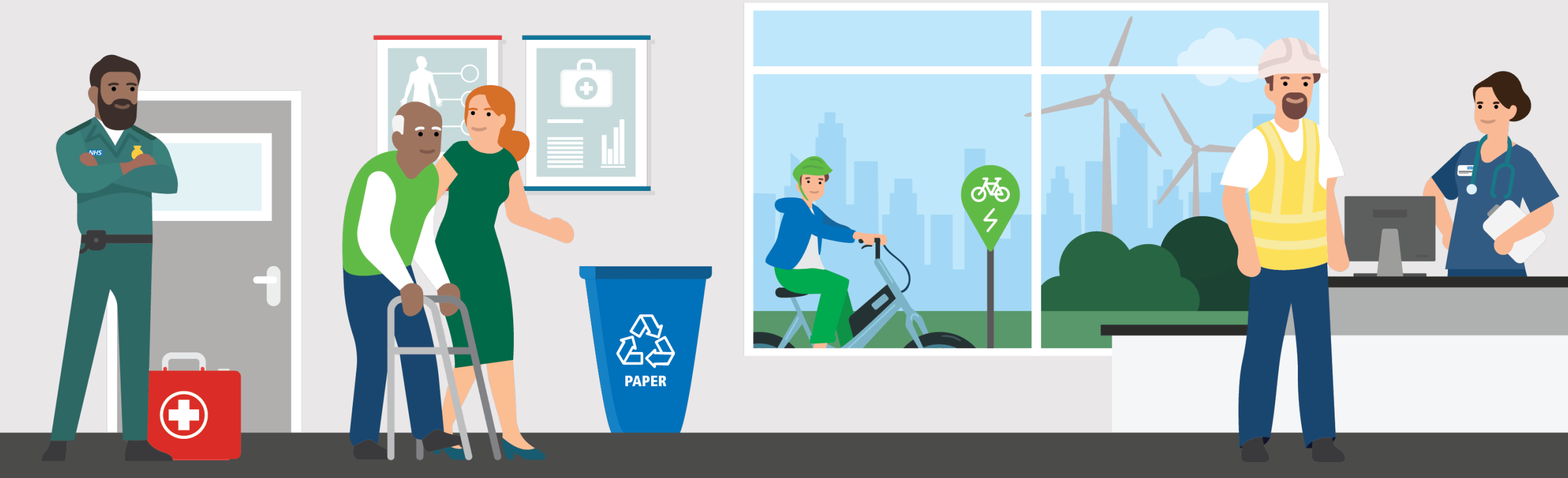
NHS
Lincolnshire
Integrated Care Board

NHS Lincolnshire Green Plan 2025

An update on progress and a legacy document for the new system



Climate change and health Climate change

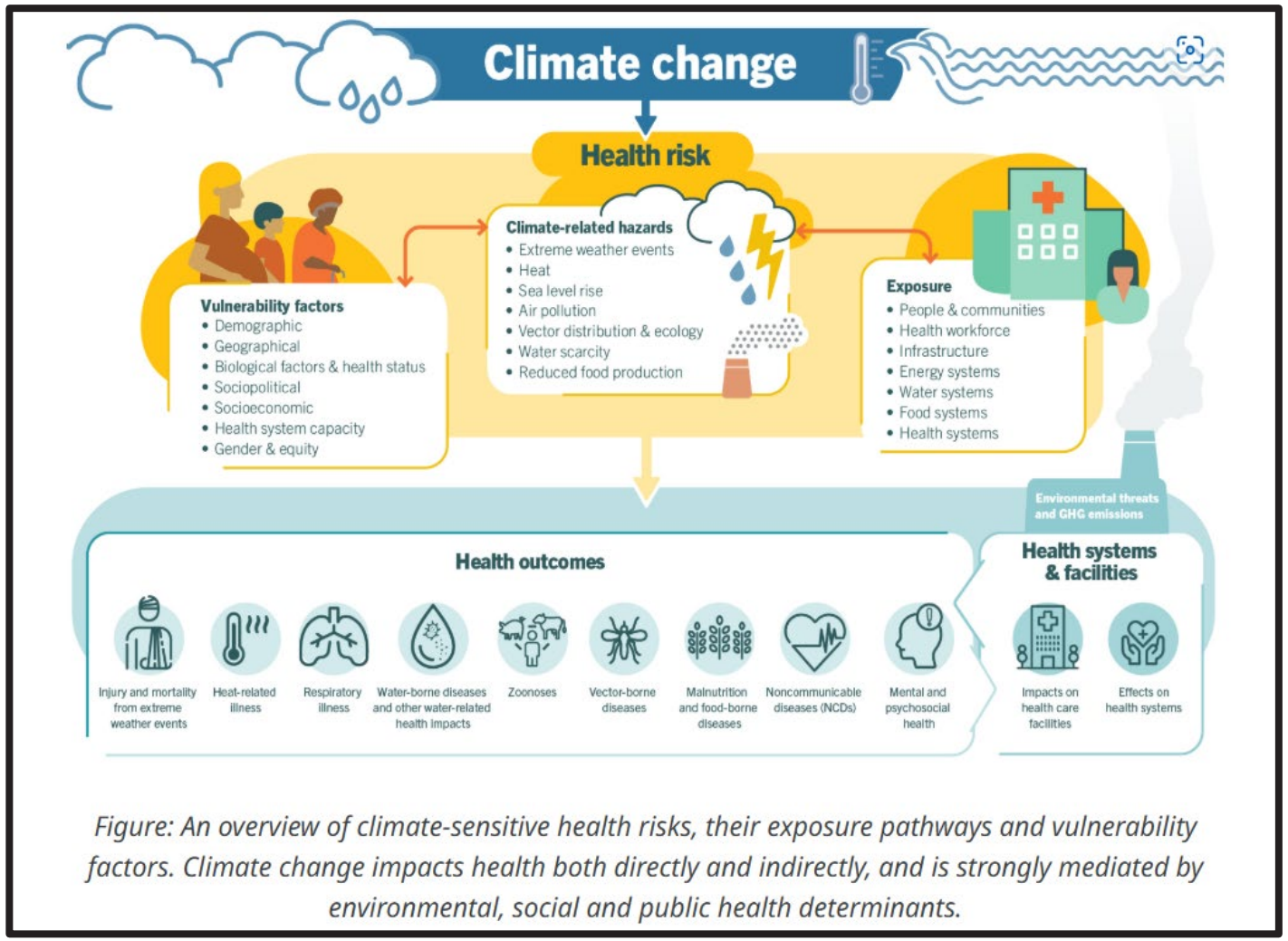


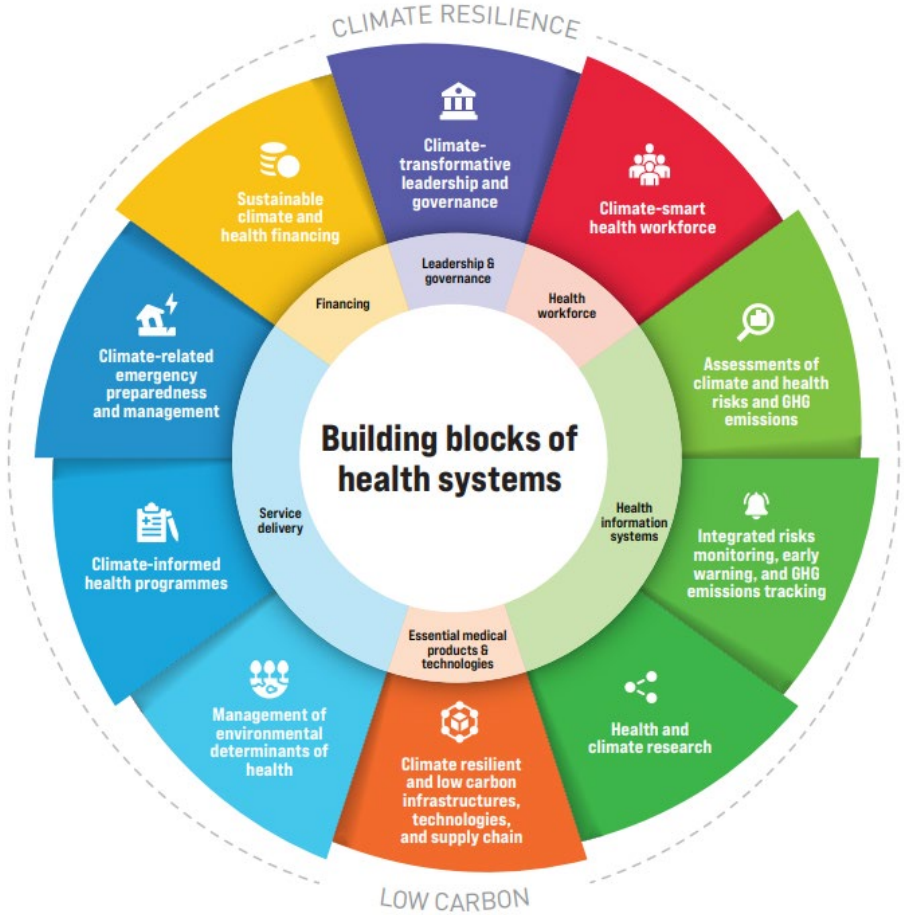
Figure: An overview of climate-sensitive health risks, their exposure pathways and vulnerability factors. Climate change impacts health both directly and indirectly, and is strongly mediated by environmental, social and public health determinants.

- The changing climate is leading to more frequent heatwaves and extreme weather events, such as flooding, as well as the potential spread of infectious diseases to the UK. Almost 900 people were killed by last summer's heatwaves; additionally, nearly 18 million patients visit a GP practice in an area that exceeds the World Health Organisation's (WHO) air pollution limit.
- Without action, temperatures will increase; water levels will continue to rise creating increased flooding risk, alongside increased risk and spread of infectious diseases.
- In line with the NHS commitment to become the world's first Net Zero Carbon National Health Service, all the Lincolnshire provider organisations are committed to these targets

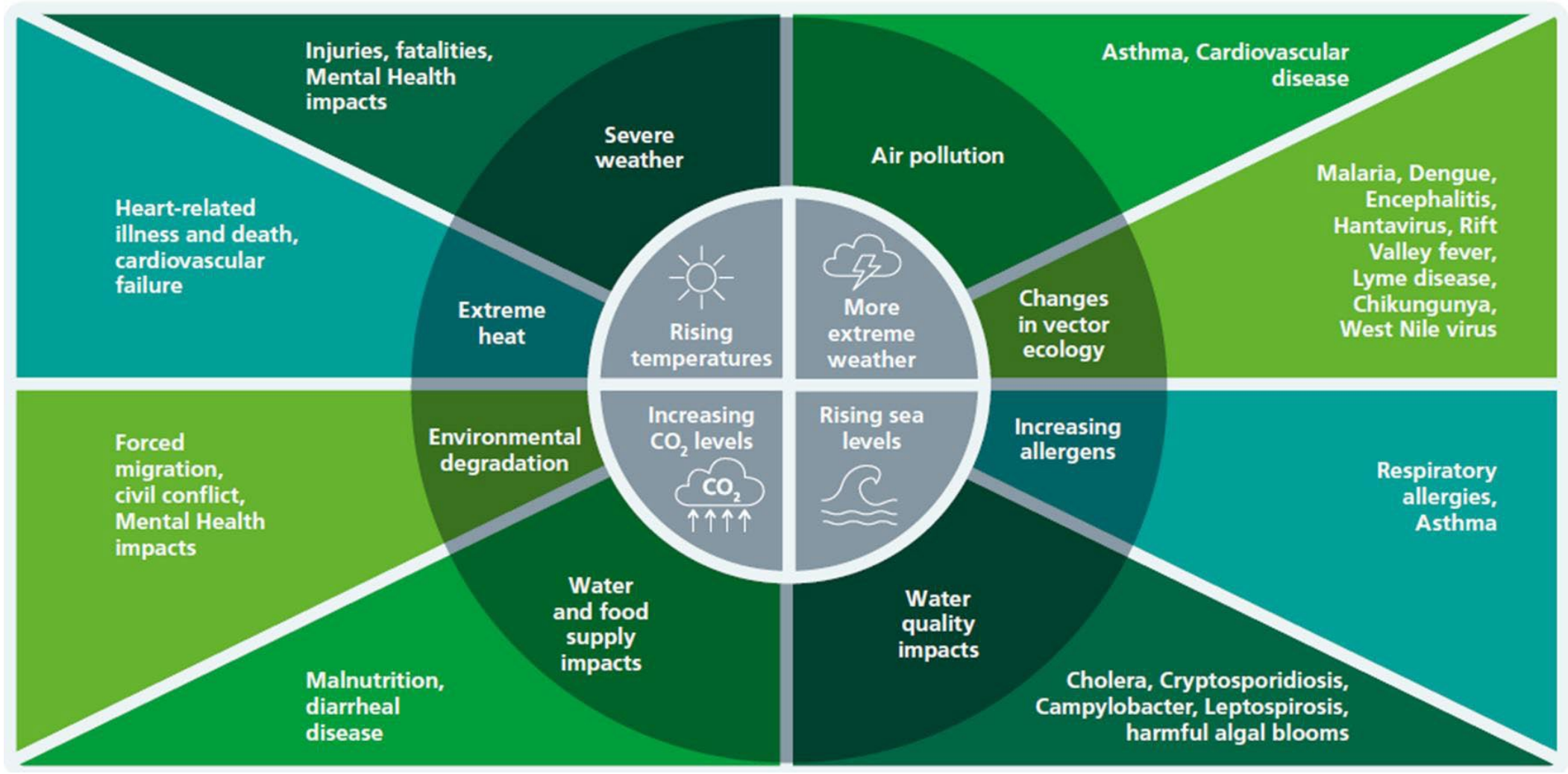
WHO Operational Framework for climate resilient and low carbon health systems

- “Climate change will profoundly affect health systems and the efforts to improve and sustain human health for decades to come. It is widely recognized as one of the largest threats and challenges to human health and well-being and is jeopardizing the realization of universal health coverage (UHC) and increasing the burden of climate-sensitive health outcomes. These impacts are projected to increase gas greenhouse gas (GHG) emissions continue to rise.
- In the longer-term, the effects of climate change hazards will increasingly depend on the extent to which transformative and regulatory actions are taken to reduce carbon emissions. This transformation is needed across sectors, requiring a focus on the social and environmental determinants of health and the roots of climate change. Key health-determining sectors need to integrate health in their decision making and interventions.
- The health system, in the context of all these challenges, needs to be reshaped in a way that continues to provide safe and quality care to its population. It can play a leading role in this transformation by implementing an effective sustainable and equitable approach to climate change and health, following a framework that should be enabled and supported by a sustainable governance mechanism, with high-level political commitment, and tailored to the national circumstances.”
- Operational framework for building climate resilient and low carbon health systems

Fig. 1. Operational framework for climate resilient and low carbon health systems



The Impacts of climate change on health



National context

The NHS has been taking action to reduce its impact on climate change; however, it recognises more can be done. The NHS contributes to 4% of England's total carbon footprint. The NHS's challenge is not simply to reduce this impact, but also to become adaptive and resilient to the challenge of climate change, to ensure it remains capable of delivering patient care.

