Lancashire and South Cumbria Integrated Care Board

Integrated Care Board

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