

Lancashire Teaching Hospitals NHS Foundation Trust

Green Plan 2025–2028



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Foreword



The serious threat that climate change poses to the environment has been well-documented and presents an immediate and growing threat to health. The UK is already experiencing more frequent and severe floods and heatwaves, as well as worsening air pollution. What is perhaps slightly less recognised is the damaging impact this also presents for the delivery of high-quality patient care and the health and wellbeing of our communities.

This is why the National Health Service has a clear ambition to become the world's first healthcare system to reach net zero carbon emissions.

Building on the work achieved over the last three years, Lancashire Teaching Hospitals Green Plan sets out further plans for working towards this target with the support of our colleagues and the communities we serve. As we stand at the crossroads of environmental sustainability and economic growth, it is essential that we develop a plan that not only addresses the pressing challenges of our time but also paves the way for a greener, more sustainable future.

As an anchor organisation and major teaching hospital trust we take every opportunity to provide the employment and educational opportunities that can have such a positive effect on individual and collective health, wealth and fulfilment.

This plan outlines our strategic priorities, key actions, and measurable targets that will guide our efforts over the next three years, aligning with our Trust strategy. By focusing on renewable energy, waste reduction, sustainable transportation, and biodiversity conservation, we aim to create a resilient and thriving environment for generations to come.

We will continue to work collaboratively with other health organisations and our local communities in Lancashire and South Cumbria as we move towards delivering new models of care. Coupled with our enabling strategies around digital and estates and facilities, this will underpin the green plan, whilst sharing best working practices which promote greater efficiency and enhanced saving opportunities.

We are excited to continue on this journey and look forward to the positive changes that the Green Plan 2025–2028 will bring. Let us work together to build a sustainable future that we can all be proud of.

A handwritten signature in black ink, reading 'Mike Thomas'.

Professor Mike Thomas, Chair



Introduction

About us

Lancashire Teaching Hospitals NHS Foundation Trust employs over 9000 staff and has a volunteer workforce of over 650 people, most of whom live within our area.

We provide general hospital services to 390,000 people in Preston, South Ribble and Chorley and specialist care to 1.8 million people across Lancashire and South Cumbria.

As one of the largest organisations in the area, we have a significant impact on the local environment. The activities and services we deliver create considerable amounts of waste as well as greenhouse gas emissions, all of which contribute to air quality and climate change. Whilst we have made good progress over the last three years in working towards a greener NHS, we recognise that this is limited without substantial investment.

Why do we need a green plan

In 2020, the NHS became the world's first health system to commit to reaching net zero emissions. The [Delivering a Net Zero National Health Service](#) report set out the scale of ambition, highlighting that left unchanged climate change will disrupt care, with poor environmental health contributing to major diseases, including cardiac problems, asthma and cancer. The Health and Care Act 2022 reinforced this commitment, placing new duties on NHS foundation trusts to consider statutory emissions and environmental targets in their decisions.

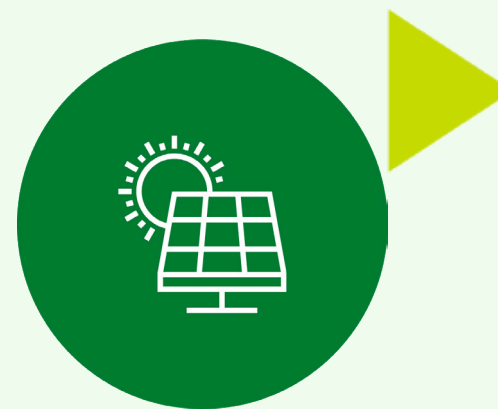
Trusts are expected to meet these duties through the delivery of board-approved green plans. These plans now need to be refreshed in line with the statutory guidance by 31 July 2025.

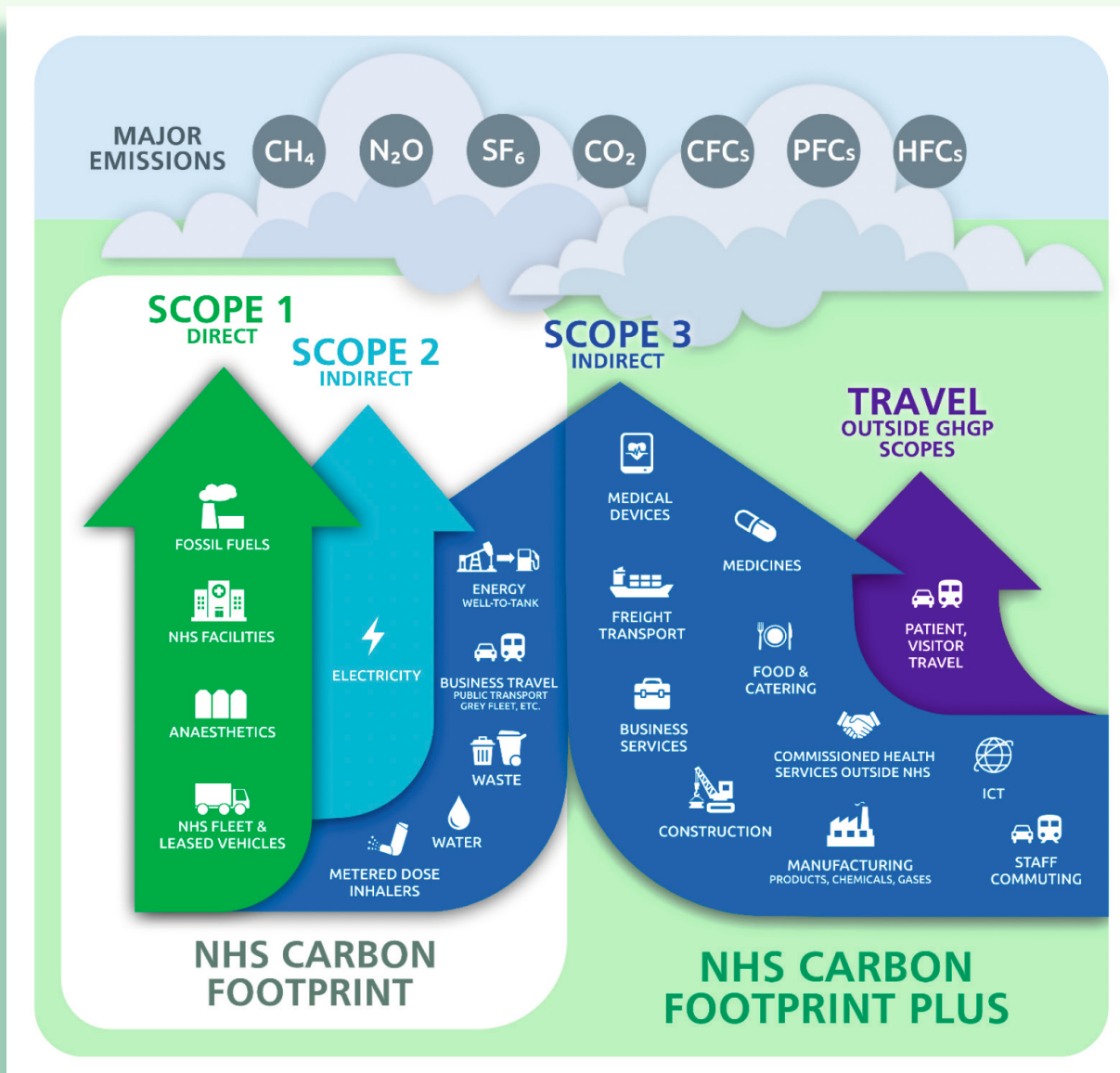
The refreshed Green Plan sets out further plans for reducing the Trust's environmental impact, aligning to the recently published national guidance under each of the nine domains <https://www.england.nhs.uk/long-read/green-plan-guidance/>. This was further reinforced in Lord Darzi's recent report stating, "Given the global health imperatives, the NHS must stick to its net zero ambitions. There is no trade-off between climate responsibilities and reducing waiting lists. Indeed, often health and climate are mutually reinforcing goals: cleaner air is good for the environment and good for respiratory health" (Darzi, 2024).

What are we seeking to achieve

This Green Plan sets out our vision, strategy, and aims for reducing the Trust's environmental impact, improving its resilience, and helping us manage resources effectively. It is underpinned by our strategic framework, spanning across all of the five P's, Patients, People, Partnership, Productivity and Performance and aligns with the Trust strategic priorities, currently being finalised as part of the Trust strategy.

The Plan will enable us to deliver high-quality sustainable healthcare that is environmentally sustainable, socially responsible and economically viable working towards achieving the commitments set out in the [Delivering a Net Zero National Health Service](#).