The national key targets are:

Net Core Carbon Footprint:

Reduced 80% by 2030

Net Zero Carbon by 2040

Carbon Footprint PLUS:

Net Zero Carbon by 2045

Clean Air Hospital

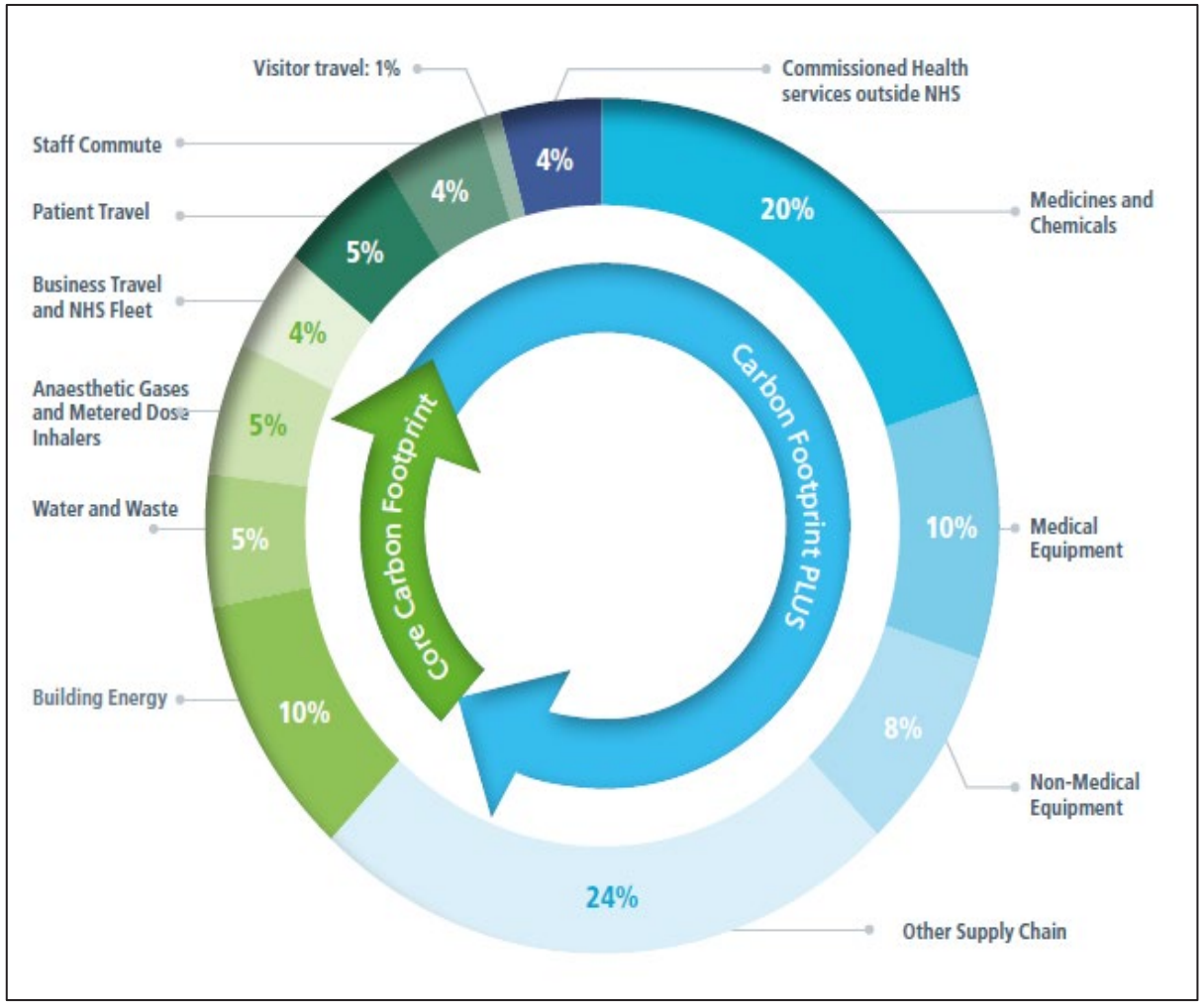
Baseline Assessment 2025

Reduce Use of Resources:

Reduce single use plastics

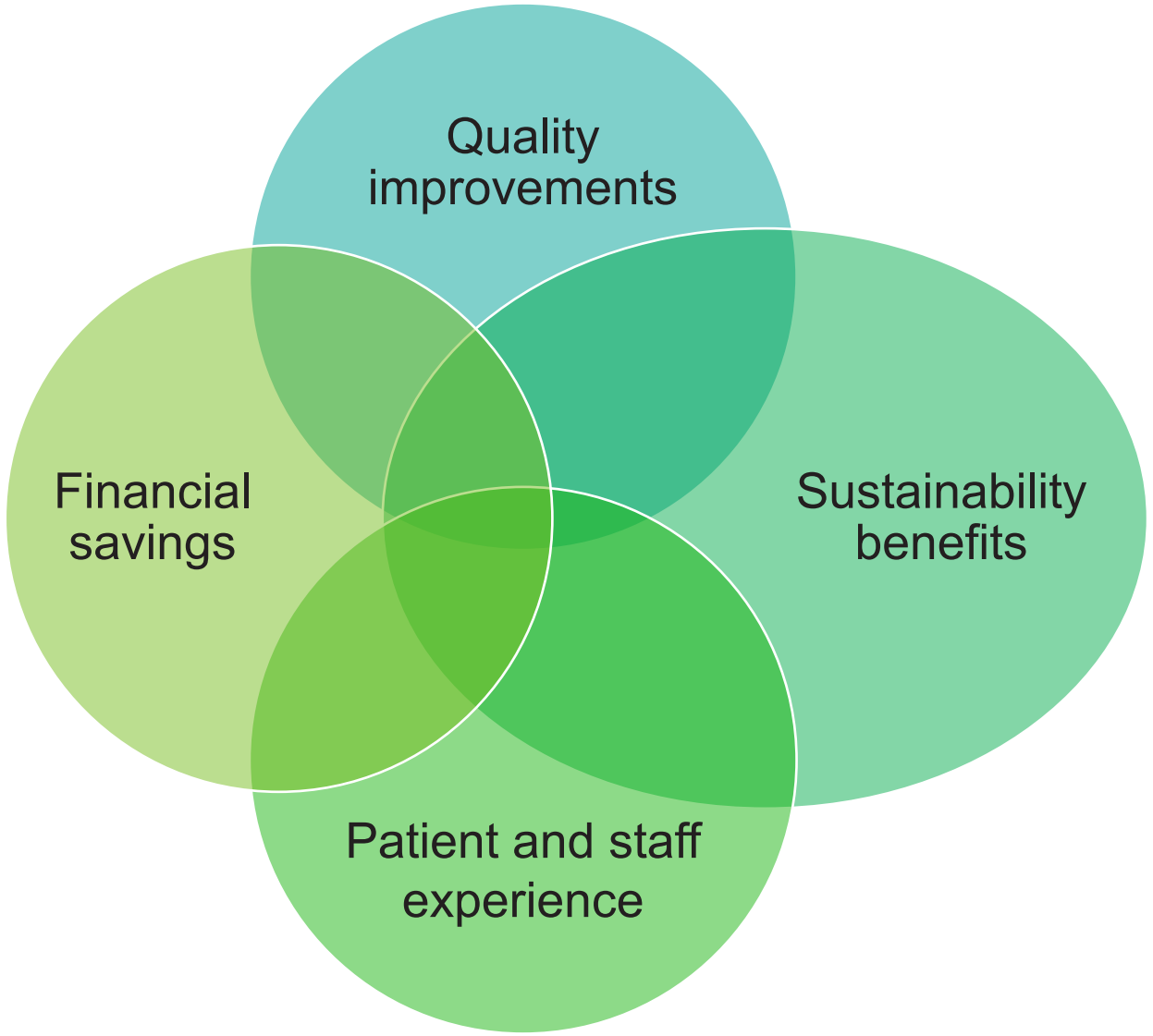
Zero waste to landfill

100% renewable energy



- The NHS began tackling its carbon footprint in 2008, against a baseline from 1990, in line with the Climate Change Act (2008); this data has been used to create the trajectory for NHS Net Zero. Reported as the NHS Carbon Footprint, the data must also include emissions from The Greenhouse Gas Protocol (GHGP) The diagram shows the elements that make up the NHS carbon emissions – *The Carbon Footprint*
- The NHS's Core Carbon Footprint is shown by the green arrow, it includes carbon emissions that are directly produced through the use of building energy, water, waste processes, anaesthetics, inhalers and business travel.
- The NHS Footprint PLUS is shown by the blue arrow and includes the other emissions associated with products and services that we purchase.

Cost, quality, improvement and sustainability

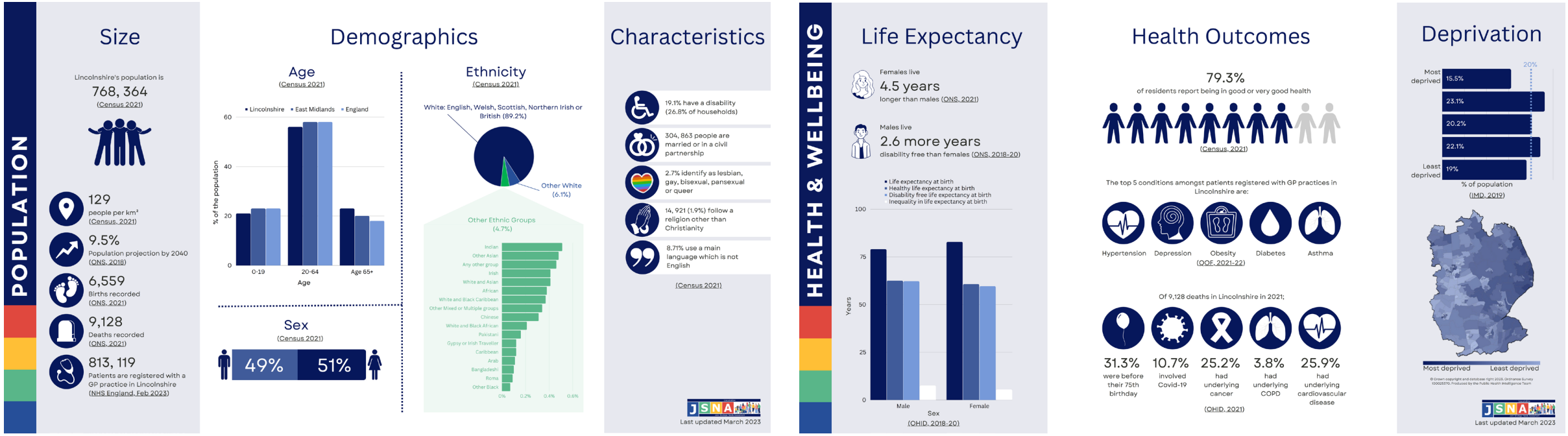


People
Planet
Place
Pound

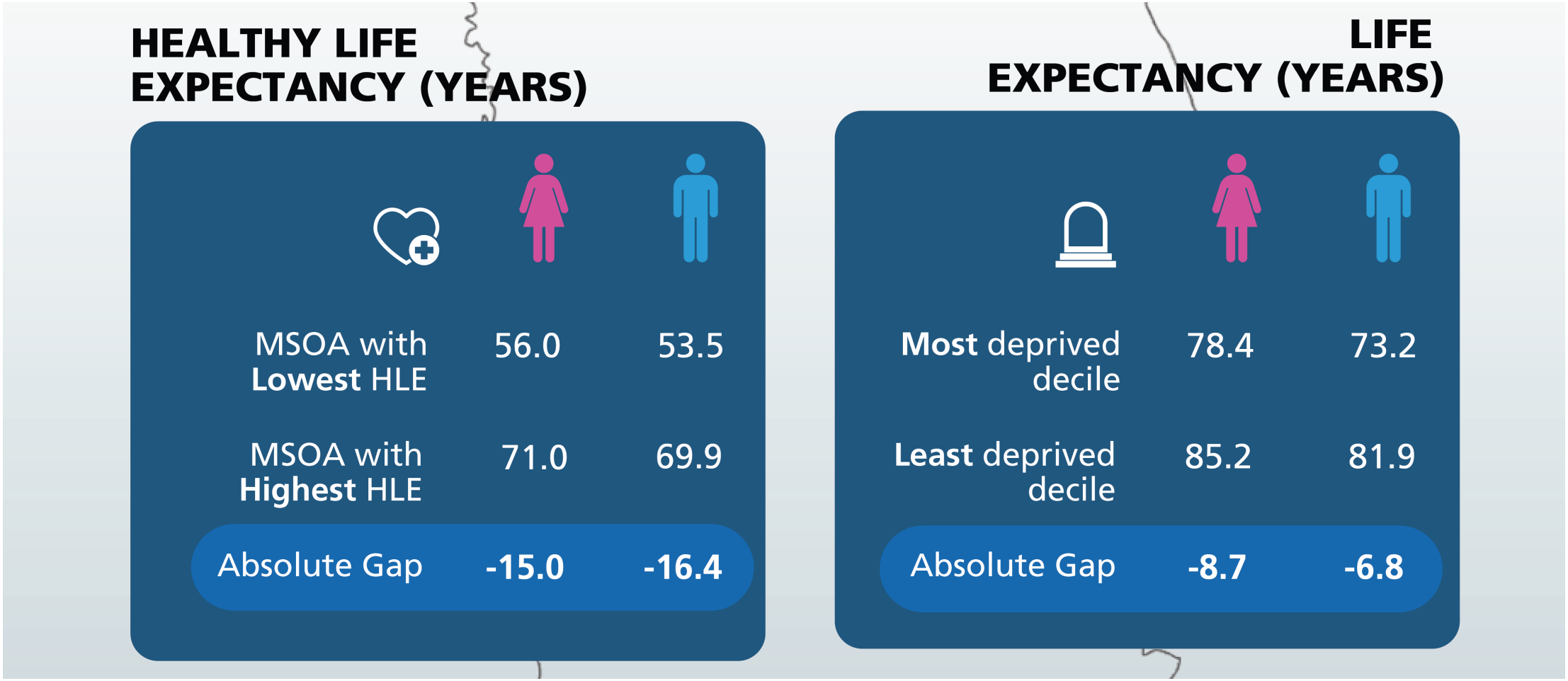
Lincolnshire context:

