Lancashire and South Cumbria Integrated Care Board

# Integrated Care Board

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| **Date of meeting** | 5 November 2026 |
| **Title of paper** | ICB Green Plan 2025-30: Activity Update |
| **Presented by** | Mark Bakewell, Chief Finance Officer |
| **Author** | Alistair Rose, Director of Strategic Estates, Infrastructure and Sustainability |
| **Agenda item** | 18 |
| **Confidential** | No |

## Executive summary

This paper provides the Integrated Care Board with an activity update following the annual review of the Lancashire and South Cumbria Green Plan 2025-30 and publication of Version 2 in June 2026. The refreshed plan records progress across the ICB and provider Trusts, updates the action programme and sets priorities for the next phase of delivery.

Activity has continued across the Green Plan workstreams through system partnerships and established delivery routes. Key progress includes updates to the Green Plan action log; ongoing quarterly national data submissions; progress with development of climate risk and adaptation work; publication of the ICB Sustainable Travel Plan; and development of an Integrated Impact Assessment to embed climate and sustainability considerations within commissioning and pathway change.

Provider Trust Green Plan leads continue to meet monthly, supporting shared learning and system coordination. The Green Plan update has also been shared with ICB estates leads and the NHS England North West Greener NHS lead. Following organisational change, governance arrangements are being reviewed so that executive accountability, workstream ownership, routine reporting and proportionate escalation remain aligned to the new ICB operating model.

The next phase will focus on maintaining national reporting, progressing climate adaptation planning, implementing the Sustainable Travel Plan, introducing the Integrated Impact Assessment and keeping the Green Plan action and risk log current. The Chief Finance Officer remains the executive accountable director for this agenda but it should be noted that the ICB will need consider its approach on this agenda given changes to blueprint / operating model and its available resources given its requirements to operate within a reduced administrative cost envelope.

## Public and Stakeholder Engagement

The annual Green Plan update has been informed through engagement with ICB estates leads, the NHS England North West Greener NHS lead and provider Trust

Green Plan leads. Trust leads continue to meet monthly to support coordination and shared delivery.

The Sustainable Travel Plan was reviewed by estates, human resources (health and wellbeing), communications and regional Greener NHS colleagues and was circulated through the staff newsletter for comment before publication. Climate adaptation work has involved ICB and Trust estates, Emergency Preparedness, Resilience and Response (EPRR) and Green Plan leads.

This engagement has helped shape the priorities and next steps set out in this paper.

**Progress:** Green Plan Version 2 has been published, the action log was updated to the end of July 2026, Trust Green Plan leads continue to meet monthly, and activity has progressed on national data returns, climate adaptation, sustainable travel and impact assessment integration.
**Governance**: Following the ICB restructure, governance and reporting arrangements are being reviewed to provide a proportionate route for oversight, assurance and escalation, under the continuing executive accountability of the Chief Finance Officer.
**Next steps:** Priorities are to maintain routine reporting and action tracking, progress climate adaptation, implement the Sustainable Travel Plan and embed sustainability considerations through the Integrated Impact Assessment.

## Recommendations

The ICB Board is asked to:

- Note the publication of Green Plan 2025-30 Version 2 and the progress summarised in this report.
- Note the refreshed approach to available resources, proportionate governance and reporting, including named workstream ownership, routine programme reporting and maintenance of the consolidated action and risk log.
- Note the ongoing priorities for national data submissions, climate adaptation, implementation of the Sustainable Travel Plan and introduction of the Integrated Impact Assessment.
- Receive periodic public Board updates on ICB / ICS progress against the Green Plan.

| Which Strategic Objective/s does the report relate to: | | Tick |
|---|---|---|
| SO1 | To improve population health and reduce inequalities through effective strategic commissioning. | ✓ |
| SO2 | Commission high quality, safe and accessible services that deliver better and more equitable outcomes and patient experience. | ✓ |
| SO3 | To develop and sustain the workforce, leadership and organisational capability required to operate as an effective strategic commissioner. | ✓ |
| SO4 | Improved financial sustainability through directing available resources to deliver the greatest possible value. | ✓ |
| SO5 | To deliver agreed national and local outcomes through a balanced focus on performance, improvement and long-term system resilience. | ✓ |

| Implications | | | | |
|---|---|---|---|---|
| | **Yes** | **No** | **N/A** | **Comments** |
| Associated risks | ✓ | | | Green Plan risks and actions are maintained through the programme action and risk arrangements, with governance and reporting being aligned to the refreshed ICB operating model |
| Are associated risks detailed on the ICB Risk Register? | | ✓ | | Green Plan risks are tracked through programme arrangements. Appropriate corporate escalation will be considered where material risks arise. |
| Financial Implications | ✓ | | | Future capital and revenue implications may arise from estate decarbonisation, climate adaptation and related delivery activity. Individual investments will remain subject to separate business case and affordability approval. |

| **Where paper has been discussed** (list other committees/forums that have discussed this paper) | | |
|---|---|---|
| **Meeting** | **Date** | **Outcomes** |
| ICB estates leads | 2026 | Green Plan Version 2 and current activity shared. |
| NHS England North West Greener NHS lead | 2026 | Updated plan and delivery priorities shared. |
| Provider Trust Green Plan leads | Monthly | Continued system coordination and sharing of progress and learning. |

| **Conflicts of interest associated with this report** |
|---|
| Not applicable |

| **Impact assessments** | | | | |
|---|---|---|---|---|
| | **Yes** | **No** | **N/A** | **Comments** |
| Quality impact assessment completed | | | ✓ | This is an activity update; no service change is proposed. |
| Equality impact assessment completed | | | ✓ | This is an activity update; equality considerations remain relevant to subsequent delivery decisions. |
| Data privacy impact assessment completed | | | ✓ | No new processing of personal data is proposed. |

| **Report authorised by:** | Mark Bakewell, Chief Finance Officer |
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# ICB Green Plan 2025-30: Activity Update