This includes two clear targets as outlined below;

Achieve Net Zero by 2040 for the NHS Carbon Footprint, with an ambition for an 80% reduction (compared with a 1990 baseline) by 2028 to 2032 (scope 1–2)

Achieve Net Zero by 2045 for the NHS Carbon Footprint Plus, with an ambition for an 80% reduction (compared with a 1990 baseline) by 2036 to 2039 (scope 3)

Here at Lancashire Teaching Hospitals, we believe our long-term sustainability is tied to the wellbeing of the population we serve, we are committed to collaborating with other stakeholders to deliver a common goal of using our resources responsibly to help protect the needs of future generations. All of us have a part to play in delivering this plan and by working together, we can provide sustainable healthcare which is fit for our future. The development and delivery of the Green Plan is embedded in our Trust governance processes, which sets out the strategic ambitions of our organisation. Our Chief Finance Officer is the Board lead for this area of work and is fully committed to build on the work already undertaken to drive sustainability across the Trust, further reducing our carbon footprint.

Our progress so far

Progress on the Green Plan will continue to be reported in the annual report. Some of the key achievements from the current Green Plan are detailed below;

Cool sticks implementation within Pharmacy for Critical Care and Theatres to reduce the usage of Ethyl Chloride spray, resulting in both a cost saving and environmental saving

Office 365 roll out across the Trust supporting home usage and cloud computing

Successful funding bid enabled the installation of LED lighting at the Chorley site and part of the Preston site

Funding bid approved for heat decarbonisation scheme to reduce steam output at the Preston site

30 Green Champions recruited across the Trust

Dedicated Travel plan produced

Established working group to develop and deliver the Green Plan

Single use plastics removed from front of house catering outlets

The catering team achieved the Bronze status award from the SOIL Association

Warp – It scheme in place across the Trust to encourage re-use of equipment

30 small trees and 40 hedge row whips planted at the Chorley site in the last year

Dedicated e-learning module 'for a greener NHS' available for staff to complete

Collaborative working across the Integrated Care System sustainability groups to work as a partnership in delivering the green plan



Developing this plan

The refresh of the Green Plan has been developed in line with the national guidance published 4th February 2025 and through the Trust sustainability working group. It identifies the key areas for future efforts, building on progress made within the workstreams in the Green Plan 2022–25, as well as feedback from staff engagement undertaken within the Trust.

We have engaged with staff through a sustainability survey, online Teams sessions via the Leaders forum and all colleague briefing, through the sustainability Champions and held promotional stands on Trusts sites to gather feedback whilst promoting some of the current schemes around sustainability across the Trust.

Staff feedback, collated through surveys and engagement sessions held, indicate the importance of having SMART (Specific, Measurable, Achievable, Relevant, Timely) actions and to ensure we are able to measure our progress in the future. The below gives results from the staff survey demonstrating how staff have ranked the ten areas of focus, according to what they believed the Trust should prioritise on. The highest ranked being digital transformation, followed by travel and transport then supply chain and procurement. This aligns with the national ambition and Trust strategy around moving from analogue to digital to support how services are delivered in the future, along with bringing care closer to home, therefore reducing the need to travel and getting the best value for money.

1. Digital transformations

2. Travel and transport

3. Supply chain and procurement

4. Estates and Facilities

5. Sustainable models of care

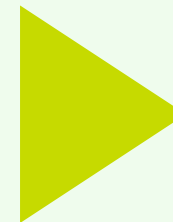
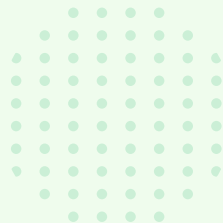
6. Food and nutrition

7. Medicines

8. Workforce and system leadership

9. Climate adaptation

10. Green spaces and biodiversity

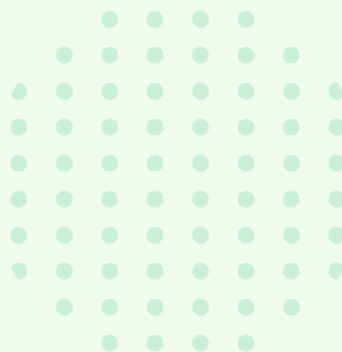


Working with our partners

Externally, engagement with the Integrated Care Board and their refreshed green plan, along with other Trusts locally within Lancashire and South Cumbria, ensures we are aligned to the priorities across the system, as we work collaboratively to deliver services for our population in the future. We have developed strong working relationships with the sustainability leads across the providers, sharing best practices through both formal and informal forums.

This provides opportunities for wider system working, in particular where we may face challenges in the future relating to the effects of climate change resulting in more frequent or severe floods or extreme heat. Within Lancashire six Climate Action Juries/ Assemblies, undertaken by councils in Lancashire & South Cumbria since 2020 have gathered well informed public opinion and priorities. These groups outlined the need for education programmes on climate, promoting and improving active travel and making public transport more accessible and joined up.

As the Trust works towards stronger links with academic partners, this also provides further opportunity to engage in research and innovation activities which can support delivery of achieving the net zero targets.



Areas of focus for 2025–2028

The current plan extends to twelve areas of focus however on reflection and review of the plan, it was decided to reduce these to ten. This will ensure we are able to align with national guidance and report on the measures for each of the ten areas, detailed below;

Workforce and leadership

Sustainable models of care / Net zero clinical transformation

Digital transformation

Travel and transport

Estates and facilities

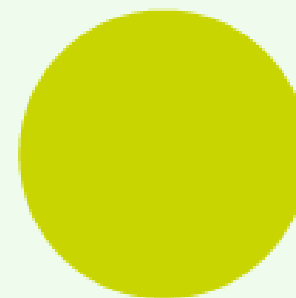
Medicines

Supply chain and procurement

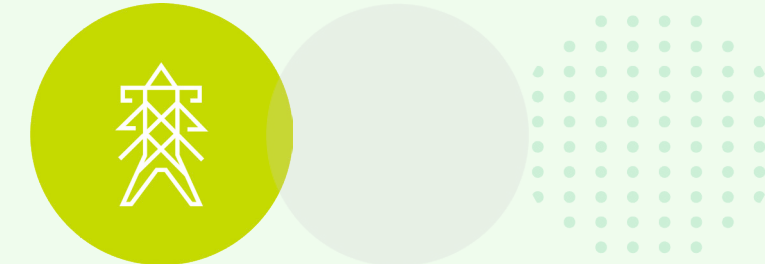
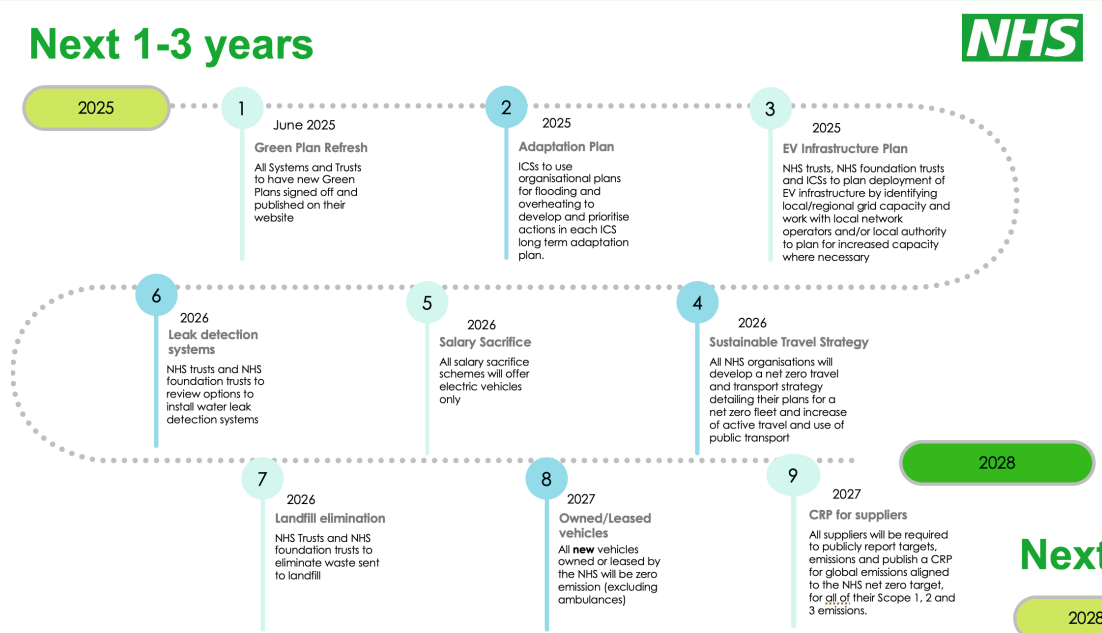
Food and nutrition