Sustainability and climate change

Lincolnshire our population and demographics



Health Inequalities: Life and healthy life expectancy gaps in Lincolnshire



(MSOA = Middle Layer Super Output area

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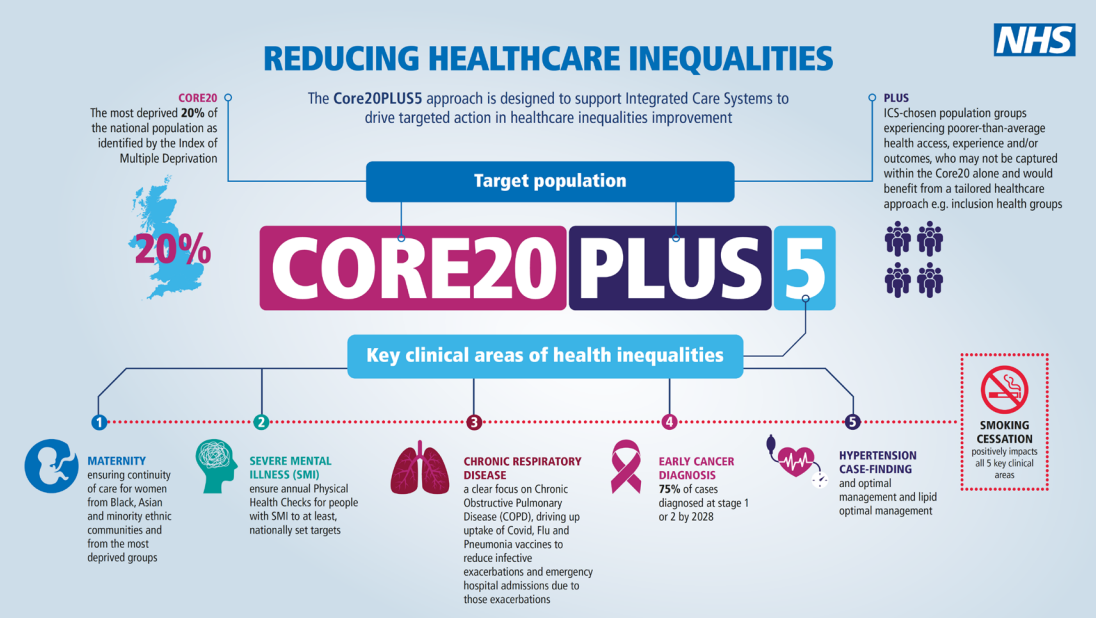
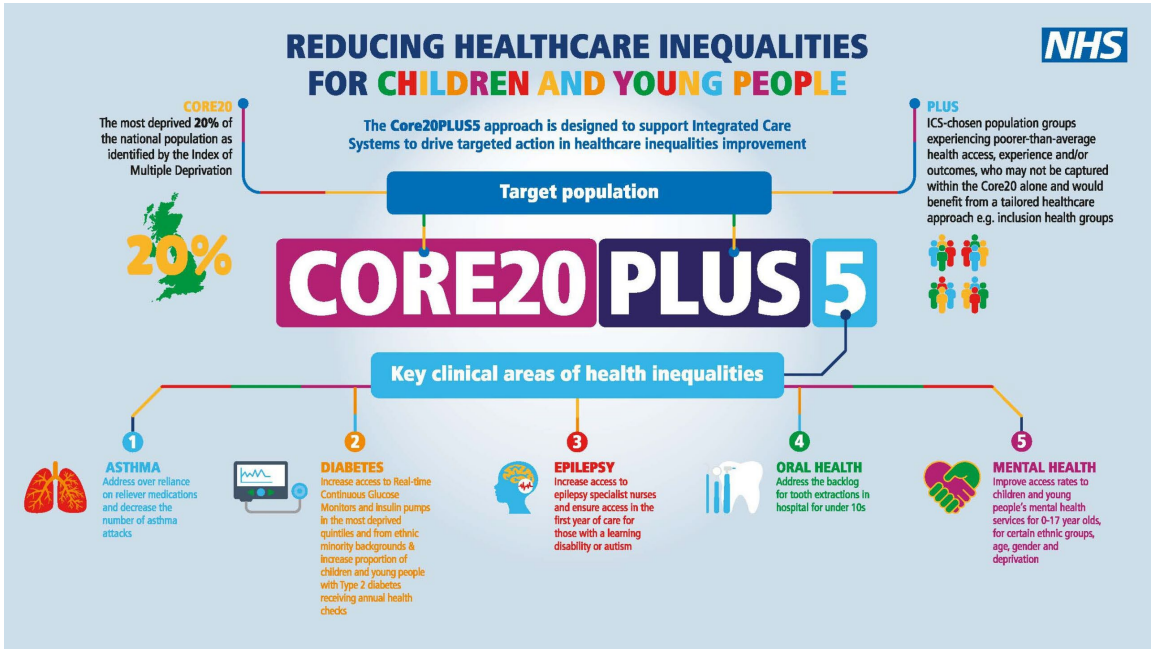
Health Inequalities: Target Populations – adults and children



- Care leavers
- Children in care
- Those in the justice system
- Those not in education
- Children open to social care
- Learning Disabilities ,Autism & SEND
- Young Carers
- Ethnic minorities

- 110,000 people in Lincolnshire`

- Coastal communities
- Rural communities
- Farming communities
- Temp. residents, Gypsy, Roma & Travellers (c.1600)
- People experiencing homelessness
- Military personnel (7,700), families & veterans (37,700)
- Carers (70,387 unpaid)
- Ethnic minorities (83,000 - 10.8%;
  Any other white background 49,000 - 6.3%)



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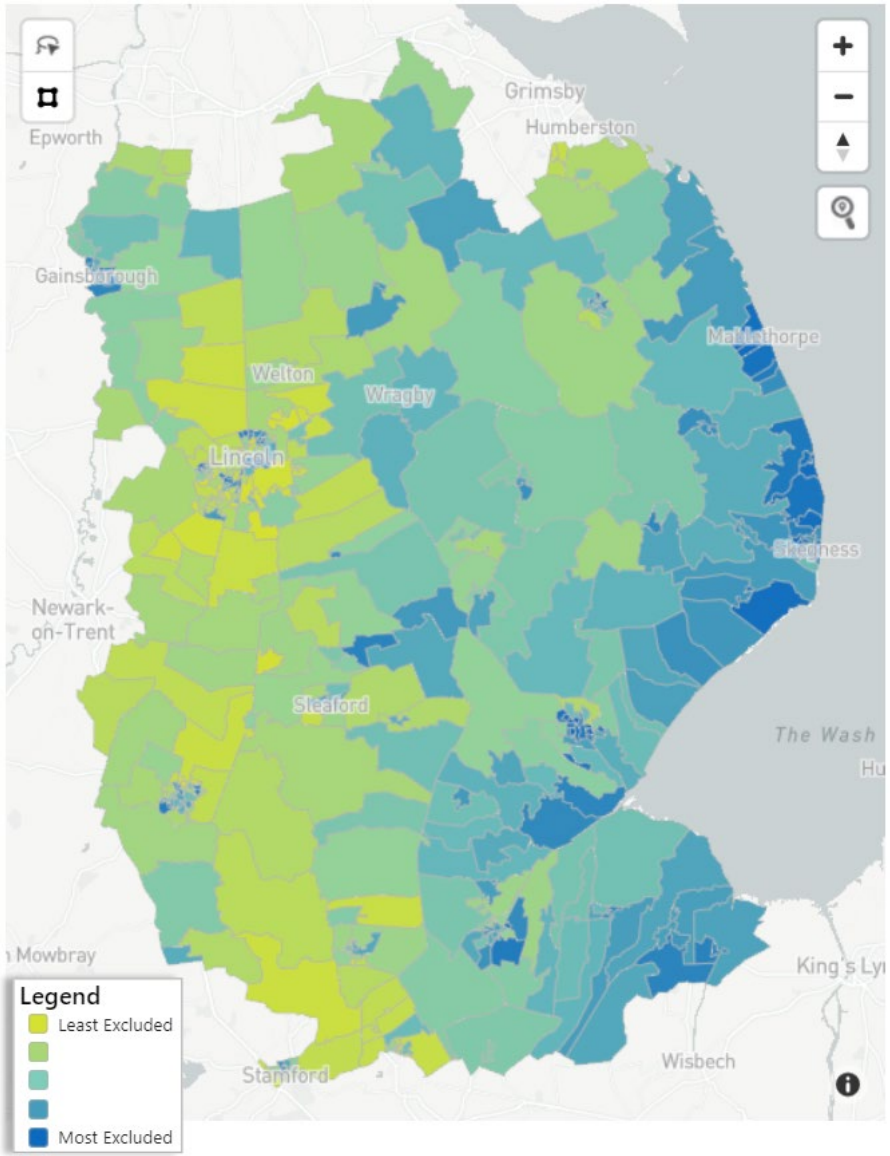
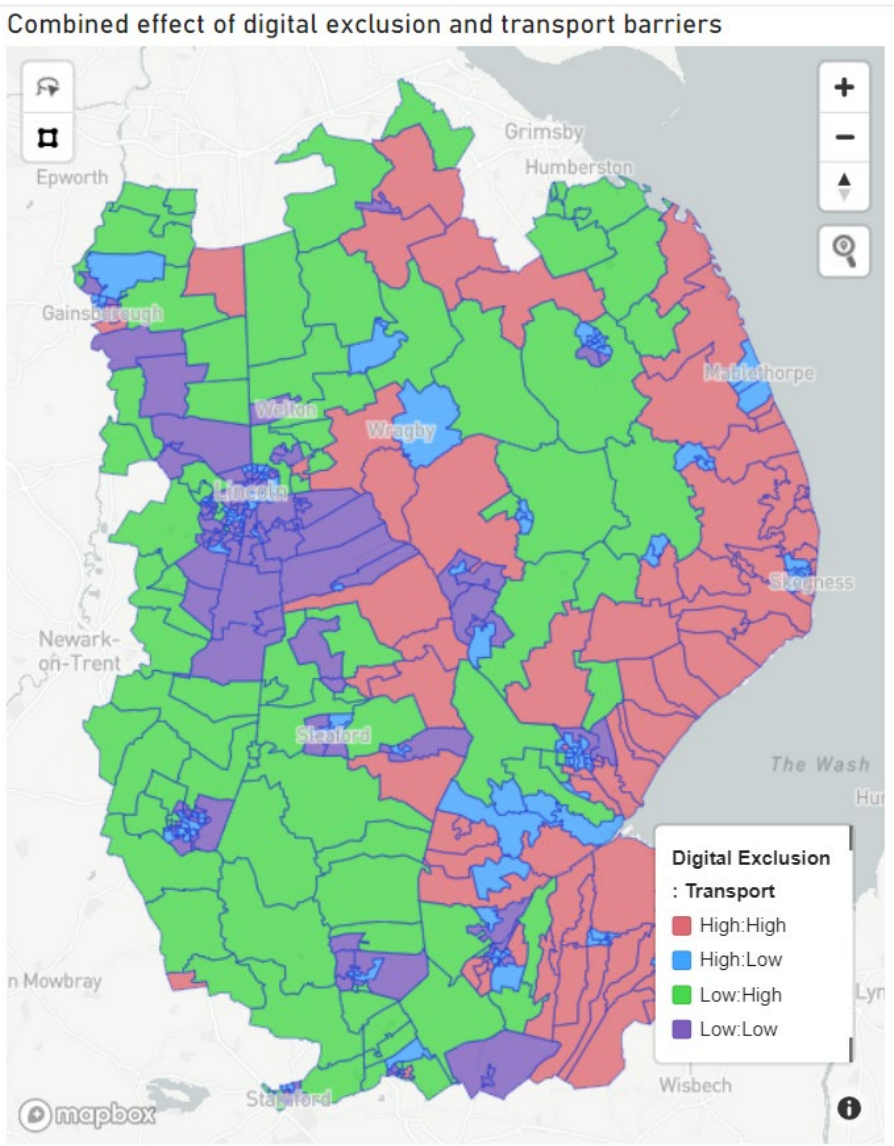
Digital exclusion and transport barriers

