sustainability initiatives and share good practice across the system.	No. of green champions across LSC healthcare sites (increase by 50 / year)	Green Leads	c250 Champions	500	2030
	All	Establish a Green Champion forum that meets on-line a minimum of every quarter from March 2026.	No. of meetings each year	Calendar invites		4/y	March 26 (ongoing)
	PC	Increase the current level of GP practices with Carbon Reduction/ Green Plans or using the Green Impact for Health Toolkit from c20% to a minimum of 40% by the end of 2027.	No. of practices with Green Plan or equivalent	Project manager's database	20%	40%	Dec-27
Sustainable Models of	ICB	ICB's Clinical Strategy (currently being developed) to include environmental sustainability by 2026.	References to 'green' in strategy	Strategy published		1 strategy	Jan26
	Trust	Extend the use of a sustainability impact assessment (SIA) across all Trusts by December 2026 to ensure environmental sustainability is considered when redesigning care pathways.	No. of Trusts that have an approved SIA process	Trust intranet site	1 Trusts	6 Trusts	Dec-26
	ICB	ICB Net Zero Board to have oversight of SIAs underway within the ICB via a dashboard created in VERTO (Project Management	% of projects on VERTO with completed SIAs, % of	VERTO dashboard	0% of projects on VERTO	50% on VERTO	2026 (ongoing)

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		software) and will review a minimum of 2 SIAs each year to provide more specific feedback.	procurements with SIA. 2/y shared with NZ Board				
	All	Embed carbon reduction considerations into the redesign of at least 2 key clinical pathways per annum by 2026, with expected carbon savings measured and reported.	Project to include SIA, report benefits that inc carbon savings.	Case study to ICB Net Zero Board		2/y	2026 (ongoing)
	ICB	Collaborate with VCFSE, councils and/ or universities on 1 project a year that will result in improved health outcomes and reduce inequalities, considering the 4 principles of sustainable clinical practice.	Project report template that inc. 4 principles and benefits	paper to ICB Net Zero Board, publish as case study		1/y	2025 (ongoing)
Digital	PC	Support the reduction of paper-based processes across primary care through increased use of shared care record and system integration.					
	PC	Support general practice in increased uptake and use of the NHS App					
	ICB	Continue to work with IT providers to ensure low carbon approaches are prioritised in current and future designed support models.					
	ICB	Continue to work with procurement specialists to ensure low/net zero supply chains are prioritised in all digital procurements.					
	Trust	Support healthcare providers to: Reduce production and posting of paper out-patient letters by 60% by March 2036, from a baseline of c1.5m per annum across the provider Trusts. This is estimated to save 26.1 tCO2.					
	Trust	Reduce by up to one third the number of face-to-face out-patient appointments associated with perioperative pathways of targeted elective care episodes by March 2026.					
	Trust	Reduce the need for face-to-face follow-up appointments across all appropriate specialties by digitising the patient-initiated follow-up process by April 2027.					

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	Trust	Transform communication between nursing/ care-homes and healthcare providers by introducing electronic patient records and record sharing, reducing reliance on postal systems and reducing/ preventing unnecessary hospital conveyances or care home visits.					
Travel & Transport	Trust	Support Trusts to ensure sufficient EV charging points are installed at healthcare facilities to meet our ambulance and wider fleet needs by Dec 2027.	Baseline requirements and implementation plan for LSC produced by Jan 2026 for completion by Dec 2027	Estates directors/ Green Leads NZ Board meeting papers	TBC	EV points required TBC	Dec 2027
	All	Continue to collaborate with councils to improve sustainable travel access to healthcare sites across LSC, reducing travel related emissions. Consider implementing initiatives identified within the Action for Clean Air ICS Framework	Report a minimum of 2 initiatives (as case studies) to Net Zero Board/y	ICB Net Zero Board papers,		2/y	2030
	ICB	Increase the use of sustainable travel by ICB staff.	Sustainable travel rates, targets set in 2023 (baseline survey)	ICB Survey report (to be repeated biannually)	cycling 1%, car share 3%, public transport 15% (2023)	cycling 5%, car share 8%, public transport 25%	2028 (current targets)
	ICB	Publish a sustainable travel plan by December 2026 that aligns with NHSE guidance (available 2025).	Published sustainable travel plan	Visible on ICB internet		1 plan	Dec-26
	ICB	All vehicles offered through the ICB's NHS vehicle salary sacrifice will be zero emission from 2026.	only zero emission available via salary sacrifice on intranet	intranet-staff benefits	%tbc	100%	Jan-26
	All	Ensure all vehicles purchased or leased are zero emission from 2027 (exc Ambulances) and 2030 (inc Ambulances).	% of purchased/ leased vehicles that are zero emission. Total fleet emissions.	GNHS Dashboard-fleet	3% (2023/24 of total vehicles)	100% (of new) 50% (of total fleet exc Ambulance)	Dec 2027 Jan 2030