Adaptation

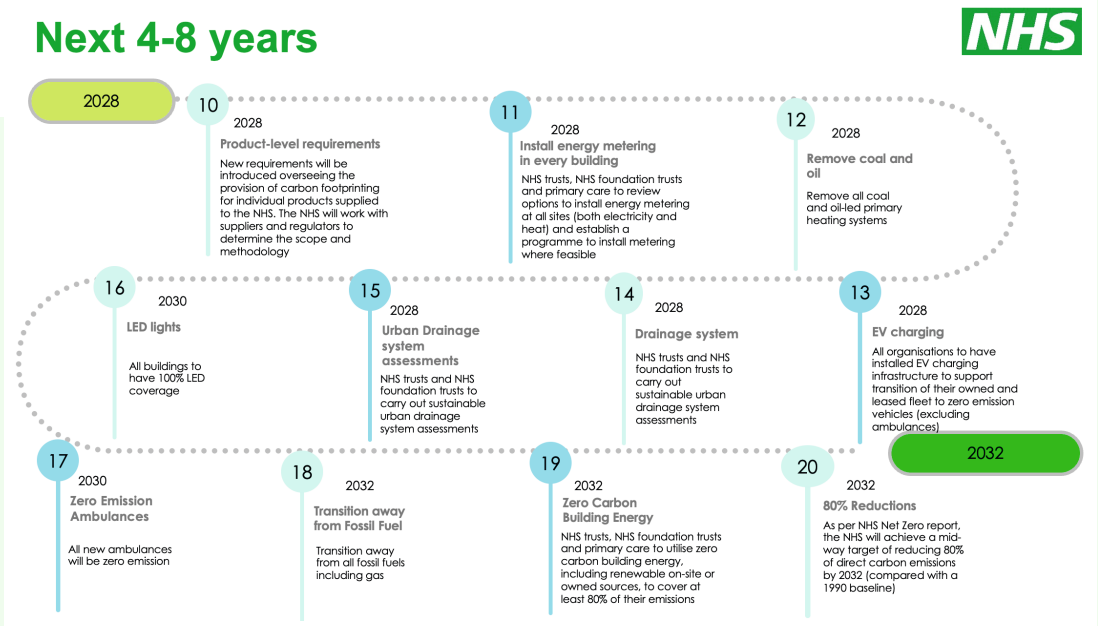
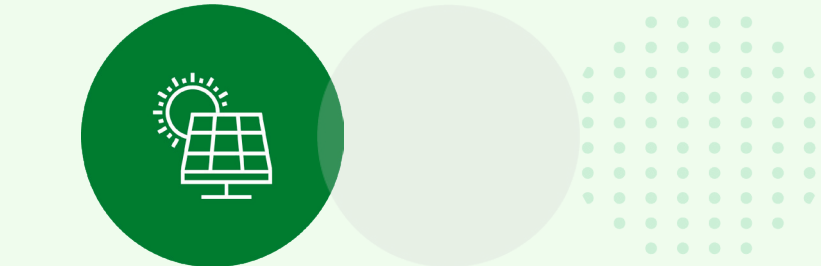
Green space and biodiversity



The key milestones across the areas of focus over the next three years are summarised in the following graphic.



Looking ahead past 2028, further key milestones laid out will need to be considered as we continue with the net zero journey, working towards meeting the ambition to reduce our emissions by 80% by 2028–2032.



1. Workforce and Leadership

This chapter outlines our aim to engage, develop and support our workforce to learn, innovate and embed sustainability into everyday actions, defining and delivering carbon reduction initiatives and broader sustainability goals.

Progress and next steps

Following the introduction of the Green Plan 2022–2025, there is a dedicated sustainability Hub on the Trust intranet for staff to increase knowledge and awareness of the various initiatives in place. We have established 30 sustainability champions across various specialties and departments and have an e-learning module 'For a greener NHS' available for staff to complete. Since the introduction of the green plan in 2022, the board level lead assigned to oversee this has now left the Trust. This presents as opportunity to appoint a new lead to support the work going forward.

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 Trust, we are equipped to achieve the ambitious green targets to reach net zero.

Action	KPI(s)
1.1 Appoint a permanent board level net zero lead to oversee green plan delivery with operational support.	Confirmation through Board meeting by June 2026
1.2 Increase the current number of sustainability champions across the three Trust sites to act as advocates, support sustainability initiatives and share good practice.	Baseline of 30 champions - increase to 100 over the next 3 years aiming for 50 by March 2026, 75 by March 2027 and 100 by March 2028
1.3 Embed the sustainability training e-learning module into local induction for all staff	Embed within induction programme by March 2026
1.4 Promote specialist training for staff groups who underpin the delivery of green plans across the key focus areas	Specialist training sessions arranged and delivered to key staff by March 2026



2. Sustainable Models of Care

Embedding net zero principles across all clinical services is critical, with this section considering carbon reduction opportunities in the way care is delivered. By using technology along with new models of care, carbon emissions associated with healthcare delivery can be reduced. Through our transformation of care programmes, we can make an impact on how clinical care is delivered through the care closer to home programme, seeking alternatives to admission by increasing the provision of virtual wards, telephone follow up and community support. The prevention focussed care programme has an emphasis on preventative health, examples of this being frailty assessments, personalised care, shared decision making and promotion of self-management.

Progress and next steps

Some examples of where this has been achieved to date are the implementation of a robust Electronic Patient Record and Electronic Document Management System, the implementation of the Hospital Home Care service, preventing patients needing to travel to hospital sites, and the move to remote outpatient appointments where appropriate.

Social prescribing is a holistic approach which connects people to local, non-clinical activities which can also contribute to addressing the root cause of health problems. Some examples of this include support groups, exercise or green spaces, all of which the green plan can help to facilitate through the work we are committing to deliver.

Linking to the national guidance, the key opportunities going forward include the requirement to identify a clinical lead to support with sustainability across the clinical services. This will support provision of care closer to home, reducing unwarranted variations in care delivery and outcomes that result in unnecessary increases in carbon emissions, in particular the work focusing on the implementation of the green theatre checklist <https://www.rcseng.ac.uk/-/media/images/rcs/about/rcs/sustainability/greentheatrecompendiumofevidence.pdf>

Other areas of clinical consideration include the use of short stay and day case surgery where clinically appropriate. Reducing duplication of imaging and tests, pathway reviews to streamline and make as efficient as possible and to reduce waste (time, duplication, minimise late starts and cancellations), consider sustainability in product selection and where clinically safe, reduce the number of single-use items. Engaging with clinicians in procurement processes is key to making change happen. The Royal Colleges across the UK are playing a critical leadership role in supporting the NHS ambition to reach Net Zero by 2040–2045. Their contributions help align clinical practice, training and research with sustainability goals, empowering clinicians to embed green thinking into everyday care. The Royal College of Physicians advocates embedding sustainability into clinical guidelines and quality improvement. The Royal College of Anaesthetists are leading work on greener anaesthesia. The Royal College of Nursing actively supports nursing leadership in sustainability and produces guidance on sustainable nursing practice, waste reduction, PPE usage, all of which we are advocating. The Royal College of Paediatrics are strong advocates on climate change.

Key actions for this section are outlined below.

Action	KPI(s)
2.1 Identify a clinical lead to support net zero clinical transformation	Confirmation from the Trust Board by 30/08/25
2.2 Establish a multidisciplinary working group to identify a quality improvement project in at least one key clinical area focusing on reducing emissions and share learning / outcomes	Working group project plan with implementation by 31/03/27
2.3 Agree and implement the Green Theatre checklist at both Chorley and Preston sites	Agree a project plan for both sites and implement by 31/03/27

3. Digital Transformation

Digital technologies has the potential to reduce carbon emissions while improving efficiency, significantly supporting the move to a net zero NHS. This section seeks to focus on ways to harness existing digital technology and systems to streamline service delivery and supporting functions while improving the associated use of resources and reducing carbon emissions.

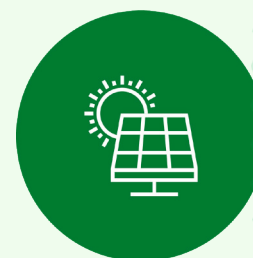
Progress and next steps

The NHS Long Term Plan <https://www.longtermplan.nhs.uk/> commits all NHS bodies to focus on digital transformation by establishing a 'digital front door', enabling patients to be able to engage through the use of the NHS App linked to hospital Patient Engagement Portals (PEPs), providing patients with a simple and secure way to access services on their smartphone.

Transitioning from paper based processes to digital systems has significantly reduced paper waste in the Trust resulting in further reductions seen in printing compared to previous years. MS Teams is fully embedded throughout the organisation with further work underway to integrate across the other four providers in Lancashire and South Cumbria to enable better joined up working. Robotic process automation processes are live across the Trust on a daily basis with plans to expand this on this work further.

To build on the success during the last three years, and post-pandemic, with the introduction of videoconferencing, remote consultations and agile working to reduce the amount of travel required by both patients and staff, further workstreams are outlined below aligning to the national guidance to continue to develop the use of digital technology to reduce the carbon footprint.