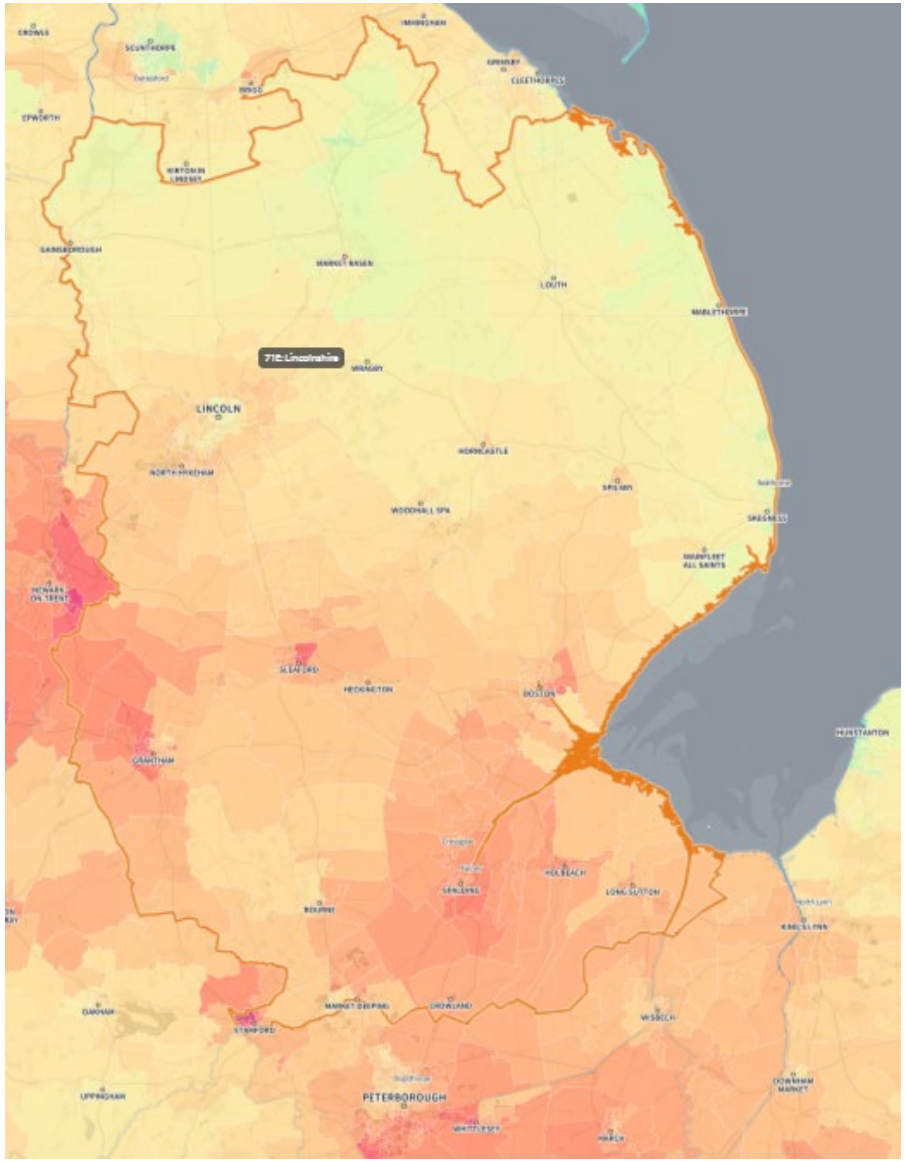




The map on the left shows the combination of areas in Lincolnshire with:

- A high digital exclusion score, a high transport barrier score (this is the worst outcome – areas are highlighted in red)
- A high digital exclusion score, and a low transport barrier score
- A low digital exclusion score, and a high transport barrier score
- A low digital exclusion score, and a low transport barrier score (this is the best outcome – areas are highlighted in purple)

Air quality map, Lincolnshire



Environment: Particulate Matter levels

Level of PM10 Particulate Matter

England & Wales estimates of air pollution by Lower Super Output Area (LSOA), Access to Healthy Assets and Hazards (AHAH) 2024.

Value:

3.68 — 15.97 — 21.15

Highest 10%

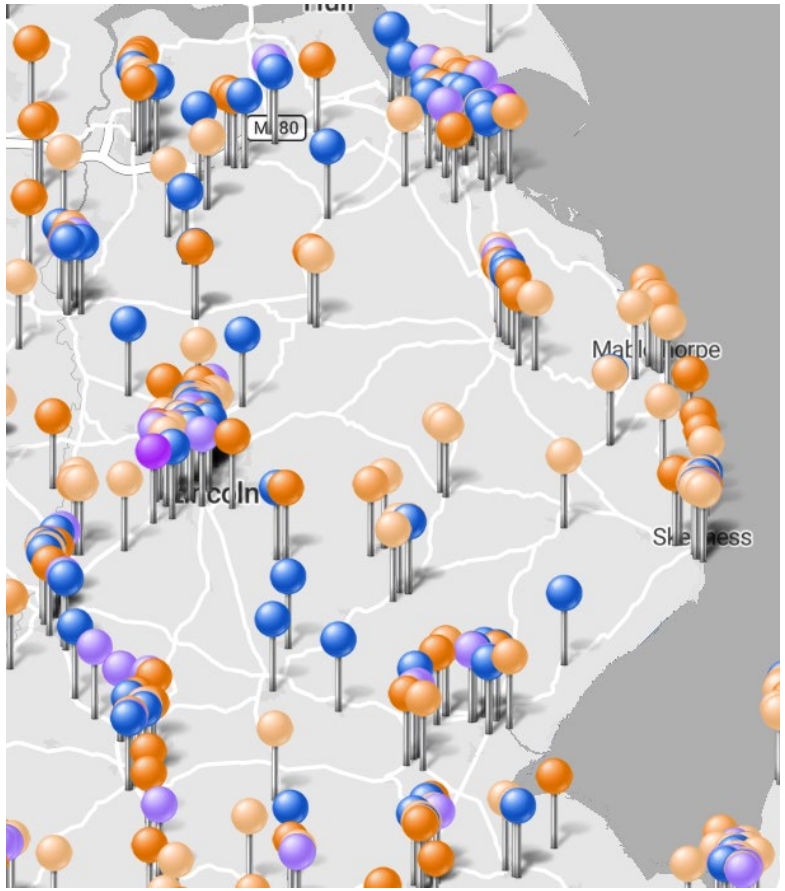
Source: Consumer Data Research Centre: Access to Healthy Assets and Hazards (AHAH)
data.cdrc.ac.uk

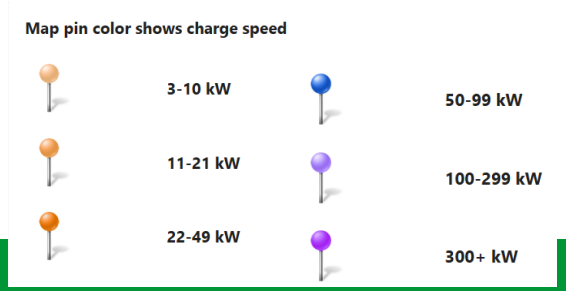
SHAPE Projects: ICS Strategy Atlas • Particulate Matter levels

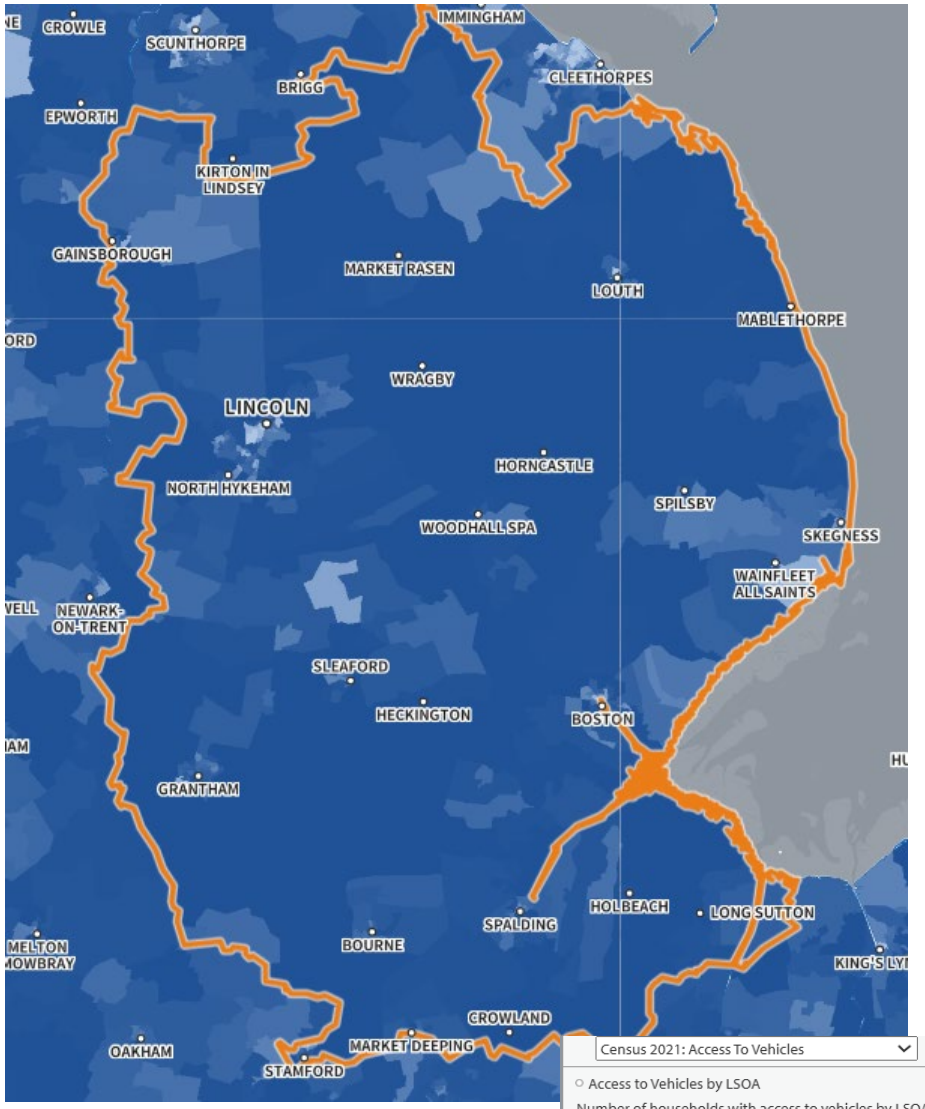
Access to vehicles – Lincolnshire reliance

SHAPE Projects: ICS Strategy Atlas • Access To Vehicles

- Because of the poor public transport infrastructure in Lincolnshire and the rurality and coastal nature of the county there is a far greater reliance on vehicles for daily activities such as work, access to schools, shops etc.
- This also impacts on the take up of electric vehicles as the charging networks across the county are not in place as seen by map
- EV charging stations in Lincolnshire - ChargeFinder

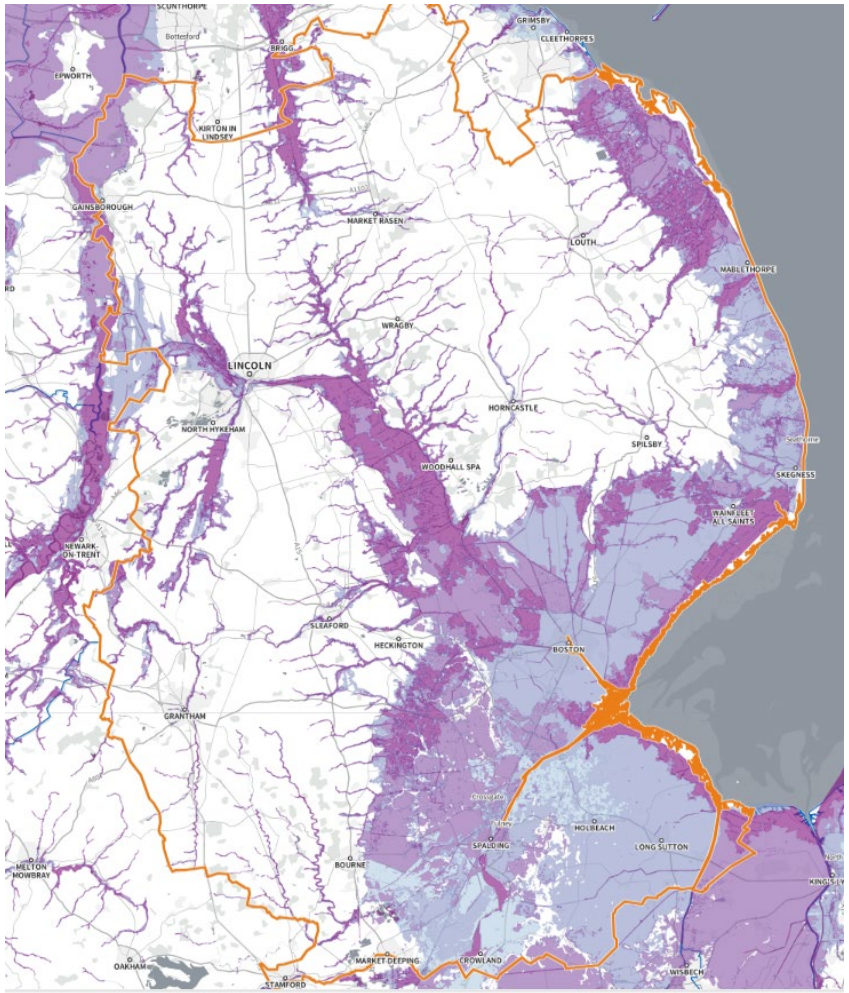


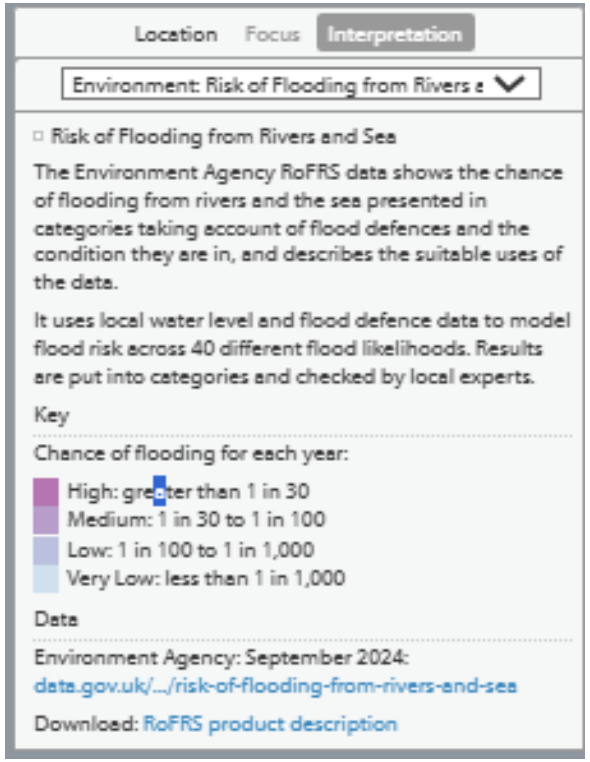




Lincolnshire risk of flooding

SHAPE Projects: ICS Strategy Atlas • Risk of Flooding from Rivers and Sea





Flooding events occurred multiple times in Lincolnshire between early 2022 and September 2025, including significant flash flooding in August 2022 and extensive flooding in January 2025, which impacted 7 District authority areas. Additionally, the Lincolnshire coastline experienced tidal flooding, with alerts and warnings issued on at least four occasions within the last three years, as of March 2025