## 1. Introduction

1.1 The ICB Green Plan 2025-30 sets out the organisation's approach to environmental sustainability, Net Zero and climate resilience across ten workstreams.

1.2 This report provides an update on the annual review of the Green Plan and activity progressed during 2026/27.

## 2. Green Plan Update

2.1 Version 2 of the Green Plan was published in June 2026 following the annual review. It records progress by the ICB and provider Trusts, refreshes planned activity and provides a high-level action summary.

2.2 The supporting action log was updated to the end of July 2026 and remains the operational record for actions, ownership, timescales and key issues.

2.3 Provider Trust Green Plan leads continue to meet monthly, supporting system coordination, shared learning and alignment of activity.

2.4 Following organisational change, the ICB is reviewing available resource, governance and reporting arrangements so that proportionate oversight of Green Plan delivery is maintained. The Chief Finance Officer remains the executive accountable director.

## 3. Key Activity

3.1 Quarterly national data submissions continue across the areas required for ICB reporting, supported by internal evidence gathering and coordination.

3.2 Climate adaptation work has progressed through the ICB climate risk assessment, NHS Climate Adaptation Framework benchmarking and development of a draft adaptation plan, involving estates, EPRR and Green Plan leads.

3.3 The ICB Sustainable Travel Plan has been developed, reviewed with relevant colleagues and regional Greener NHS partners, and published. Implementation actions will continue to be monitored through the Green Plan action log.

3.4 Development of an Integrated Impact Assessment is progressing to bring sustainability considerations alongside the ICB's wider impact assessment

processes, helping to embed climate considerations within commissioning and pathway change.

3.5 The ICB website, colleague intranet and newsletters continue to provide established communications routes for Green Plan documents, guidance and delivery activity.

## 4. Governance and Assurance

4.1 Governance arrangements are being reviewed following the ICB restructure. The intended approach is proportionate and will support executive accountability, named workstream ownership, routine reporting and escalation of material exceptions through the appropriate ICB route.

4.2 The consolidated action and risk log will continue to support programme oversight, alongside monthly coordination between provider Trust Green Plan leads.

4.3 Financial implications will continue to be considered through normal ICB investment and affordability processes. Where individual decarbonisation or adaptation proposals require funding, these will be supported by the appropriate business case and benefits assessment.

## 5. Priorities for the next period

5.1 The priorities for the next period are to:

- maintain the Green Plan action and risk log and proportionate programme reporting;
- complete scheduled Greener NHS quarterly data submissions;
- progress the climate risk assessment and adaptation plan with Trust and EPRR colleagues;
- monitor implementation of the Sustainable Travel Plan;
- introduce the Integrated Impact Assessment within relevant ICB processes; and
- maintain clear communications through established public and staff channels.

## 6. Conclusion

**6.1** The annual Green Plan review has been completed and Version 2 published. Activity has continued across priority workstreams, supported by ongoing partnership working with provider Trusts and regional Greener NHS colleagues.

6.2 The next phase will focus on delivery of the updated action programme, climate adaptation, sustainable travel, national reporting and embedding sustainability within ICB decision-making, supported by refreshed proportionate governance and reporting arrangements.

## 7. Recommendations

**7.1** The Board is requested to:

1. Note publication of Green Plan 2025-30 Version 2 and the progress summarised in this report.
2. Note the refreshed approach to proportionate governance and reporting.
3. Note the ongoing delivery priorities set out in section 5.
4. Receive periodic public Board updates on progress against the Green Plan.

## Key documents, routes and contacts

| Area | Document / access route | Lead / contact |
|---|---|---|
| Published Green Plan | Our Green Plan webpage | ICB Strategic Estates |
| Programme documents | Sustainability SharePoint library, including Green Plan updates and action log | ICB Strategic Estates |
| Provider coordination | Monthly Trust Green Plan leads meeting | David A. Richardson, LSCFT |
| Regional Greener NHS | North West regional contact | Clare Macintosh, NHS England |
| Quarterly data | Data Collections Framework and collection registration; October submission in progress | Greener NHS reporting route |
| Climate adaptation | Risk assessment, benchmarking tool and draft adaptation plan | Strategic Estates / EPRR / Green Plan leads |
| Integrated Impact Assessment | ICB Recovery and Transformation PMO | Alex Wells, Head of Recovery & Transformation PMO |
| Communications | Staff and primary care newsletters | ICB Communications |

**Alistair Rose**

**21 October 2026**