Action	KPI(s)
3.1 Conduct a mapping exercise across specialties to identify further opportunity for robotic process automation and implement to increase usage	Complete exercise by 31/03/26 Increase the use by 31/03/27
3.2 Increase the use of specialist advice across specialties to minimise the need for referrals and reduce volume of patients attending the hospital	Model hospital data extract current performance 11.3, to increase to peer average of 25 by 31/03/26
3.3 Implementation of a system wide EPR	Phased approach April 2025 – 2028/29
3.4 Implementation of patient engagement portal rolled out across specialties	Staged approach June 2025 – March 2027

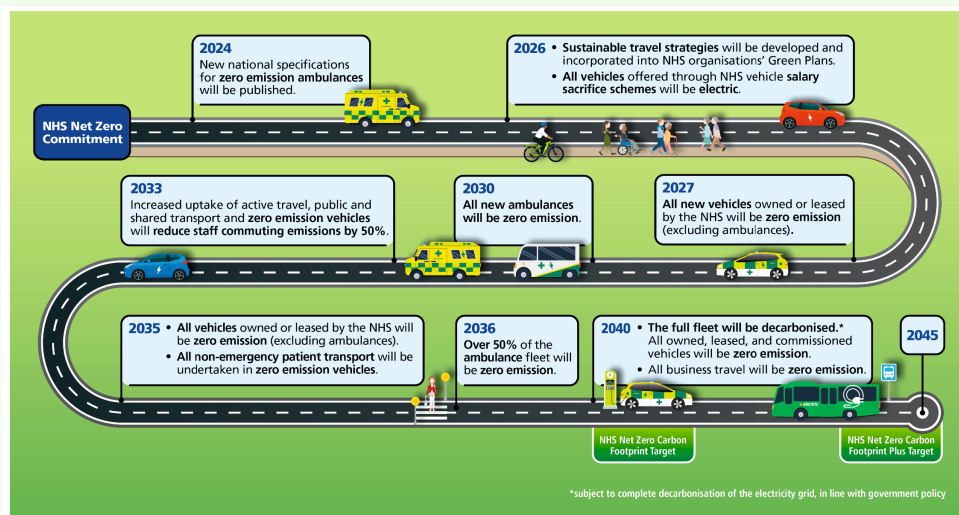


4. Travel and Transport

The Trust aim within this chapter is to ensure that travel and transport activities associated with Lancashire Teaching Hospitals support an improvement in local air quality and health and a reduction in carbon emissions. Since the introduction of the green plan in 2022, the Trust has developed a travel plan with detailed recommendations and actions to take forward (appendix 1).

Progress and next steps

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, electric vehicles and active travel has been identified as part of the development of the Trust Travel Plan finalised in 2023.



Although we have a travel plan set out, progress with implementation has been limited. This has identified the requirement to introduce a dedicated travel co-ordinator role, to help progress the actions detailed in the travel plan and reduce our carbon footprint associated with the travel to our hospital sites. Much of our staff and patients travel onsite in single-

occupancy cars, which not only produce carbon emissions but also put additional demand on the car parking across sites. By increasing levels of active travel and discounted public transport, this can help to reduce the volume of cars travelling to sites whilst also reducing these emissions.

Results from a staff travel survey conducted in July 2023, with 862 responses, indicated that petrol/diesel car usage is the main method of travelling to work for staff, with 66% of staff choosing to commute this way (see fig 1). Other than private car the next most popular responses were public bus and walking, with only 5% of staff travelling via electric car.

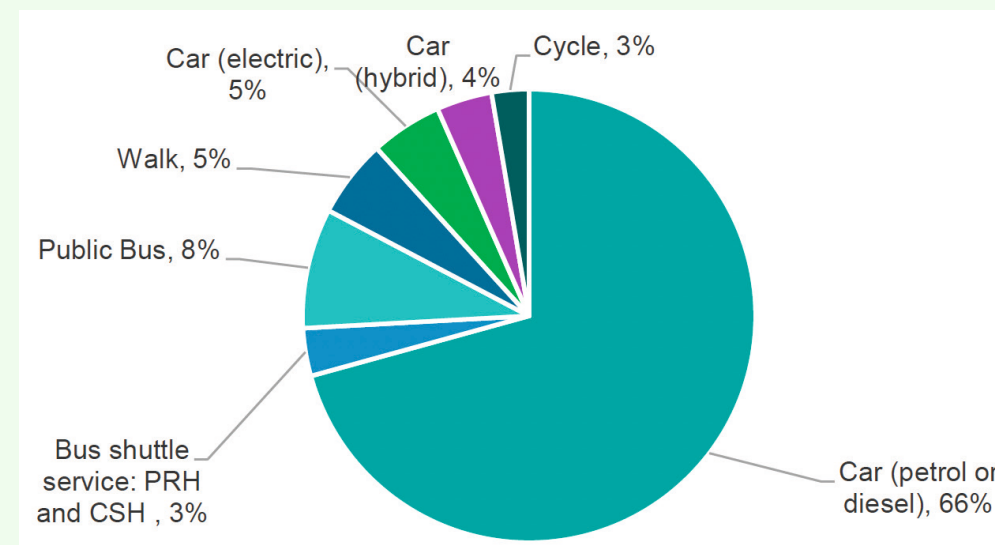


Figure 1 : Source staff travel survey July 2023, Lancashire Teaching Hospitals travel plan

To understand the travel behaviour of outpatients and visitors to/from sites, a travel survey was carried out during a 6 week period in June and July 2023, where a total of 1679 responses were collected (see fig 2). The results indicate that car (petrol/diesel) is one of the main methods of travelling to site for visitors and patients, alongside private motorised transport (combination of car petrol/diesel/electric/hybrid and motorcycle) accounting for 38% in total. In terms of sustainable transport, travelling by bus was the most popular mode followed by cycling at 11%.

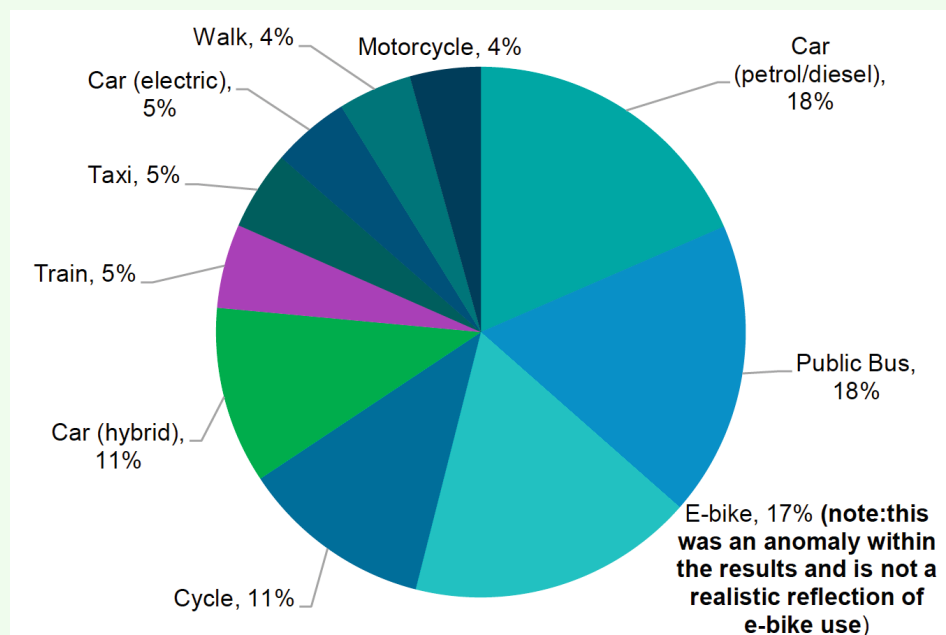


Figure 2: Source Outpatient and visitor travel survey June-July 2023, Lancashire Teaching Hospitals travel plan

Since the green plan was established in 2022, we have agreements in place for free and discounted use of public transport to reduce private car use. There are electric vehicle charging points available on all three sites and staff have access to a vehicle salary sacrifice scheme offering zero-emission vehicles and bicycles. The latest reported data shows that out of the 700+ vehicles currently leased through the salary sacrifice scheme, just over 74% of these are zero emission vehicles. We have recently introduced a staff car share scheme to further reduce the volume of cars travelling to site, work is underway to increase uptake of this new initiative.

Engagement events held with Love to Cycle and Lancashire County Council to promote outdoor walking routes/space has taken place, and staff are able to purchase a bicycle through the salary sacrifice scheme should they wish. Below are the actions outlined to help drive forward the work identified in the travel plan over the next three years, aligning to the guidance.