Our 2022 Green Plan aims and vision

Vision

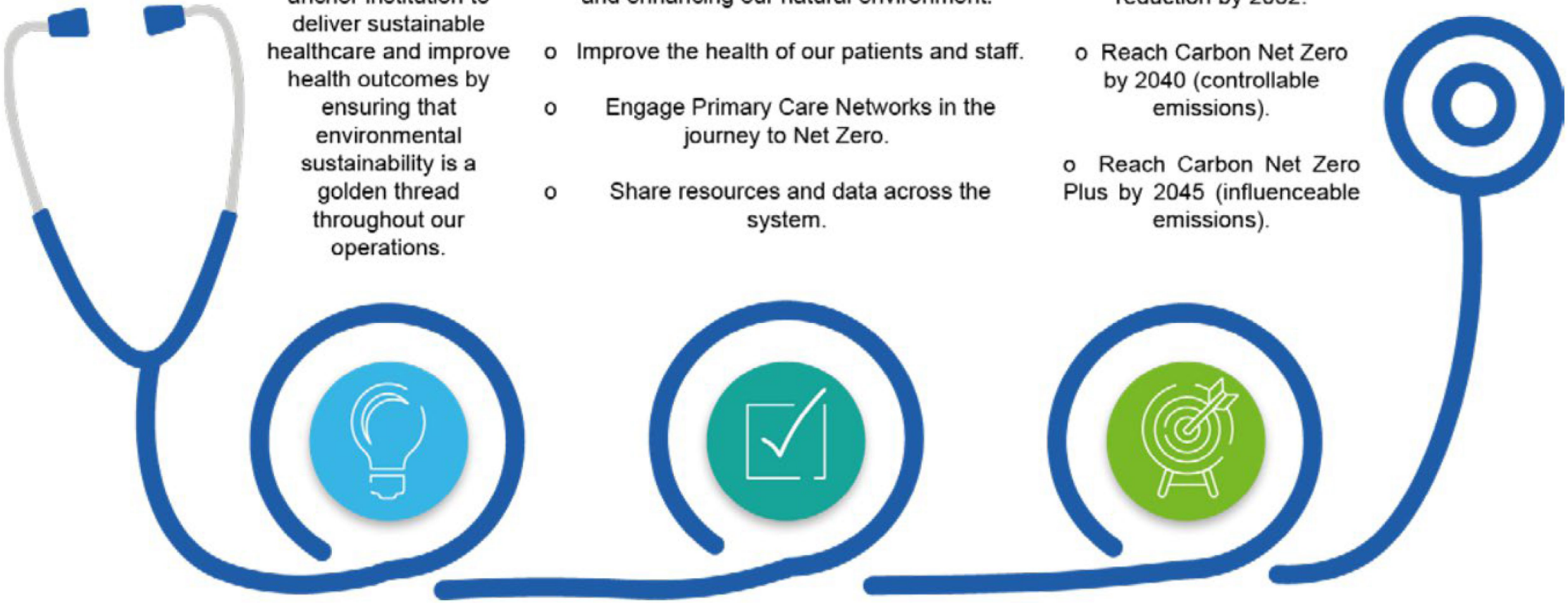
To use position as an anchor institution to deliver sustainable healthcare and improve health outcomes by ensuring that environmental sustainability is a golden thread throughout our operations.

Objectives

- Reduce our negative environmental impacts and enhancing our natural environment.
- Improve the health of our patients and staff.
- Engage Primary Care Networks in the journey to Net Zero.
- Share resources and data across the system.

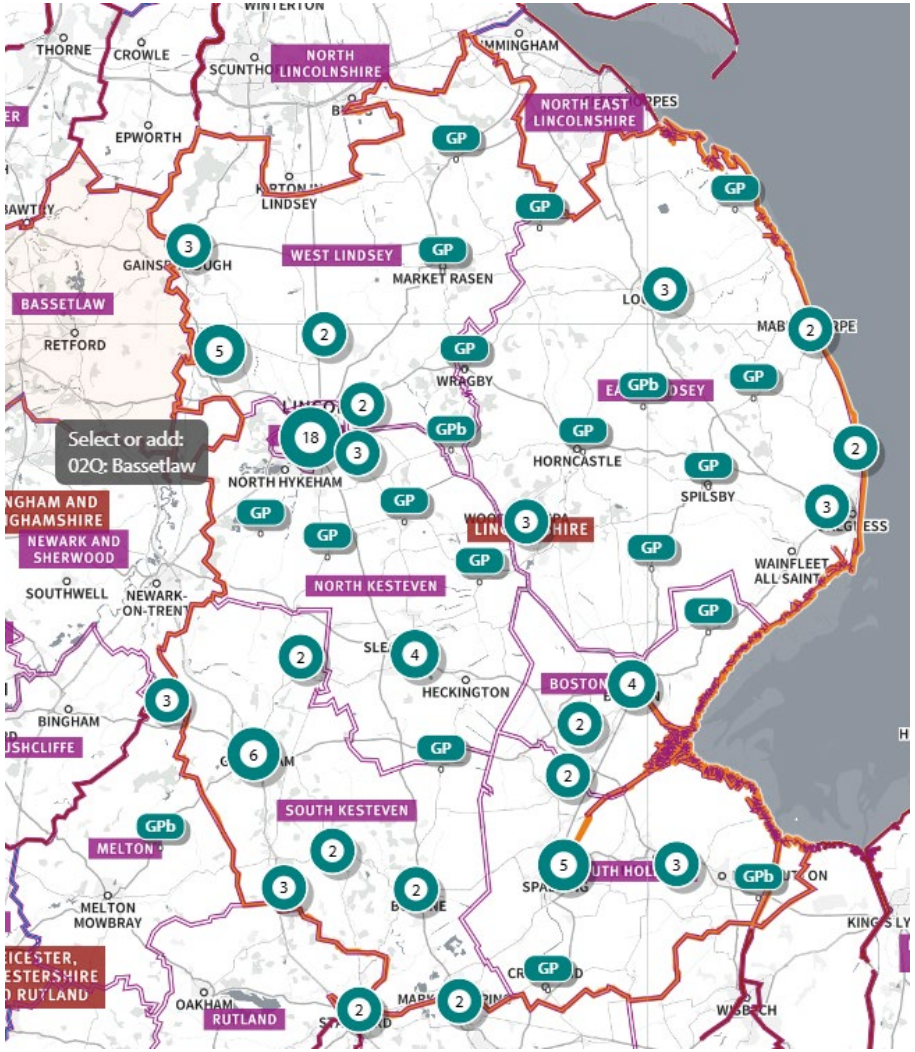
Targets

- Achieve an 80% emissions reduction by 2032.
- Reach Carbon Net Zero by 2040 (controllable emissions).
- Reach Carbon Net Zero Plus by 2045 (influenceable emissions).



GP practice locations

SHAPE Projects: ICS Strategy Atlas • Local Authority Districts • Integrated Care Boards



Strategy map

National drivers

SYSTEM STRATEGY	**Health & Wellbeing Strategy**	**Integrated Care Partnership Strategy**	**Joint Forward Plan**	Health & Social Care Act 2022; NHS Long Term Plan; DHSC JSNA & JHWBS; DHSC Integration white paper
DELIVERY MODELS	**Model of care**	**Community Primary Partnership** (in development)	**ICB Target Operating Model** (Subject to engagement)	Major Conditions Strategy; Fuller Stocktake Report; NHS Planning guidance
SYSTEM TRANSFORMATION PORTFOLIO	**Service Transformation & Improvement**	**System Infrastructure**	**System cross-cutting methodologies**	Major Conditions Strategy; Fuller report; NHS Planning guidance; Elective, UEC & primary care recovery plans; People Plan
SYSTEM INFRASTRUCTURE PORTFOLIO	**NHS Estates programme** **Sustainability programmes**	**One Public Estate** **Local Housing Plans**	**Local Area Energy Plans** **ICS Digital programme**	Naylor Report; Carter Report; One Public Estate; **Delivering a net zero NHS; Greener NHS Green Plan** guidance NHS Estates & Facilities Workforce Action Plan; NHS Estates & Facilities Apprenticeship Challenge; Aspirational training and development goals for NHS Estates & Facilities 2023-28; What Good Looks Like

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Sustainability | Biodiversity Net Gain

The biodiversity present in Greater Lincolnshire provides an excellent foundation on which BNG can build upon. Greater Lincolnshire is bordered by Marine Protected Areas covering all parts of the coast, and two internationally renowned estuaries that drain over 40% of England. Within Greater Lincolnshire, a variety of watercourses intersect the area, connecting limestone ridges in the west to lowland fens in the south, chalk in the Lincolnshire Wolds through the Central Vale, or through the Lincolnshire Coastal Grazing Marsh.

Greater Lincolnshire has full coverage of Biodiversity Opportunity Mapping developed on behalf of the local planning authorities by the Greater Lincolnshire Nature Partnership (GLNP). The approach provides a consistent way of informing offsite BNG provision, and regular review aligned with the Greater Lincolnshire Local Nature Recovery Strategy (LNRS) will follow.

Lincolnshire County Council (LCC) is the responsible authority for the Greater Lincolnshire LNRS, working with all local authorities and Natural England. Work to prepare the LNRS is ongoing with LCC and GLNP. Additionally, several active River Catchment Partnerships cover the whole of Greater Lincolnshire, identifying catchment risks and issues, and a series of catchment projects to deliver against their vision are ongoing.

The Greater Lincolnshire BNG Task Group was established in 2020 by the Lincolnshire Wildlife Trust (LWT). The group aims to develop a common and consistent approach to BNG across the ten local authority areas of Greater Lincolnshire. The group consists of representation from each of the ten planning authorities, the Environment Agency, Natural England, and both relevant Nature Partnerships of Greater Lincolnshire and the Humber.

Biodiversity is the measure of all living things, from plants and animals to fungi and microscopic bacteria, alongside the natural systems that support them. These organisms all interact in an intricate web, to create and sustain healthy and stable ecosystems.

Biodiversity also forms the basis of many essential environmental processes that we rely on, including pollination, coastal protection and oxygen creation. It provides us with goods that we use for food, energy, building materials and even medicine.

Overall, biodiversity and healthy ecosystems are essential for human life. Studies have also shown the importance of nature on physical and mental health including helping with forms of anxiety and depression.

However, biodiversity is in decline globally, with WWF (Living Planet Report 2022) reporting that since the 1970s, there has been average 69% loss in monitored species populations.

In the UK alone, the State of Nature Report (2023) advises that there have been declines in biodiversity¬ abundance and distribution, including a fall in flowering plant distribution by 54% since 1970. Main causes of biodiversity loss in the UK include intensive agricultural management, climate change, overexploitation and habitat loss.

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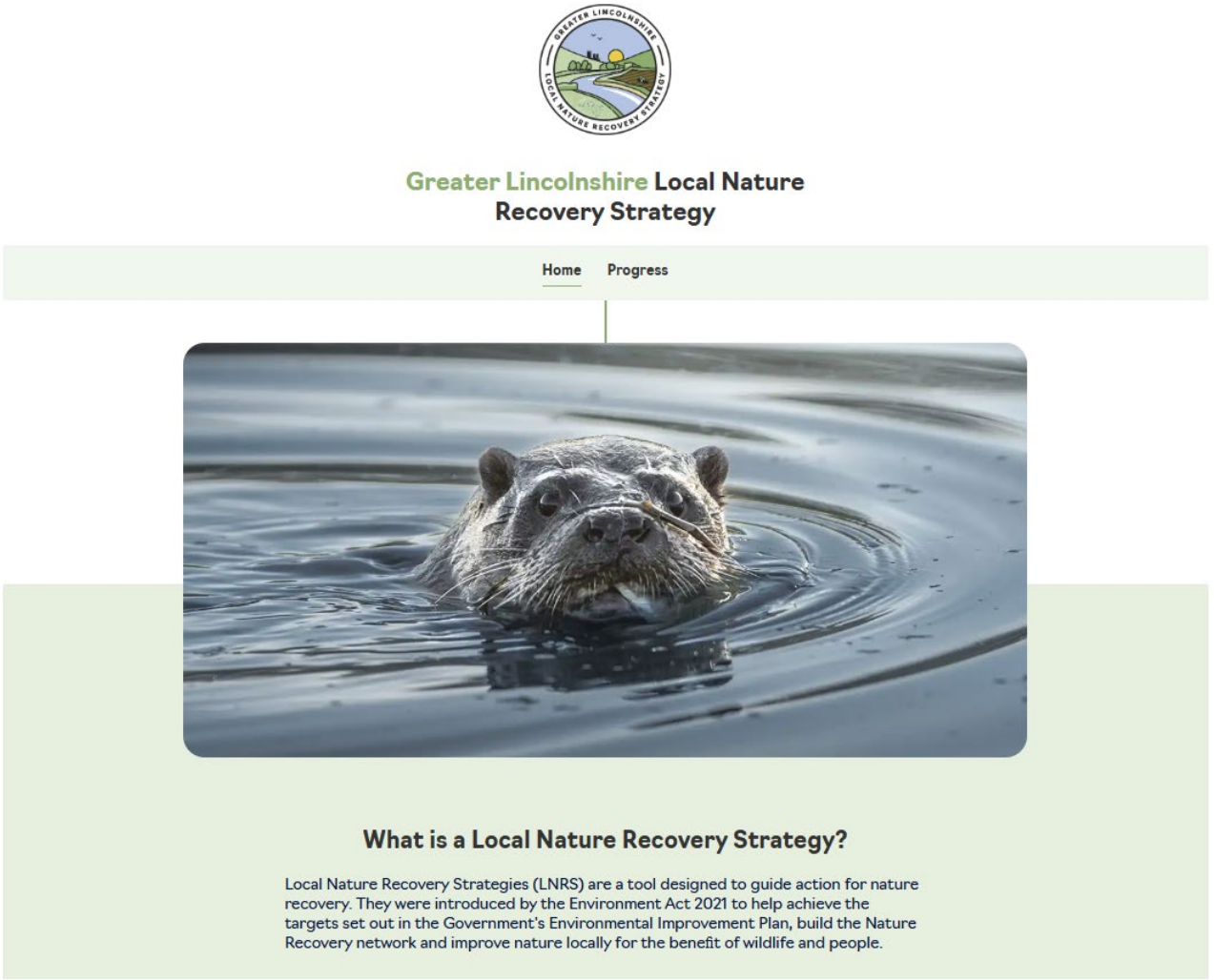
Sustainability | Nature Recovery Strategy

The Government announced in 2023 48 areas of the country will receive £14m for new Local Nature Recovery Strategies (LNRSs). LNRSs are part of a national plan to improve wildlife habitats and biodiversity across England. This is important for nature's own sake and for all the things that we rely on nature for, like clean water and food production.