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Estates & Facilities	All	All new building developments and refurbishments will be net-zero, aligning with the ICB's Infrastructure Strategy 2024-2040.	% of New Builds/ refurb planned to be Net Zero	TBC		100%	2025 (ongoing)
	Trust	Trusts to develop Heat Decarbonisation Plans for all in scope hospital buildings by 2026. The role of the ICB will be to maintain high level oversight of the consistency, development and delivery of these plans, benchmark, identify risk, and ensure alignment with Local Area Energy Planning and heat networks.	% of Completed HDP for applicable sites.	Dashboard (to be developed) to evidence progress, risk, LAEP alignment	35% (23/24)	100%	Jan 2026
	Trust	Use CRPs developed above to enable funding applications	Number of national decarb funding applications made /y	ICB Funding dashboard		5/y	2025 (ongoing)
	Trust	Monitor and measure environmental performance towards the Net Zero 2040 target using the Greener NHS National Dashboard, tracking key metrics such as energy consumption, waste generation, and water usage. Include within the ICB's Annual Report.	Estates KPI dashboard includes energy consumption/m2, % renewables, waste segregation	Estates KPI dashboard	2023/24 414kwh/m2 waste=29:46:25, LED=34% Renewables=0%	waste segregation 60:20:20, 100% LED renewables=100%	2030
	All	Space utilisation programme – to achieve an average 85% utilisation for all buildings whilst remaining within the existing financial envelope.	% utilisation	Space Utilisation Board papers and dashboard	TBC following baseline	85% utilisation	Oct-27
	PC	The ICB will work with property owners to decarbonise primary care healthcare facilities: Develop our understanding of energy and water consumption within GP practices and put in place steps for it to be reduced by the end of 2026. Continue to identify and promote national and regional opportunities such as the Boiler upgrade scheme.	Agreed plan to reduce energy and water consumption.				Dec 2026
	PC	Support practices to comply with the requirements within the Simpler Recycling policy (DEFRA). GP practices will dispose of a minimum of 70% of clinical waste as offensive waste (tiger bags) by January 2028.	% of clinical waste classed as offensive.	Anenta database	25%	70%	Jan 28

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Medicines	PC	Inhaler Emissions Reduction: Support the delivery of the annual national Greener NHS' programme targets. For 25/26: A reduction in carbon emissions related to inhalers in LSC by 6-7% compared with the 23/24 baseline.	Carbon emissions per 1000 patients supplied	GNHS Dashboard	2023/24	6-7%	2030
	Trust	Anaesthetic Gas Emissions: Support the delivery of the annual national Greener NHS' programme targets. 25/26 targets to be agreed.	Carbon emissions from nitrous oxide and gas/air	GNHS Dashboard	2023/24	tbc	2030
	ICB	Implement 2 medicines optimisation initiatives to reduce waste and emissions each year, incorporating environmental alongside financial considerations into prescribing practices	Case studies inc carbon and financial savings	Published on ICB Greener internet and ICB NZ papers		10 initiatives	2030
Procurement & Supplies	ICB	Establish a robust contract management and evaluation process within the ICB for providers (by January 2026) and supplier (by January 2028) that evidence commitment to net zero requirements proportionate to contract value.	Processes published includes NZ requirements	ICB Intranet		2 processes	Jan2026 Jan2028
	All	Support LSC NHS procurement teams continued compliance with the requirements within the Net Zero Supplier Roadmap. Agree a set of KPIs (December 2025)	Set of KPIs.	Procurement team		KPIs	Dec 2025
	ICB	Encourage supplier engagement with the National Evergreen Supplier Assessment tool. Include within the new supplier procurements (December 2026).	% of suppliers on Evergreen	Evergreen assessment tool	not measured	100% new suppliers	Dec-26
	All	Identify and share 2 projects a year from across the system that support the principles of the Circular economy. Measure carbon and financial savings as well as other benefits and share learning	Case study includes carbon and financial savings.	shared on Greener ICB internet site	na	2/y	from 2025
Food & Nutrition	Trust	Produce a LSC dashboard against the National Standards for Healthcare Food and Drink, Section 4: Improving sustainable procurement and reducing food waste. Obtain a baseline position and commitment to a forward plan from each Trust.	Trusts to have: baseline by Trust, agreed forward plan	LSC Food Dashboard	1 Trust (ELHT)	5 Trusts (exc NWAS)	Jan-26
	Trust	Provide support to ensure menus within hospitals for patients, visitors and staff include a minimum of 25% that are low carbon 'hero' dishes (as defined by Nutritics Foodprint).	% of dishes defined as 'low carbon'	LSC Food Dashboard	TBC	25%	Jan 2026

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	Trust	Support the installation of electronic meal ordering system(s) for patient meals across all hospital sites within LSC.	No. of Trusts with electronic meal ordering	LSC Food Dashboard	2	5 Trusts (exc NWAS)	Jan 2030
	Trust	Reduce food waste	Food waste	GNHS Waste Dashboard	24/25 baseline	TBC	Jan 2030
Adaptation	ICB	Work with the ICB's Emergency Preparedness, Resilience, and Response (EPRR) team to ensure climate risks are incorporated into emergency response plans by December 2025. Ensure compliance with the NHS Core Standards for EPRR and the NHS Standard Contract to support business continuity during adverse weather events.	EPRR plans include climate risks				Dec-25
	ICB	Work with stakeholders across Lancashire and South Cumbria to develop a comprehensive, long term Climate Adaptation Plan by July 2026 ensuring that healthcare services are prepared for the risks posed by climate change by 2030.	Develop and sign off ICB Adaptation Plan	Publish on ICB Greener internet		1 plan completed	Jul26 Dec2030
	Trust	Support all Trusts to develop Climate Adaptation Plans by 2026.	Date signed off by Trust board	Plans published.	1 Trust has plan	6 Trusts have plan	Dec-26
Green Spaces & Biodiversity	Trust	Support Trusts to increase high quality green spaces on 5 healthcare sites by 2027, enhancing biodiversity and providing outdoor spaces for staff and patient wellbeing.	Case study signed off by Natural England as enhanced biodiversity	Published case study	na	5 sites	2027
	All	Plant an additional 1000 trees across healthcare sites by 2027.	No. of trees planted on NHS sites	NHS Forest/ Trust Green Leads	na	1000 trees	2027
	PC	Support 5 projects across primary care healthcare sites that will lead to biodiversity net gain by 2030.	Case study signed off by Natural England as enhancing biodiversity	Published case study		5 projects	2030
	All	Implement 5 projects that support green social prescribing by 2030.			na	5 projects	2030