Action	KPI(s)
4.1 Travel co-ordinator role to be recruited to which will oversee the implementation of the travel plan	Confirmation of travel co-ordinator in post by end of Q2 2025
4.2 Review and implement outstanding recommendations / actions made within the travel plan relating to active travel	Travel co-ordinator role to oversee this once in post – review to be undertaken by end of Q3 2025 – with implementation thereafter October 25 – March 27
4.3 Develop and agree targeted communications throughout each year to increase awareness and uptake of car share scheme, active travel options and public transport within the Travel Plan developed	Comms plan to be developed with quarterly updates by 01/03/25
4.4 Monitor uptake of car share scheme to allow for planned targeted increases each year	Provide quarterly update on uptake in year 1 from April 2025 to provide baseline and increase per year
4.5 Procure secure bike storage at LTH as per travel plan to include electric charging points	Develop targeted fund raising plan to reach goal to cover costs along with national or local funding by end of Q3
4.6 Plan to purchase or enter into new leases for zero-emissions vehicles only from December 2027 onwards	Develop Plan in line with fleet vehicle lease arrangements due to expire in year 2,3,4
4.7 Consider salary sacrifice scheme to offer zero-emission only vehicles from December 2026	Phase out of vehicles on offer to align with the national ambition of zero-emission

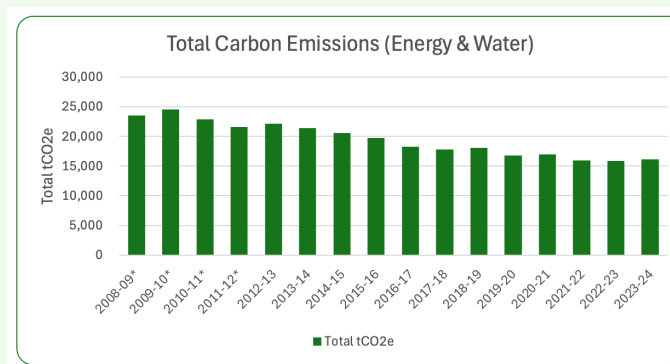
5. Estates and Facilities

Our buildings must be efficient and resilient to withstand the effects of climate change and reduce our impact on the environment. This means refurbishing existing and designing new buildings with sustainability as the core focus; reducing emissions and saving money over time. The NHS Net Zero Building Standard published on 22nd February 2023 lays the foundation for major construction and refurbishment projects in the NHS expected over the next decade. Increasing green space is also essential to mitigating climate change. Furthermore, improving access to green spaces help us to increase biodiversity, encourage outdoor activity and reduce stress, air pollution, noise pollution.

This chapter focuses on reducing the carbon emissions arising from the organisation's buildings and infrastructure, including improving energy efficiency and reducing energy usage, decarbonising heating and hot water systems, waste reduction and the circular economy, and building design and refurbishments.

Progress and next steps

Trust performance against the baseline carbon emissions (1990) has seen an overall reduction in the data submitted as part of the Estate Returns Information Collection (ERIC), however, there has been a slight increase in 2023–24 compared with the previous year (fig 3). Automatic meter reading (AMR) technology has now been installed on all main incomers at the Preston site for both energy and water to help monitor the consumption, this shows an overall reduction in electricity consumed, whilst gas appears to fluctuate each year (fig 4). Water consumption is also variable with an increase seen in the last year (fig 5).



28.7% Carbon reduction from 2008-09 to 2019-20
 27.6% Carbon reduction from 2008-09 to 2020-21
 21.6% Carbon reduction from 2013-14 to 2019-20
 20.4% Carbon reduction from 2013-14 to 2020-21
 25.8% Carbon reduction from 2013-14 to 2022-23
 24.5% Carbon reduction from 2013-14 to 2023-24

Figure 3: Source Lancashire Teaching Hospital ERIC submission 2023/24

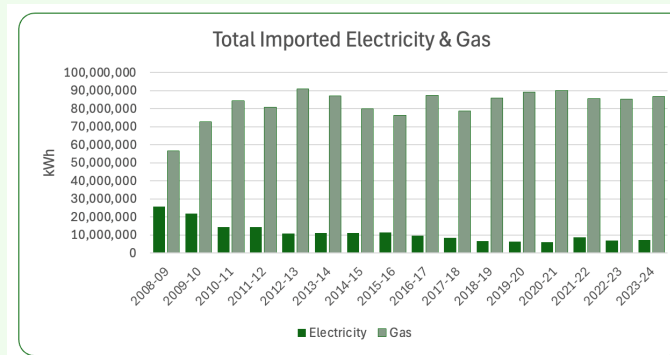


Figure 4: source Lancashire Teaching Hospital ERIC submission 2023/24

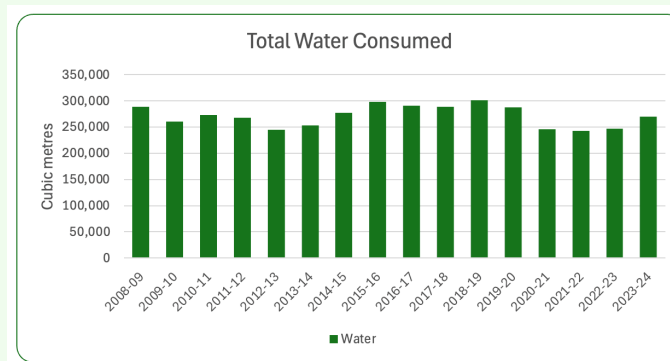


Figure 5: source Lancashire Teaching Hospital ERIC submission 2023/24

Since developing the previous green plan, work has progressed to make improvements to the estate, however this has been limited due to the reliance on external funding. The New Hospitals Programme (NHP) will ensure the Trust complies with the requirement for all new buildings to be carbon compliant in the future. However, with the significant delay from the original schedule, this programme of work is now being expected to start between 2035 and 2039, therefore the current estate across both Chorley and Preston sites, will require significant funding to enable progress aligning with national guidance to reach the 80% net zero reduction by 2028–2032.

NHS Improvement announced the release of £46 million for NHS Trusts, to provide investment in their infrastructure, to drive down wasted energy as well as save money on energy bills to lower carbon emissions. A bid was submitted for this funding, with the NHS Energy Efficiency Fund (NEEF) which was successful and has enabled installation of LED lighting at the Chorley site with further funding approved to continue with the upgrade of this at the Preston site for 2025. This will provide multiple environment benefits for patients and staff alike, providing better quality lighting as well as financial and carbon emission savings. Another funding bid submitted as part of the government Public Sector Decarbonisation Scheme has been successful, this will support the reduction of steam output therefore reducing our carbon footprint at the Preston site. A detailed plan is now being developed to take this forward over the next three years.

A further funding bid submitted towards the implementation of Solar Photovoltaics, the technology that converts sunlight into electricity using solar panels to generate own energy has been unsuccessful, however further options are being explored for this.

The Trust has implemented a waste hierarchy which focuses on Prevention, Reuse, Recycling, Recovery and Disposal (fig 6). One initiative from this is the Trust 'Warp it' scheme, an online system that redistributes reusable items like desks from areas where they are unused to those who need them. Along with a re-upholstery service for furniture, the trust has seen cost savings of £53,000 during the last year, along with a reduction of 5.85 tonnes of waste, resulting in 28 tonnes of carbon reduction. Increased communications to promote these schemes has taken place during the last year with further work ongoing.

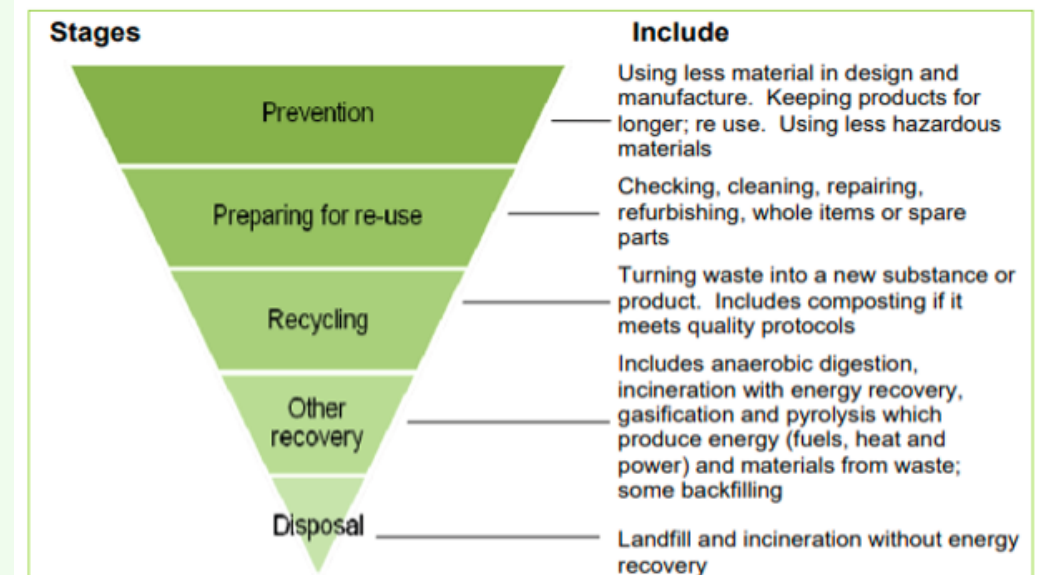
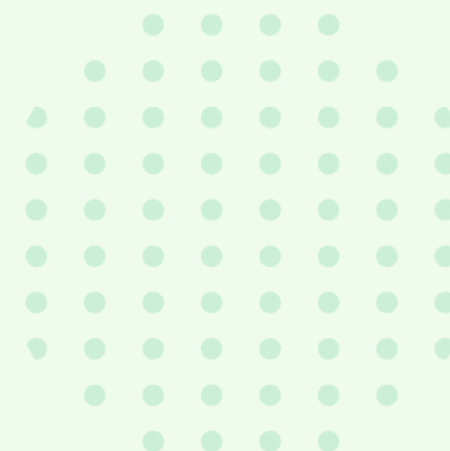