The Regulations and Guidance for LNRSs were released in April 2023, with the official appointment of Responsible Authorities for the 48 LNRS areas following shortly after, in June of 2023. The Strategy will be reviewed every 3-10 years. Lincolnshire County Council has been appointed as the Responsible Authority for Greater Lincolnshire.

To produce the LNRS, Lincolnshire County Council is working in close partnership with North Lincolnshire Council, North East Lincolnshire Council and Greater Lincolnshire Nature Partnership, with support and guidance from Natural England. Currently, the Greater Lincolnshire LNRS is in its early stages of project planning and organisation. Updates on its progress will be shown on the website as and when progress is made.



Greater Lincolnshire Local Nature Recovery Strategy

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Lincolnshire climate adaptation strategies

- ".. The Climate Change Adaptation Plan focuses on accepting that we are already locked-in to a certain degree of climatic change as a result of historic greenhouse gas emissions, and that we therefore need to deal with the consequences of this. This is known as climate adaptation. The defined differences between mitigation and adaptation are as follows:
- **Climate change mitigation** means avoiding and reducing emissions of heat-trapping greenhouse gases (e.g. carbon dioxide) into the atmosphere to prevent the planet from warming to more extreme temperatures.
- **Climate change adaptation** means altering our behaviour, systems, and, in some cases, ways of life to protect our communities, our economies, and the environment in which we live from the impacts of climate change. We see adaptation to climate change as being proactive rather than reactive (e.g., responding to emergencies) wherever possible.

- **District Councils have also published their own strategies and action plans**
  - Microsoft Word - CoLC Decarbonisation Strategy and Action Plan Sept 2023 update.docx
  - Climate Emergency Action Plan 2024 - 2025 Adaptation | North Kesteven District Council
  - Our Climate Action Strategy | South Kesteven District Council
  - Sustainability, Climate Change and Environment | West Lindsey District Council
  - South & East Lincolnshire Councils Partnership Councils approve the Climate Change Strategy - South & East Lincolnshire Councils Partnership

Progress to date

Not all data is available, but we have the following data to 2022/23 on the ICB's emissions:

ICB Emissions Table	Data Completeness				2022/23 Data Accuracy	2022/23 Data Type	Data Improvement	Reason for Emissions Changes
Applicable Emission Categories	2019/20	2020/21	2021/22	2022/23				
Gas Consumption (kWh)	707,220	8,086,174	7,038,746	8,276,168	High	Consumption data	N/A	Increased gas consumption
Gas Emissions (tCO2e)	130.0	1,680.1	1,509.9	1,764.0				
Electricity Consumption (kWh)	412,960	2,546,559	2,615,387	2,880,254	High	Consumption data	N/A	Increased elec consumption
Electricity Emissions (tCO2e)	114.5	733.7	761.9	791.7				
Water Consumption (m3)	2,756	27,068	17,986	31,177	High	Consumption data	N/A	Increased water consumption
Water & Wastewater Emissions (tCO2e)	2.9	27.5	7.3	11.5				
Waste Consumption (t)	30	283	34	177	High	Consumption data per waste type and per waste stream	N/A	No waste to landfill from 2021/22 onwards
Waste Emissions (tCO2e)	0.6	49.1	0.7	3.8				
Leased Vehicle Distance (km)	Unknown	879	Unknown	56	High	Distance data per fuel type and engine size	N/A	Decreased distance travelled
Leased Vehicle Emissions (tCo2e)	Unknown	0.18	Unknown	0.01				
Grey Fleet Distance (km)	Unknown	100,568	133,928	320,844	High	Distance data per fuel type	N/A	Increased distance travelled
Grey Fleet Emissions (tCO2e)	Unknown	21.5	29.5	102.6				
Business Travel Distance (km)	Unknown	4,558	1,110	2,778	Medium	Total Distance data	Distance data per mode of transport	Increased distance travelled
Business Travel Emissions (tCO2e)	Unknown	0.20	0.05	0.12				
Staff Travel Distance (km)	Unknown	Unknown	Unknown	Unknown	N/A	N/A	N/A	N/A
Staff Travel Emissions (tCO2e)	Unknown	Unknown	Unknown	Unknown				
Procurement Spend (£)	Unknown	Unknown	Unknown	Unknown	N/A	N/A	N/A	N/A
Procurement Emissions (tCO2e)	Unknown	Unknown	Unknown	Unknown				
ICB Emissions	**248**	**2,512**	**2,309**	**2,674**				

- The ICB moved out of Cross O'Cliff Court in Lincoln in July 2023 and consolidated its corporate offices into one building Bridge House in Sleaford. This resulted in the following savings:
- Gas costs reduced to zero saving £19,159 on 2022/23
- Electricity costs have reduced by 53% from £37,194 in 2022/23 to £17, 601 in 2024/25
- Water costs reduced by 60% from £4,328 to £1,737
- There has been a marginal increase in travel costs as staff base changes results in a phased benefit for some staff
- The ICB move to being paper light and encouraging paperless meetings has resulted in a 74% reduction in shredding costs from £7,701 in 2022/23 to £1,969 in 2024/25

Primary care Ten-point toolkit

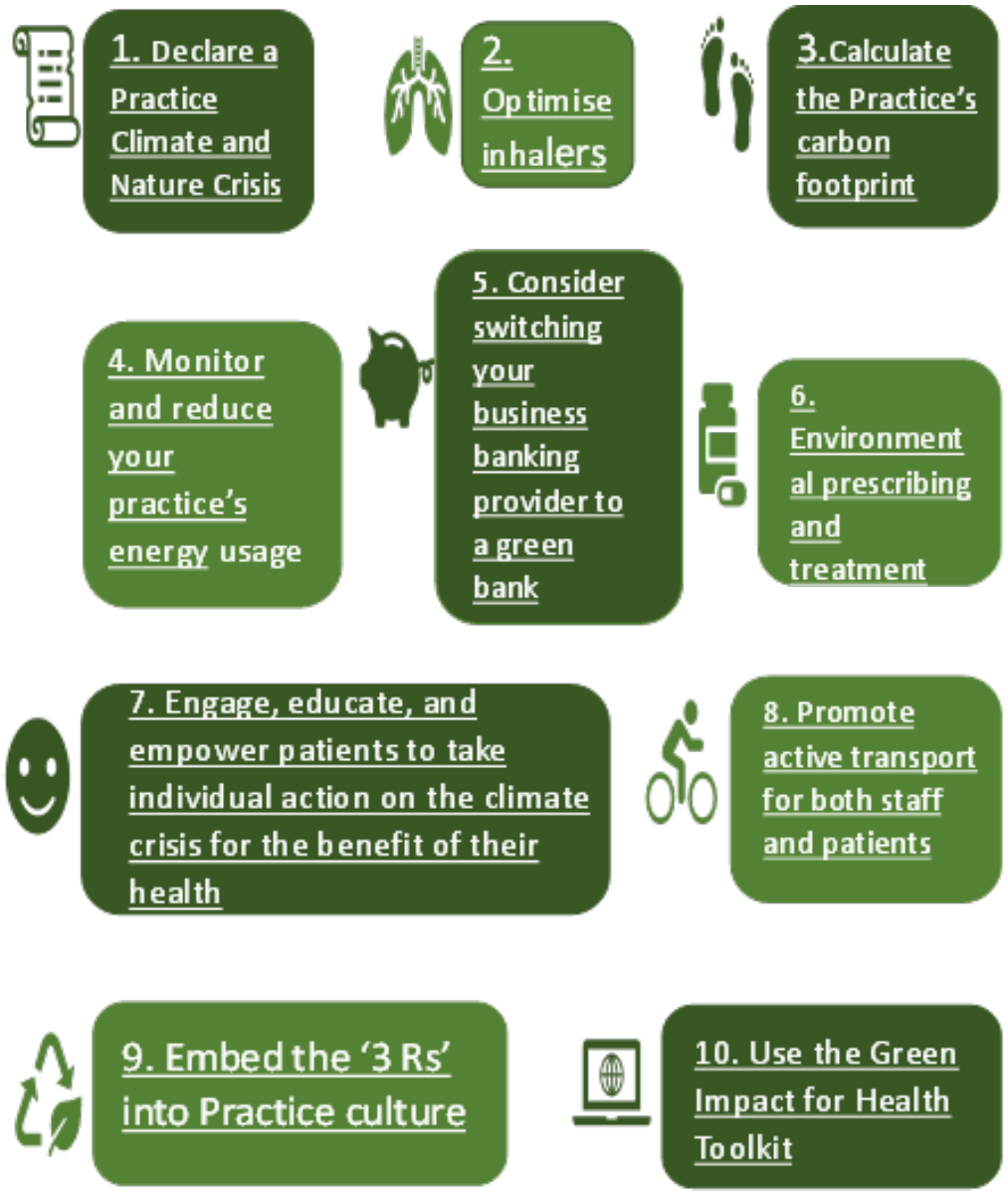
The toolkit was developed by the primary care green lead with support and input from a range of colleagues within the ICB in 2023 and has been condensed, to help guide primary care reduce its environmental impact in line with the NHS net zero ambitions.

The aim of the plan is a ‘pick’n’mix’ of ideas that GP practices can dip into for inspiration. Practices do not have to undertake actions from all the suggested areas. The idea is to customise and for each practice to develop their own local practice plan. There are some quick wins; starting with declaring a climate and nature crisis, switch to Free Trade tea and coffee, think about getting some training to become carbon literate, or doing a waste audit.

The plan encourage patients to dispose of inhalers at pharmacies, recycle blister packs and/or prescribed medication that is no longer needed.

Practices can calculate their own carbon footprint, undertake the Green Impact for Health Toolkit or look to complete the asthma toolkit.

It has been a challenge to engage with practices and an audit is needed to understand the take up and use of the toolkit.



Primary care case study

Case study: Gosberton Medical Centre – a model for sustainable healthcare

Introduction: Gosberton Medical Centre is quietly transforming what sustainability means in general practice. Long before national targets were introduced, the team had already begun making changes—switching to LED lighting, reducing waste, and embedding green principles into patient care. For Dr Lucy Rushworth and her colleagues, sustainability is about building a healthier community, one prescription, one lightbulb, and one garden at a time.

Greener Practice: Small Steps, Big Impact Visitors to the practice notice subtle but meaningful changes: no plastic cups, motion-sensitive LED lights, digital communication, and a peaceful outdoor space. Tools like AccuRx Plus and Welby Innovate support efficient, low-paper care, while even tea breaks reflect their ethos—Fair Trade coffee and a dishwasher that runs only when full. Sustainability extends to prescribing. After training on inhaler carbon footprints, clinicians now prescribe with environmental impact in mind. They've also reduced unnecessary medications, especially opioids and antibiotics, improving patient outcomes and lowering NHS costs.

Beyond the Clinic: Community Health Gosberton's therapeutic garden supports patients with learning disabilities and mental health challenges, offering purpose and connection. Some participants have even reduced antidepressant use thanks to the garden's benefits. Social prescribing is central to their approach—bereavement groups, chronic pain workshops, yoga, hydrotherapy, and health walks are all part of the offering. Voluntary transport ensures rural patients can join in. These efforts have led to fewer opioid prescriptions, better asthma control, and improved mental wellbeing.

Caring for Staff and the Planet Staff wellbeing is integral: yoga, resilience training, and outdoor breaks help maintain morale. Cycling, carpooling, and low-emission vehicles are encouraged. The practice also collaborates across its PCN, sharing resources like a FeNO machine and offering sustainability-focused training.

A Blueprint for Change Gosberton Medical Centre proves that sustainability in healthcare is about consistent, thoughtful choices. Whether prescribing seeds instead of pills or supporting walking groups over painkillers, they're helping build a healthier, lower-carbon community.

Key takeaways for other practices:
Small changes matter: LED lights, paper reduction, and mindful prescribing add up.
Social prescribing works: Community projects improve health and reduce reliance on high-carbon interventions.
Support your team: Engaged staff drive sustainable change.
Collaborate: Share ideas and resources across PCNs to amplify impact.

Primary care position

Glebe Park Surgery - was an essential relocation of a GP practice within a location with areas of deprivation, serving a population of 6,100. The new location is repurposing a retail unit on an existing retail officially opened on 1st July 2025.

This adaptation and repurposing, supporting and maintaining local economic activity. The practice itself, is within a short walking distance of the previous practice, reducing the potential need for car journeys.

The location within the retail park also allows for practice visits to incorporate other shopping/lifestyle activities, the importance of a pharmacy on the retail centre was an additional benefit. In terms of the surgery itself, this required minimal additional space from the newly created unit, this was achieved by installing a mezzanine floor.

The building incorporates efficient ground source heat heating and led lighting systems.

Clinical transformation – our preferred approach going forward is to embed SusQI

Sustainability in Quality Improvement (SusQI) is an approach to improving healthcare in a holistic way, by assessing quality and value through the lens of a *"triple bottom line".*

In SusQI, the health outcomes of a service are measured against its environmental, social and economic costs and impacts to determine its *"sustainable value".* SusQI embeds the CSH principles of sustainable clinical practice: prevention, patient empowerment and self-care, lean clinical pathways and low-carbon alternatives.

Rather than being a replacement for traditional QI, SusQI is designed to embed sustainability into current QI theory and practice and thus provide practical tools to support health-workers in contributing to health-system transformation.

The framework was developed by the Centre for Sustainable Healthcare with partners, including the Royal College of Physicians, and has been shown in research to engage and motivate learners to participate in the sustainable healthcare agenda

Why is sustainability needed as part of QI?

Planning for sustainability is so fundamental to health and to the continuation of care provision that sustainability should be considered an aspect of quality in healthcare.The Royal College of Physicians has identified sustainability as a domain of quality "which must run through and moderate other domains" (safety, timeliness, effectiveness, efficiency, equity and patient-centredness).