Figure 6 : Source GOV.UK Waste Hierarchy Guidance 2011

Actions aligned with both the current estates strategy and national guidance have been set out below as we continue to strive with improvements to the estate, whilst we await the new hospital build, however these will be reviewed annually to ensure that any further changes are incorporated.

Action	KPI(s)
5.1 Improve carbon literacy amongst the Trust Project Managers and ensure full compliance with related certification (BREEAM, WELL Building standards) to maximise the carbon benefits through new build and refurbishment of the existing estate	Deliver internal training sessions to relevant staff by 31/03/26
5.2 Develop a strategy and plan to remove the high temperature steam distribution system from the RPH site which will allow the transition to low temperature technology such as heat pumps and so enable the pathway to removing fossil fuel boilers using PSDS grant funding	Develop detailed strategy and plan by 31/03/26 Implementation of project 01/04/26 – 31/03/28
5.3 Enhance the efficiency of the existing estate by seeking funding and developing business cases for energy efficiency and carbon reduction schemes such as LED lighting / Solar PV / Improved controls and monitoring / water usage	LED installation at Preston site by 31/03/26. Explore further funding opportunities as they arise throughout each year
5.4 Develop a strategy for the removal of further fossil fuel boilers following the completion of 5.2	Develop strategy by 31/03/28
5.5 Develop a Waste Management Strategy/Plan, focused on compliance and implementation of the Waste Hierarchy (reduction, reuse, recycling and recovery)	Develop plan by 31/03/26

Action	KPI(s)
5.6 Increase Waste Hierarchy awareness and promote compliance initiatives across the organisation, providing training and awareness for staff, patients and visitors	To be completed by 31/03/26
5.7 Develop Standard Operation Procedures (SOPs) for certain key waste streams to provide clarity for compliance, best practice and sustainable waste management systems	Develop SOP by 31/12/25
5.8 Work with key departments, staff and contractors to investigate, implement and promote sustainable waste management opportunities - relating to product and service procurement, local procedures and good practice	To be completed by 31/03/26



6. Medicines

Embedding net zero principles across all clinical services is seen as a key enabler for change. Within medicines, this is critical as they account for 25% of the NHS carbon footprint plus (scope 3) from production, through to transportation and disposal. Overprescribing and the improper disposal of unused medicines can all contribute to harming the environment. Through education and harnessing digital technology to support better ways of working, this can help to reduce the impact on the environment.

Progress and next steps

Key opportunities to reduce carbon emissions further relates to the organisation's prescribing and use of medicines and medical products. Some examples of work achieved to date include the Cool sticks implementation within Pharmacy for Critical Care and Theatres, aimed at reducing the usage of Ethyl Chloride spray, resulting in both a cost saving and environmental saving. The installation of new pharmacy robots at the Chorley and Preston sites allowed for the old robots to be recycled rather than going to landfill. The implementation of a prescription tracker to reduce double prescribing and loss of medication, has resulted in reducing waste and provided a cost saving. Electronic prescribing has been rolled out across the Emergency Department and paediatrics

Within anaesthetics there are certain types of gases that have significant carbon emissions, contributing to 5% of the NHS carbon footprint. Desflurane, an anaesthetic gas with a Global Warming Potential (GWP) more than 2,500 times higher than CO₂, is no longer used within the Trust. Nitrous oxide is a potent greenhouse gas that makes up at least 80% of the total emissions from the ozone-depleting medical gases in the NHS. It has significant global warming potential, around 300 times that of carbon dioxide. Piped manifolds produce a higher number of emissions than portable cylinders due to possible leakage from the system and higher potential waste.

The focus going forward is now to review possible reductions in piped nitrous oxide and mixed nitrous oxide as per the national guidance and nitrous oxide toolkit developed [Nitrous-oxide-toolkit-for-reducing-waste-in-NHS-trusts](#)

The key actions and KPI's for the next three years are outlined below.

Action	KPI(s)
6.1 Develop a plan to remove piped Nitrous Oxide across both sites using the nitrous oxide toolkit <ul style="list-style-type: none">• Chorley District Hospital• Royal Preston Hospital	Plan to be developed and implementation with set target agreed for each site Q4 2025/26 Q4 2027/28
6.2 Reduce pharmaceutical waste within the pharmacy department	37.5% reduction of the total pharmacy waste
6.3 Established ward-based recycling of medicines	Achieve £100k waste reduction
6.4 Reduce duplicate dispensing activity in pharmacy to reduce waste	Achieve £60k waste reduction
6.5 Established access to Electronic Prescribing System (EPS) in Outpatients to support dispensing closer to home	Implemented by Q4 2025/26
6.6 Roll out of electronic prescribing and medicines administration (EPMA) across Neonate (Inpatient)	Implemented by Q1 2025/26

7. Supply Chain and Procurement

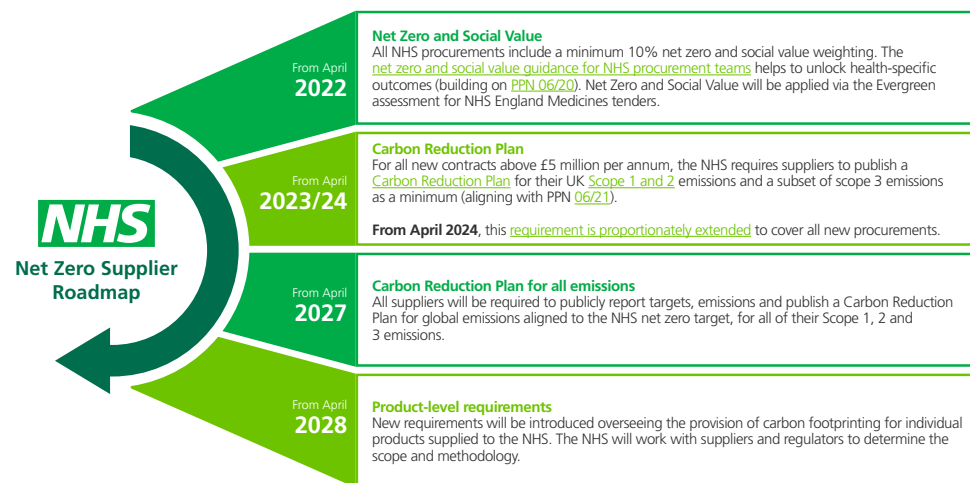
The NHS supply chain accounts for approximately 62% of total carbon emissions, encompassing raw materials, production, packaging and transportation. Unsustainable consumption and procurement of materials has a huge impact on the planet and on our carbon footprint therefore reducing these emissions is essential for the NHS to achieve net zero. Sustainable Procurement has the most positive environmental, social and economic impact possible, across the entire life cycle of a consumable, medical device, service or building works and strives to minimise adverse impacts. It offers an opportunity to deliver social value, such as creating jobs in disadvantaged areas, which can improve health and reduce inequalities.

Working together, staff procuring across the Trust have a leading role in encouraging the re-use of goods, specifying more sustainable products and encouraging manufacturers to recycle, reduce waste, use fewer damaging materials and processes and incorporate social value into the organisation.

Progress and next steps

Procurement is managed through the Lancashire Procurement Cluster (LPC) now part of the One Lancashire and South Cumbria collaboration (One LSC). The LPC have produced and implemented a business strategy to ensure compliance with NHS Standard Terms and Conditions for all procurement processes. This provides greater influence and opportunity to procure goods and services across the wider footprint, maximising buying power alongside promoting sustainable procurement. Most of our goods and services are procured through the NHS Supply Chain and NHS approved frameworks, therefore promoting standardised requirements for suppliers. This ensures that we are buying from approved suppliers who have had all the necessary checks to ensure they comply with the Evergreen assessment, whilst aligning to our green plan aims and meet the requirements of the [NHS Net Zero Supplier Roadmap](#):

NHS Net Zero Supplier Roadmap

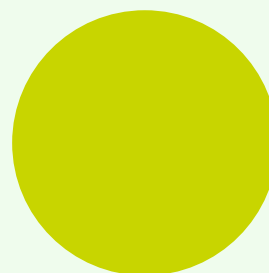
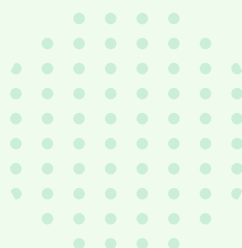
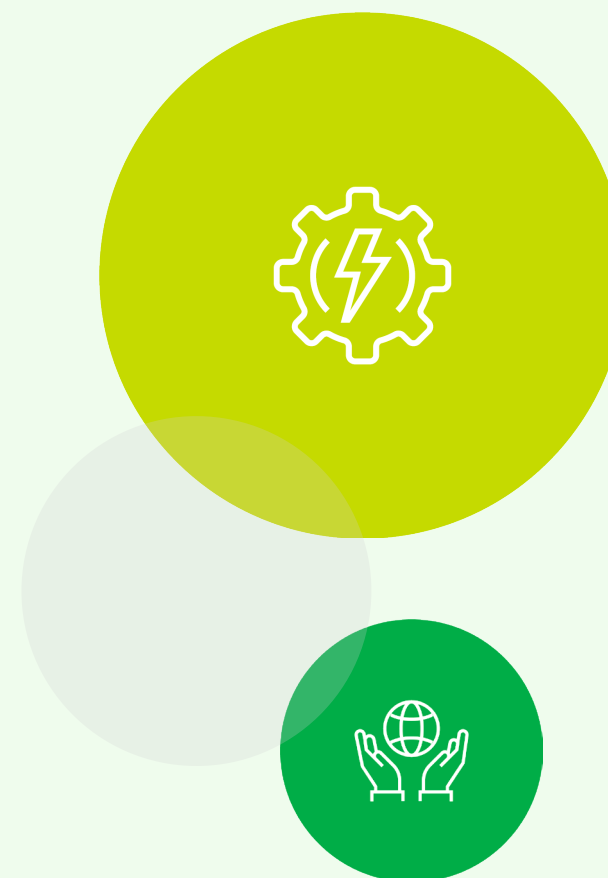


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In line with the Net Zero Supplier Roadmap requirements, the LPC has implemented a minimum 10% net zero and social value weighting to all contracts that are over the World Trade Organisation's (WTO) Government Procurement Agreement (GPA) Thresholds and those tendered.

To build on the current processes already in place with suppliers and align with the national guidance for procurement and supply chain management, we have outlined below key aims for the next three years to further enhance sustainability performance within the procurement team working towards delivering net zero.

Action	KPI(s)
7.1 Embed NHS net zero supplier road map requirements into all relevant procurements and ensure they are monitored via KPI's where appropriate	Strategy document in date KPI's agreed and monitored phased by 01/04/27 - 31/03/28
7.2 Ensure suppliers engage with the Evergreen sustainability supplier assessment as appropriate	Evidence within strategy document and contracts
7.3 Consider how to safely incorporate reducing single use products when working with specialties on projects	Evidence collated of case studies resulting in a change taken place
7.4 Ensure supplier Carbon Reduction Plans are reviewed as part of relevant procurement processes as appropriate	Evidence included as part of bid/review for award proces



8. Food and Nutrition

This chapter considers ways to reduce the carbon emissions from the food made, processed or served within Lancashire Teaching Hospitals. Where possible, this may include reducing overall food waste and ensuring the provision of healthier, locally sourced and seasonal menus high in fruits and vegetables, and low in heavily processed foods. As a healthcare provider, we have a responsibility to provide the highest levels of care possible, including providing quality and nutritional options of food and drink to patients, staff and visitors.

Progress and next steps

From a national perspective the National Standards for Healthcare Food and Drink outlines asks for Hospital Trusts to implement <https://www.england.nhs.uk/long-read/national-standards-for-healthcare-food-and-drink/#4-improving-sustainable-procurement-and-reducing-food-waste>

The in house catering team at our Hospitals provides food for staff, patients and visitors across the ward areas and café/restaurant outlets. The team has recently achieved the Bronze status award from the SOIL Association, this sets out standards that define how organic products must be grown, farmed or made. This includes animal welfare, protecting human health and safeguarding the environment.

The catering team purchase locally for items such as bread, milk, cake, meat and sandwiches and are continuing to work with procurement, linking in with Lancashire County Council to identify other possible opportunities to use local suppliers where possible. Single use plastics have been removed from the front of house catering outlets with further plans to review back of house functions. Below are the key actions set out for the next three years to align with the new national guidance and build on the work undertaken so far.

Action	KPI(s)
8.1 Formulate a plan to achieve Silver status SOIL accreditation for the in house catering service and submit	Gain silver status by 01/03/28
8.2 Review and reduce single use plastics back of house through a phased approach	Reduce single use plastics back of house by 31/03/28 - Evidence though replacement products quarterly
8.3 Measure food waste in line with ERIC and set reduction target	Measure food waste in line with ERIC by 31/03/26 Reduction target to be set for 2026/27 once full year of new process embedded
8.4 Reduce food waste in the restaurants, cafes and on the wards using stepped approach	Monitor and collaborative working undertaken by 31/03/26. Annual target to be set from April 2026
8.5 Reduce the amount of processed and red meat on the menu and increase the vegetable choices to help support the Plant Based ethos	Increase vegetable choices on the menu to provide 50% of coverage on plated food by 01/03/26

9. Adaptation

Adaptation is our adjustment to the effects of climate change. Climate change poses significant challenges to the NHS's ability to deliver essential services both now and in the future. The impacts of climate change include more frequent and severe weather conditions such as droughts, extreme heat and cold events, shifts in disease patterns, and an increased likelihood of infrastructure failures. These threats are already affecting demand for services, which is why it is important the Trust is prepared to manage strategically and operationally the effects of climate change, particularly extreme weather events, including surface water flooding, high winds, extreme high /low temperatures, and storms to ensure we are fit for the future.

Progress and next steps

As part of the NHSE Emergency Preparedness, Resilience and Response (EPRR) Core Standards compliance <https://www.england.nhs.uk/ourwork/eprp/> the Trust has an Adverse Weather and Health Plan that is activated during periods of extreme weather, such as heatwaves and cold spells. It's the EPRR's role to ensure the Trust has effective arrangements in place to respond to such events. The plan provides guidance for staff on measures to improve the temperature of the estate during extreme weather, whether this involves increasing or decreasing heat, depending on the situation. Additionally, EPRR is responsible for warning and informing colleagues about upcoming extreme weather events so they can make necessary preparations. Beyond the Adverse Weather and Health Plan, there are local business continuity plans (BCPs) in place across divisions. These plans require services to identify mitigations to ensure critical activities are maintained during challenges such as staff shortages, surges in service demand, or loss of utilities/IT. These challenges may, but do not always, result from extreme weather events, for example:

Snow may cause travel disruptions, reducing staff numbers

Slips, trips, and falls during icy conditions may result in increased service demand

Power outages due to storms could disrupt utilities or IT systems

High temperatures or poor air quality may lead to heat-related illnesses or respiratory issues, increasing service demand

BCPs are locally owned, with EPRR's role being to ensure BCPs are in place, fit for purpose, and regularly tested through exercises. Compliance is monitored via EPRR Committee meetings.

While EPRR is critical for immediate preparedness and response, it doesn't oversee infrastructure upgrades to enhance the resilience of healthcare facilities against extreme weather, nor does it lead on service delivery planning to adapt healthcare services for changing health needs due to climate change. It is the estates and facilities role in ensuring the physical resilience of the Trusts infrastructure to withstand conditions such as flooding, heatwaves and cold weather.

To ensure that we have the appropriate plans in place to manage the effects of climate change effectively whilst delivering healthcare we have outlined key actions below.