Royal College of Physicians

What is SusQI? | Centre for Sustainable Healthcare

Clinical transformation continued

- Paracetamol changes for ULTH – Emergency Department

- ULTH has changed the standard practice from IV paracetamol to tablet in Emergency Departments. This is estimated to save £65,000, 20 mins per patient time to care (400 patients per year) and 1.5 tonnes of carbon just in medicines. Another 3 tonnes of carbon in reduced waste

- All three Lincolnshire providers have Green Champions. These are staff members who promote and implement sustainability initiatives within their departments to help the Trusts achieve their Net Zero target and reduce its environmental impact. In ULTH/LCHS there are 53 champions including senior clinicians, nurses and AHPs. There are links to professional bodies, networks and other national schemes such as the Green Nursing Challenge

- LPFT has 54 voluntary staff green champions who have been recruited to create a network to support, promote, and initiate sustainable initiatives and projects

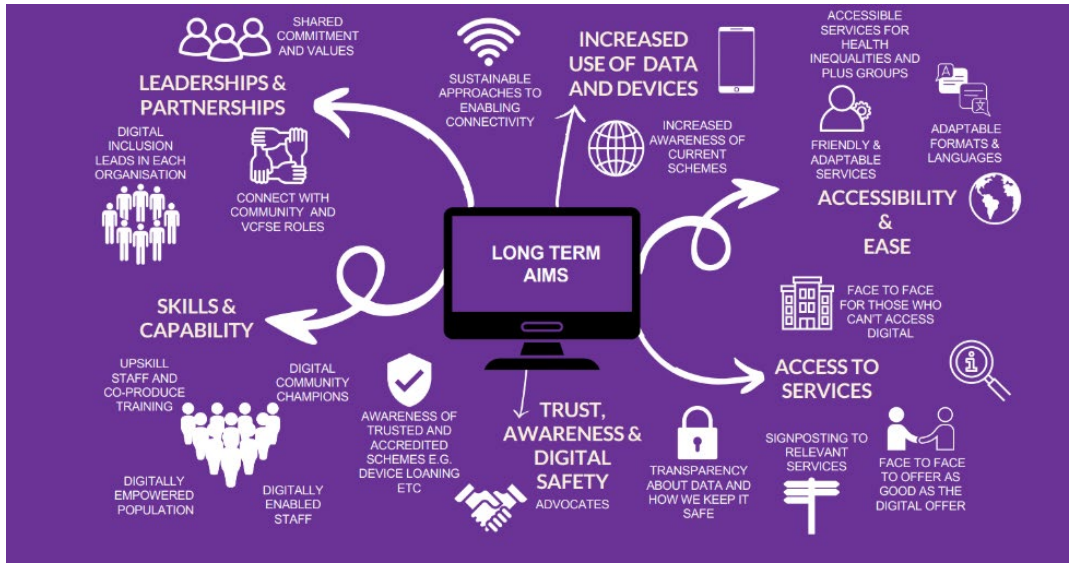
Working with EMAS

- EMAS provides emergency, urgent and non-emergency care to the East Midlands. They provide urgent and emergency medical responses across Derbyshire, Nottinghamshire, Lincolnshire, Leicestershire, Northamptonshire and Rutland and currently provide non-emergency patient transport services (NEPTS) in three of these counties (Derbyshire, Northamptonshire and Lincolnshire). The carbon footprint for 2024/25 was 12909 tCO2e for carbon footprint plus 19038 tCO2e. EMAS have committed to a reduction to 900 tCO2e in their green plan by 2029, with a trajectory to reach it and monthly emission reporting to monitor progress.
- EMAS are decarbonising their estate with low carbon heating solutions installed at four sites and LED or buildings fabric upgrades across an increasing number of premises. They successfully bid into the Low Carbon Skills Fund to develop heat decarbonisation plans for every building which EMAS own, including 8 sites across Lincolnshire. In addition, estates have been rationalised by colocation with other public sector bodies in a number of locations across Lincolnshire, including South Park Lincoln and Sleaford.
- Despite the challenges posed by electrifying ambulance fleets in a rural geography, progress is being made. There are 24 electric vehicle charging sockets at 12 sites across Lincolnshire which support 23 fully electric and 10 hybrid vehicles working in the county.

Digital

- Primary care achievements to date
- System digital plans
- Shredding costs reduction going to paperless
- NHS 10 Year Plan – From analogue to digital
- Digital Inclusion Strategy

Our Digital Inclusion Strategy for Lincolnshire has been developed with system wide organisations and people with lived experience and is part of the overall Integrated Care System's Digital Strategy. As part of our commitment to tackling health inequalities in Lincolnshire, our ambition is to improve digital inclusion. This applies to people who fall under the Lincolnshire Integrated Care system or those who access Lincolnshire services, including temporary residents who reside in Lincolnshire over the seasonal period, e.g. university students, tourists, caravan residents and Gypsy, Roma and Traveller communities.



Digital inclusion covers the following:

Digital skills

- Having the skills and confidence to use digital devices (such as computers or smart phones and the internet).

Connectivity

- Access to the internet through broadband, Wi-Fi and a mobile device.

Accessibility

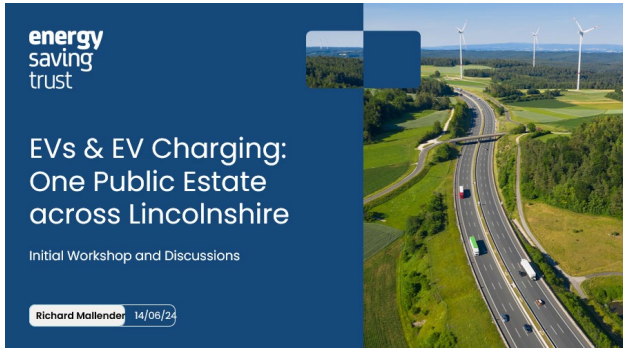
- Services designed to meet all users' needs, including those dependent on assistive technology to access digital services.

Affordability

- Having the financial means to get online.

Travel and Transport

The ICB offers staff access to NHS Fleet Solutions public sector salary sacrifice scheme, which includes ULEZ and LEZ vehicles.



Staff travel - The agile working policy supports the reduction in ICB travel mileage along with continued use of digital platforms for meetings where appropriate. Staff travel costs reduced from 2022/23 to 2024/25

Staff Travel Survey 2025 – working with LCHS and ULTH on joint survey that will mirror the LPFT survey in July/Aug

The ICB worked with partners to hold an EV workshop in June 2024. This included providers, District and County Council colleagues. The rurality of the county has meant that EV charging roll out and electricity capacity have been real challenges

Estates

The built environment (our buildings) of the NHS influences both the quality of care and environmental impact.

The design and construction of buildings will play a key role in the collective ability to achieve net zero carbon emissions. Buildings have significant environmental impacts in terms of emissions resulting from the use of gas, electricity and water. Improving the energy efficiency of a building is pivotal to reducing these impacts. However, there are embodied carbon emissions within materials, such as cements, steel and glass which are used in the construction of buildings. These indirect 'Scope 3' emissions are generally much greater than emissions caused by the operation of a building.

- Since 2022, the ICB has reduced its corporate office accommodation by moving out of Cross O'Cliff Court in Lincoln. This has reduced the property utility costs for the ICB by £43,100 per annum, ~~and~~ therefore, reducing the ICB's carbon footprint. kWh reductions in gas and electricity.

- The System Infrastructure Strategy work recognised that mitigating climate change and reducing emissions would require investment in the fabric of our buildings and ensuring all new estate was delivered, wherever possible, to NHS Net Zero Building standards. NHS England » NHS Net Zero Building Standard

- In May 2025, Pilgrim Hospital, Boston, was awarded £23 million to make energy infrastructure improvements and clean power upgrades as part of the latest round of the Public Sector Decarbonisation Scheme. The funding will pay for a range of measures including an electrically powered heating and hot water system across the site. This will help to reduce the hospital's reliance on fossil fuels for energy and will significantly improve the critical infrastructure across the site. The scheme is delivered by Salix on behalf of the Department for Energy Security and Net Zero.

- Since 2022, LPFT has invested £1,588,733 in over 60 sustainability related estates projects:

Estates – capital projects

- **LPFT Norton Lea** Work has started on a **£41 million** investment to provide what will be our first completely **Net Zero** inpatient facility in Boston. All heating and hot water will be supplied via Air Source Heat Pumps, whilst the grid supply of zero carbon electricity will be supported by 118 kW solar PV array. When compared to conventional construction design, to achieve net zero added approximately an additional **£2 million** to the cost of the project.

- **LPFT Peter Hodgkinson Centre** (Lincoln) **£21 million** has been invested in two new wards that have been constructed at the Peter Hodgkinson Centre on the Lincoln County Hospital site. Designed to meet all the latest building regulation energy efficiency requirements, the project also included an investment of £180,000 in the installation of a roof mounted 88kW solar PV array.

- **Boston Integrated Health and Care Centre – Outline Business Case** has sustainability as a cornerstone of our project. The design fully aligns with NHS Net Zero Carbon Building Standards and the Health and Care Act 2022, embracing a whole-life carbon approach that addresses both operational and embodied carbon emissions. Our design meets stringent NHS energy performance targets, with further refinements underway to optimise energy efficiency and maximise integration of renewable technologies. The Biodiversity Net Gain (BNG) assessment predicts a significant ecological uplift, far exceeding statutory requirements. This integrated sustainability approach positions the facility as a future-ready, environmentally responsible health centre that delivers meaningful social, economic, and ecological benefits to the local community.

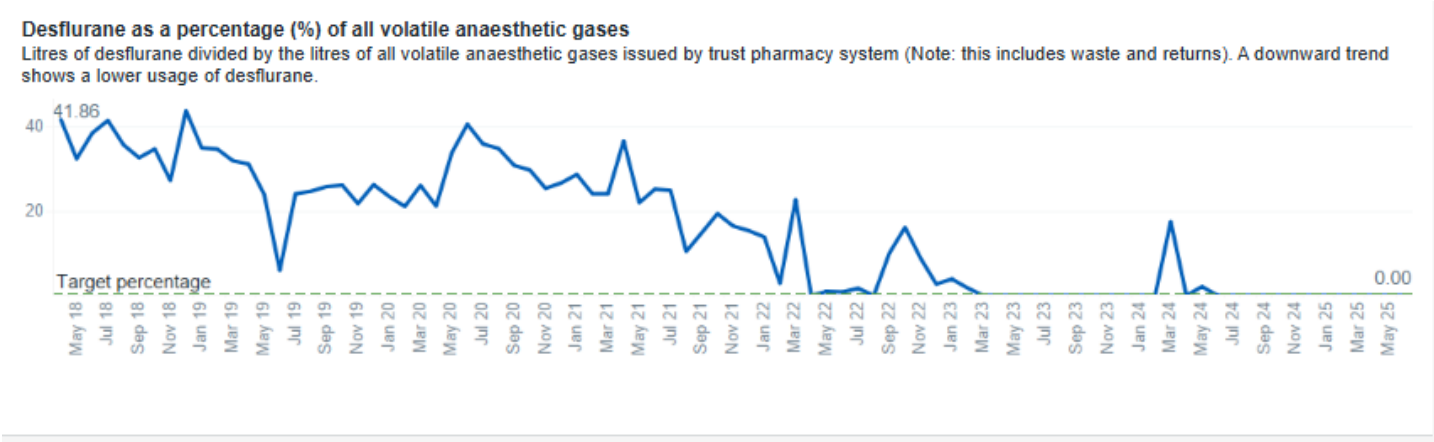
- The two Community Diagnostic Centres at Skegness and Lincoln, opened in 2024, both have 350sqm of Photovoltaic (Solar Panels). Skegness CDC design had to incorporate flood risk mitigations into the design to meet the Planning and Environmental Agency requirements.

Reuse, recycle,

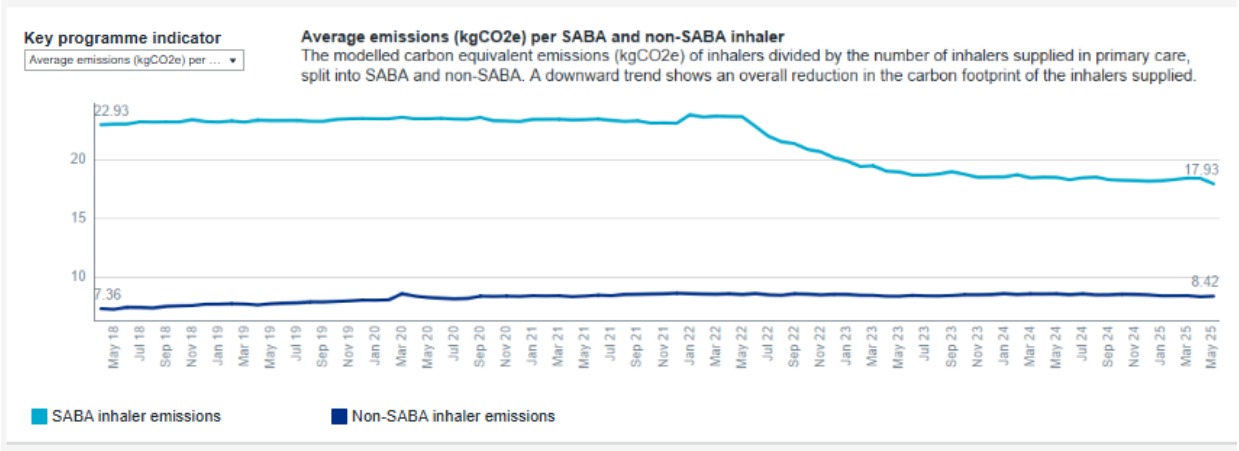
- The ICB recycles the toner from printers.
- The number of printers at the ICB has reduced from 7 to 3. The ICB has moved to being paper “lite”, only printing when necessary.
- Shred IT is used for recycling all confidential paperwork.
- There are 2 printers in the Lincolnshire 'EACH' – Elective Activity Coordination Hub, this is a service provided within Lincolnshire to assist with patient referrals to community services. They process over 10,000 patient referrals per month. They are, however, just turning on emailing of letters to patients wherever possible, which will reduce printing and reduce costs of postage.
- The ICB offices at Bridge House are run by NHS Property Services. Improvements at Bridge House include:
  - An LED replacement (2022) that is estimated to save 8.0tCO2e/year
  - A -3.8% reduction in carbon emissions in the FY25/26 year to date compared to the FY24/25 base year over the same period (weather normalised).
  - The current system is for dry mixed recycling which all goes into one bin (separate from the general waste) which is then sorted by contractor Veolia further down stream and sent into different recycling streams.
  - Cleaning supplies have been chosen with sustainability high on the agenda.
    - Multiple purpose cleaner is OdorBac, is supplied in 100% recycled plastic container, which is then returned to the supplier and re-used, so is zero plastic waste.
    - Our hand towels are 30% recycled, and 100% recyclable.
    - Both of these have sustainability awards.