Action	KPI(s)
9.1 Adverse Weather and Health Alert System: Implement a system to notify key personnel when severe weather warnings or health risks (e.g., heatwaves, cold snaps) are issued	Evidence of system in place to notify key personnel of severe weather warnings or health risks Local procedures and mitigation to be developed to address comfort issues during heatwaves by 31st March each year
9.2 Annual Review of Plans: Annually review and update the Adverse Weather and Health Plan to ensure alignment with the latest national guidance on climate risk assessments and evolving operational challenges	Provide evidence of the annual EPRR assurance submission undertaken with a minimum overall rating of Substantial Compliance
9.3 Business Continuity Planning: Ensure the Trust's business continuity plans address potential issues arising from adverse weather and climate change, such as IT outages, utility interruptions, demand surges (e.g., respiratory issues, slips, and falls), and potential staffing shortages (e.g., up to 30% of staff being unavailable due to extreme weather and related travel disruptions or pandemic)	Provide evidence of the annual EPRR assurance submission aligning to the nationally defined Core Standards with a minimum outcome of Substantial Compliance
9.4 Scenario-Based Exercises: Conduct regular scenario-based exercises, simulating adverse weather events, to test the effectiveness of business continuity mitigation strategies	Provide an evidence log of the exercises carried out each year, detailed within the annual review undertaken

Action	KPI(s)
9.5 Flood Risk Assessment: Review existing flood risk assessment for all Trust properties with recommendations as appropriate	Evidence of annual review to be completed by 31st March each year
9.5.1 Implement necessary flood prevention measures and drainage systems in high-risk areas as highlighted from annual review	Action plan developed following annual review by 30th April each year, with actions completed within recommended timescales
9.6 Buildings Energy System: Undertake annual review of estate	Evidence of annual audit undertaken
9.7 Air Conditioning Systems: Undertake constant review of air conditioning systems and submit annual bids for capital to install and upgrade air conditioning systems in vulnerable areas (e.g., emergency departments, ICUs) to ensure patient and staff comfort during heatwaves	Evidence of annual bids submitted
9.8 Temperature Monitoring: Wards and departments to implement temperature monitoring in critical areas (e.g., wards, patient rooms) to ensure effective regulation and comfort during extreme weather conditions. Severe exceptions to be reported to Estates as evidence to support the need for further capital investment in ventilation and cooling systems.	Monitoring in place throughout year with exceptions reported to Estates by 31st March each year

10. Green Space and Biodiversity

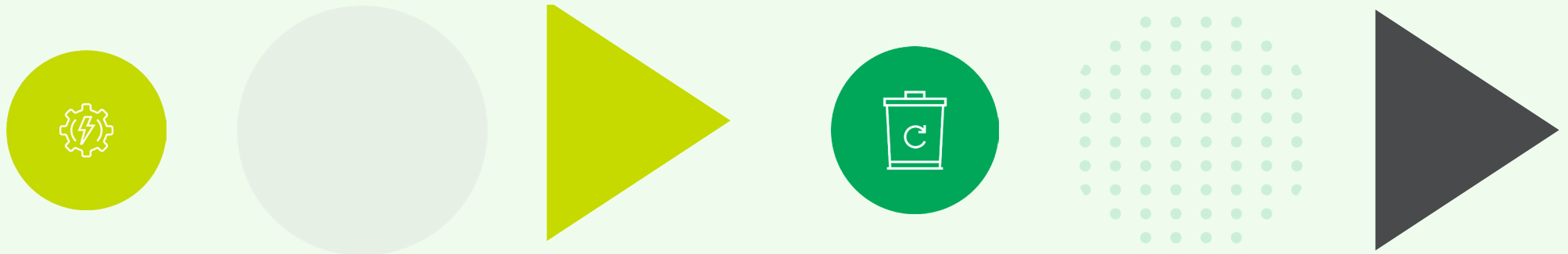
There are significant opportunities across the Lancashire Teaching Hospitals estate to develop space and reconnect with nature. The Trust contains much vegetation, outdoor space and habitats to ecological systems. Developing our green space can conserve these groups and also support the health and wellbeing, recovery and resilience of patients, employees and communities.

To maximise the quality of our green assets and use them to improve the physical and mental health of both staff and patients whilst support biodiversity, we felt it was important as a Trust to continue to incorporate this within our Green Plan.

Progress and next steps

The employee wellbeing team have supported a number of initiatives during the last three years, some examples of what has been achieved include; in conjunction with the grounds maintenance team, 15 outdoor seating installations completed across the Preston and Chorley sites, the Trust has purchased and planted trees from the NHS Forest scheme, and a funding bid for 20 walking leaders to be trained was submitted to Preston City Council and has now been approved.

Action	KPI(s)
10.1 Develop a plan with conservation organisation to seek recommendations in supporting wildlife around the Trust – Beehives	31st March each year
10.2 Develop plan and implement raised planters and wild flower meadows as agreed with grounds maintenance lead	31st March each year
10.3 Identify staff to receive training for walking route and arrange dates to complete	30th June 2026
10.4 Improve communication to staff and patients of no smoking policy in place	31st March each year



Governance and accountability

The Green Plan is a living document outlining how we will fulfil our responsibility as an anchor institution and mitigate our impact on climate change. It is aligned to the national guidance and standards, with a more detailed framework and action plan to be developed defining what will be achieved over the next three years.

To ensure delivery of the Green Plan, a clear governance structure will be embedded in line with the appointed board level net zero executive lead Craig Carter, Chief Finance Officer. The plan will also require senior leadership input from a range of functions, including; the chief medical director, chief nursing, chief pharmacist, chief allied health professional, directors of estates and facilities, procurement, digital and finance.

The Green Plan sits within the Trust Single Improvement Plan framework under the Partnership arm, to be fit for the future. To fulfil our Anchor and Green Plan ambitions, we need to ensure we develop effective partnerships across Lancashire and South Cumbria, which maximises population health and support services that are clinically and financially sustainable.

We will continue to monitor progress through the monthly working group meetings and establish a quarterly Green Plan delivery board to strengthen our current governance arrangements, these will feed into Trust Board via the finance and performance committee.

The Green Plan will be reviewed annually to update on progress and make any amendments to account for any new priorities, change to guidance, alignment to the Trust strategy document, technology and other enablers.

Reporting

Clear leadership is required to ensure that we successfully deliver our Green Plan therefore it is essential we have dedicated leads for each of the ten areas of focus identified, alongside a sustainability lead clinician, and the board level director.

Reporting mechanisms are outlined below;

Quarterly submission to Greener NHS data collection will be used to measure our progress on sustainability and to inform annual plans

Annual ERIC return (Estates Return Information Collection) – this is a mandatory data collection for all NHS trusts, required by the Department of Health

The Greener NHS Dashboard will be used as the source of data to measure our performance and benchmark against our peers

Transport return

Annual sustainability staff survey

Progress reports

Quarterly update report for Finance and Performance Committee

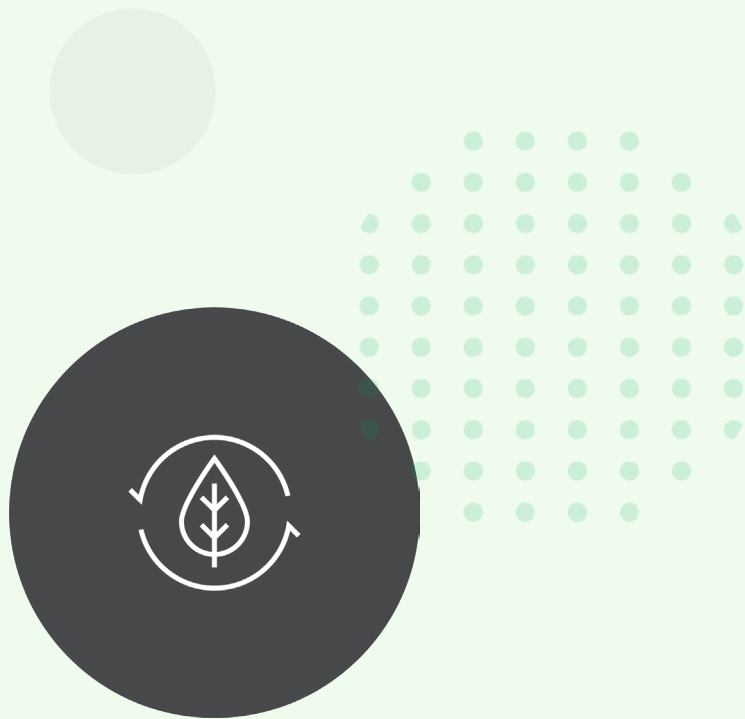
Bi-annual progress report to Board

Trust sustainability report – there is a requirement for sustainability to be reported annually to the Board and publish this as part of our annual report. This report will include;

- narrative updates on progress to date and key achievements
- delivery of key milestones and risks to future delivery
- quantitative assessment of progress against defined targets

Risk Management

An overarching risk has been developed as several risks have been identified to the successful delivery of the Green Plan including, financial limitations, gaps in areas of the green plan, lack of engagement due to competing priorities. This will be actively managed and reviewed as part of the Trust risk management policy.



Communication and Embedding the Plan

To ensure we drive change across the organisation, we plan to produce a robust communication plan to keep staff, patients and our stakeholders informed about our Green Plan and initiatives throughout the year.

We are refreshing our sustainability hub page on the Trust intranet along with improved, more regular updates via the health and wellbeing bulletins. We will also provide updates and share announcements through social media and the All colleague briefing.

Our Green Champions will continue to promote sustainability within their areas of work, encouraging staff to get involved and highlight achievements.