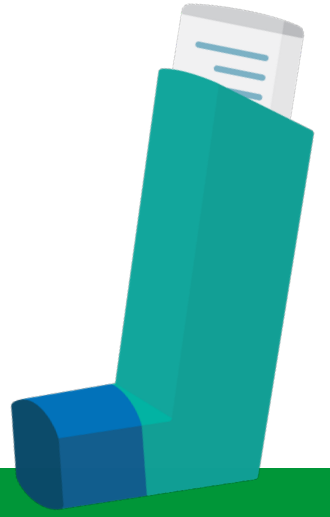
Medicines

Inhalers account for 3% of the overall NHS carbon footprint. Propellants used in metered dose inhalers (MDIs) account for most of these emissions. Safe and lower carbon alternatives, such as dry powder inhalers (SMIs), are available and clinically safe and appropriate for many patients. Whilst Lincolnshire has made some progress, as you will see from the chart below there is more to do.



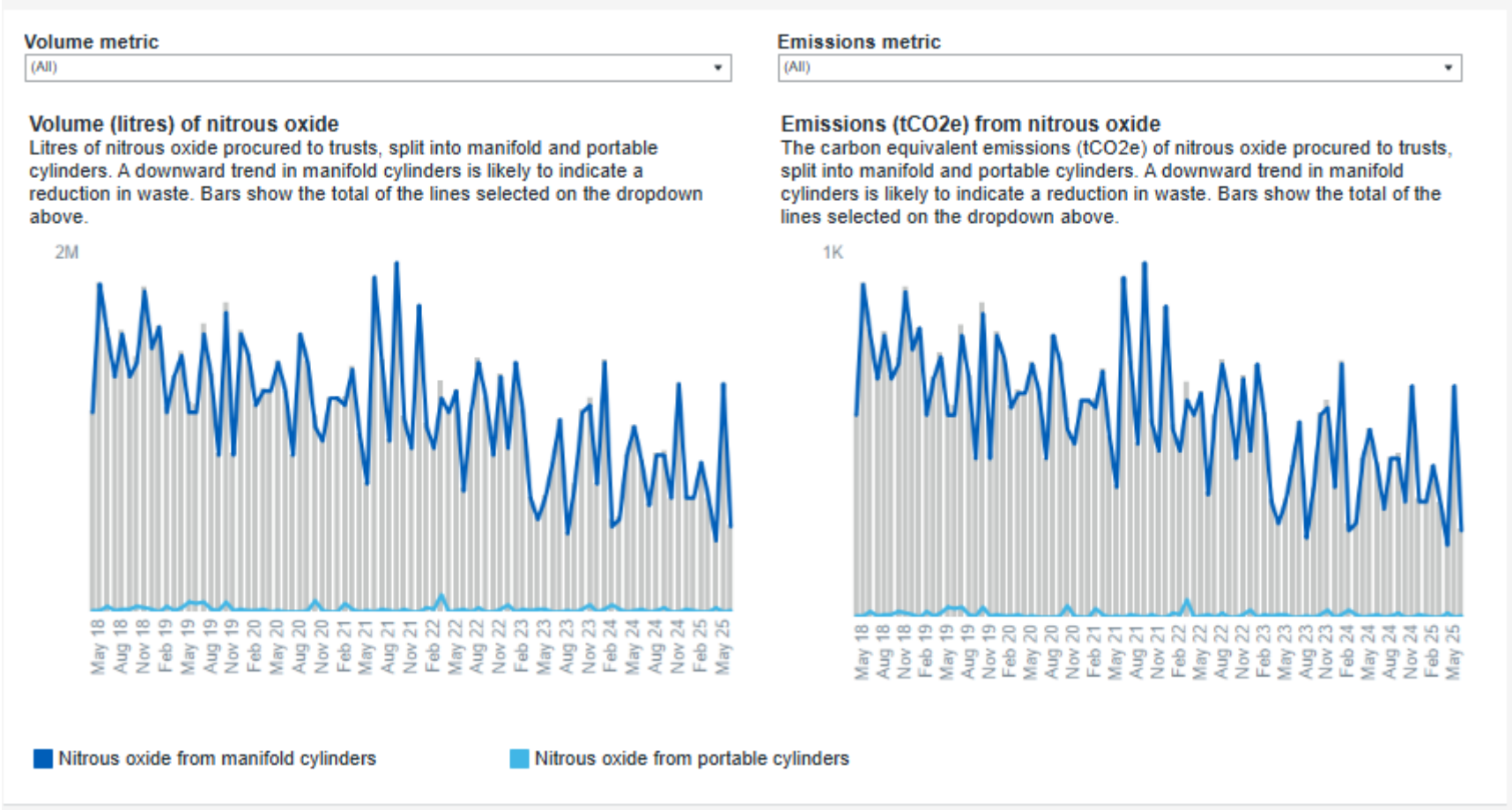
The Lincolnshire System has reduced its Desflurane usage to Zero





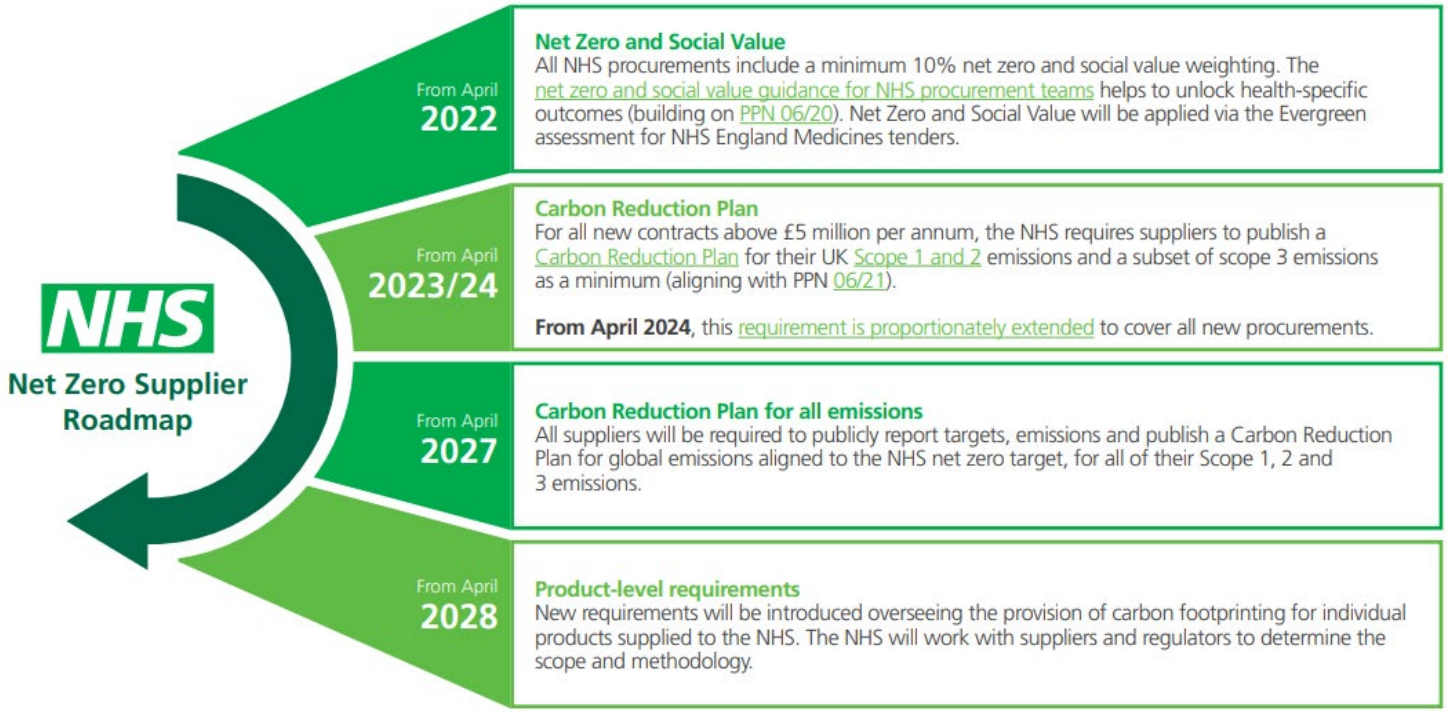
Nitrous Oxide

Nitrous oxide is a significant contributor to anaesthetic and medical gas emissions. Whilst progress has been made in Lincolnshire – see charts below - ULTH has a plan to remove piped nitrous oxide. However, due to a national shortage in the cylinders used to replace piped gas, progress has stalled and we are looking at the end of the calendar year at the earliest.



Procurement

Why is this important?
Emissions from the NHS supply chain make up over half the NHS Carbon Footprint Plus, including medicines, medical equipment, commissioned services, food and all other procured goods and services. Reducing the emissions within the supply chain can only be achieved by working in partnership with providers and suppliers and considering the environmental impact of services and products that we buy. To support our suppliers with this the NHS has set a Net Zero Supplier Roadmap to support suppliers to align with net zero ambitions by 2030.



The Evergreen Sustainable Supplier Assessment is an online tool which enables suppliers to engage with the NHS on their sustainability journey and understand how to align with the NHS net zero and sustainability ambitions, including those set out in the NHS net zero supplier roadmap.

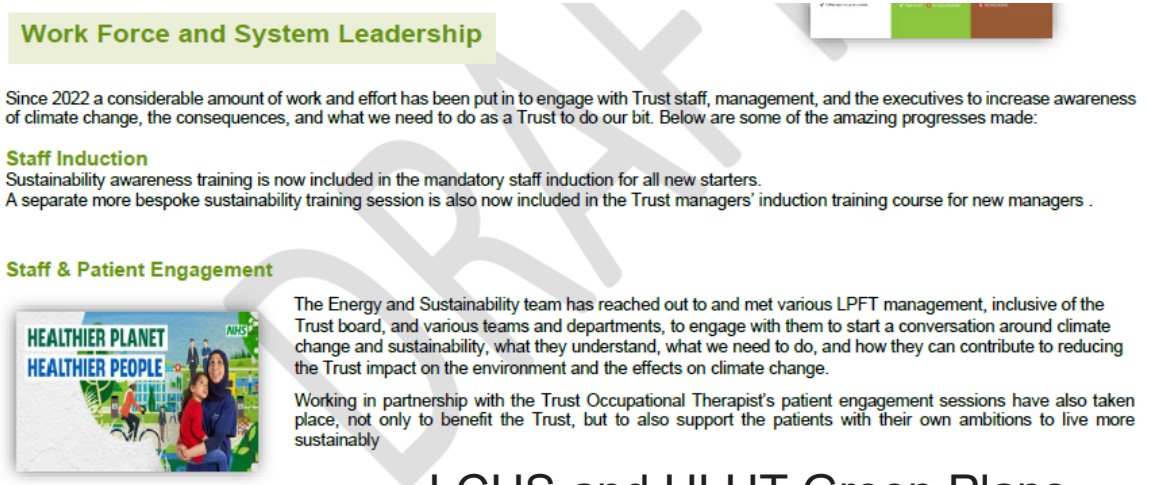
All Trusts and the ICB have implemented the 10% net zero and Social Value weightings into all new procurements as per national requirements, however further work is required is to embed this into key performance indicators to run throughout the life of the contracts.
System Priorities 2025 – 2028: We will continue to support suppliers to follow the Net Zero Supplier Roadmap and encourage sign up to the Evergreen Sustainable Supplier Assessment to ensure suppliers have the tools to support them on their net zero journey.

As the system evolves and the ICB's strategic commissioning function develops over a larger geographical footprint, there will be opportunities through the leverage available in the NHS contract to have a significant positive impact upon both the environment and social value.

Workforce and leadership

- Sustainability needs to be embedded within system culture, leadership and training and decision making.
- As we move into Cluster arrangements there is an opportunity to strengthen this across the three system ICBs
- The mantra, People, Planet, Place, Pound is advocated
- Lincolnshire providers have all included this commitment within their Green Plans
- All providers have Green Plan Champions
- Primary care leadership is a challenge that continues

LPFT Green Plan



Work Force and System Leadership

Since 2022 a considerable amount of work and effort has been put in to engage with Trust staff, management, and the executives to increase awareness of climate change, the consequences, and what we need to do as a Trust to do our bit. Below are some of the amazing progresses made:

Staff Induction

Sustainability awareness training is now included in the mandatory staff induction for all new starters.
A separate more bespoke sustainability training session is also now included in the Trust managers' induction training course for new managers .

Staff & Patient Engagement

The Energy and Sustainability team has reached out to and met various LPFT management, inclusive of the Trust board, and various teams and departments, to engage with them to start a conversation around climate change and sustainability, what they understand, what we need to do, and how they can contribute to reducing the Trust impact on the environment and the effects on climate change.

Working in partnership with the Trust Occupational Therapist's patient engagement sessions have also taken place, not only to benefit the Trust, but to also support the patients with their own ambitions to live more sustainably

LCHS and ULHT Green Plans

Workforce and Leadership Commitment

We will ensure sustainability is embedded within organisational decision making. The Trust will build the Green Plan into its strategic planning and governance, including clinical and operational policies and procedures to ensure sustainable development is a part of the Trust's daily work and how success is measured.

All colleagues are needed for the Trust's Green Plan to be successful.

The NHS is the biggest employer in Europe and the world's largest employer of highly skilled professionals.

The Trust's Green Plan needs to be embedded within its culture, with the recognition that people are at

the core of the NHS. The Trust will empower staff to deliver this Green Plan at all levels of the organisation.

Social Value

The NHS Lincolnshire system agreed to collectively use the Social Value Engine as the accredited platform for assessing and measuring this. LPFT holds the contract for the system. There are user licenses that are spread across partners. The validated values support the accurate calculation of social returns on investment

SUSTAINABLE DEVELOPMENT GOALS

Social Value Engine Platform - Features and Capabilities

Staff welfare, green space - Bridge House

- A green wellbeing area opened at the ICB Offices in Sleaford on 30th July 2025.
- The area has been developed to support staff mental health and wellbeing and can be used by staff to get some fresh air or sit and enjoy a drink or lunch together with colleagues.
- The previously “waste” ground was developed into the new space by BRM Group who kindly donated their time and the materials to the NHS.
- The Wet Pour surface for the pathways was made from recyclable materials which is in the green area.


NHS
EMERGENCY AMBULANCE