

NHS Sustainability Network

# Annual Report

## 2024-25



**Hardev Sagoo, Facilitator**

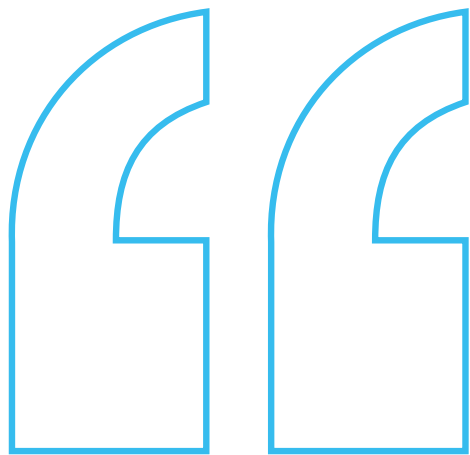
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NPAG is a commercial  
division of the East of  
England Ambulance Service



[npag.org.uk](https://npag.org.uk)

# Mission statement



To support the development of a more sustainable NHS by disseminating Best Practice and informing National Guidance.

The NPAG Sustainability Network Group is a dedicated forum for NHS leaders, managers, and specialists working in sustainability to connect, collaborate, and accelerate progress towards Net Zero. Meeting quarterly, the group provides a trusted space to share challenges, exchange proven solutions, and showcase innovation.

- Facilitate regular discussions for NHS Sustainability Leads to share best practice, lessons learned, and successful approaches.
- Maintain close liaison with NHS England, ensuring a two-way exchange that spreads best practice from the front line and shapes future policy and guidance.
- Host expert guest speakers, technical specialists, and relevant suppliers to bring fresh insight, innovation, and practical tools to members.
- Benchmark sustainability performance across member organisations to identify opportunities and stimulate continuous improvement.
- Promote active member participation through the presentation of replicable case studies, tools, and approaches.
- Champion sustainability as a strategic priority across all NHS organisations, embedding it within clinical, operational, and corporate agendas.

The Terms of Reference are reviewed regularly and will be revisited at the start of the 2025–26 round of meetings.

# Executive Summary

The 2024–25 NPAG Sustainability Network delivered a year of rich collaboration, peer learning, and practical problem-solving, bringing together NHS sustainability leaders from across the UK. Four well-attended meetings – three virtual and one face-to-face – combined high-quality national updates with member-led case studies, themed discussions, and opportunities for direct collaboration.

The programme addressed pressing priorities, from Green Plan refreshes and clinical engagement to innovation adoption, data consistency, and leadership buy-in. Members engaged with senior NHS England representatives, gaining insight into evolving national policy, funding opportunities, and practical tools.

Standout features included the integration of clinical perspectives into sustainability planning, exploration of new technologies, and an inspiring “Show & Tell” session in the final meeting, which showcased diverse projects such as electric ambulance rollouts, surgical gas reductions, e-bike trials, biodiversity enhancements, and sustainable catering initiatives. Throughout the year, members demonstrated that sustainable healthcare is both achievable and beneficial, delivering environmental, financial, and patient care gains. The network’s strength lay in its willingness to share challenges openly, celebrate successes, and collaborate on solutions.

As the NHS continues its Net Zero journey, the NPAG Sustainability Network Group remains a vital platform for peer support, innovation sharing, and shaping national thinking from a front-line perspective.

## Introduction

This year marked my first as Facilitator of the NPAG Sustainability Network, and it has been a privilege to work alongside such committed and innovative sustainability professionals. Across our four meetings, the network has demonstrated its value as a safe, trusted forum where members can learn from one another, challenge ideas constructively, and collaborate on solutions that deliver real-world results.

We began the year focused on the fundamentals of Green Plan refreshes, engaging with NHS England to understand the evolving policy landscape. As the year progressed, we expanded into clinical engagement, innovation adoption, and practical delivery – themes that resonate across every trust and sector represented in the group.

The peer generosity shown through our discussions, resource sharing, and “Show & Tell” contributions has been exceptional. These exchanges reinforce our belief that sustainability is most powerful when embedded in clinical care, estates strategy, and organisational culture.

I thank our Chairs, Georgia Taylor and Clare Jones, for their leadership, and every member for your energy, insight, and determination. Together, we have not only shared best practice but helped shape the future direction of sustainability in the NHS.

Hardev Sagoo

NPAG Sustainability Network Group Facilitator

## Chair's View

Over the past year, our network has continued to grow in influence, diversity, and impact. We have welcomed new members, deepened relationships with NHS England and Greener NHS colleagues, and broadened the scope of our discussions to include clinical, operational, and technical perspectives. The “Show & Tell” session at our July meeting captured what makes this network special – the sharing of practical, scalable ideas with honesty and enthusiasm.

We are proud to chair a group where collaboration thrives, challenges are met with solutions, and sustainability is championed as a core NHS priority. The work ahead is significant, but together we are making real progress.

Joint Chairs 2024—25

Clare Jones - Sustainability Manager, Royal Devon University Healthcare NHS Trust

Georgia Taylor - Sustainability Project Manager, Gloucestershire Health Care NHS Foundation Trust

## Meeting Dates, Formats & Membership Overview

The 2024–25 programme balanced the accessibility of virtual sessions with the depth of engagement that face-to-face meetings enable.

- 3 October 2024 – Virtual (Microsoft Teams)
- 22nd January 2025 – Virtual (Microsoft Teams)
- 3rd April 2025 – Virtual (Microsoft Teams)
- 3rd July 2025 – Face-to-Face (The Wesley Hotel, London)

Membership included sustainability leads from NHS Trusts across England, with representation from acute, community, mental health, and ambulance sectors. The network continued to attract new participants, with cross-sector expertise enhancing discussions and collaborative opportunities.

## Meeting Summaries

Meeting 1 – 3rd October 2024

Theme: Green Plan Refreshes, Clinical Engagement, and National Policy Update

**Presentations:** Sammy Fell (NHS England) outlined the April 2024 Carbon Reduction Policy changes, PSDS Phase Four funding priorities, and interim Green Plan guidance. With the official update delayed, Trusts discussed “light touch” refreshes focusing on known priorities. Clinical engagement emerged as a critical challenge, with members sharing strategies such as using Green Champions, aligning with existing clinical goals, and building relationships via stakeholder mapping.

**Lessons and Benefits:** Members benefited from peer reassurance that proactive Green Plan updates would not be penalised, gained contacts for collaborative EV infrastructure projects, and shared insights on carbon footprinting tools. The meeting reinforced the value of embedding sustainability in mainstream work and maintaining regular engagement channels with NHS England. Attendees left with practical tactics for overcoming stakeholder resistance and ideas for integrating sustainability into operational and clinical pathways.

# Meeting Summaries Continued....

## Meeting 2 – 23 January 2025

### Theme: National Policy, Climate Messaging, and Sustainability in Palliative Care

**Presentations:** Katherine Calder (NHSE) shared COP29 outcomes, sustainable procurement updates, and the new NHS 10-Year Plan. Brooks Livermore and Justine Etheridge presented a palliative care case study demonstrating waste reduction, resource stewardship, and measurable clinical benefits from small-scale interventions.

**Lessons and Benefits:** Members debated climate change messaging—balancing urgency with engagement—and explored linking sustainability directly to patient care to gain clinical traction. The group identified an opportunity to create a national sharing platform for Trust achievements, with NPAG potentially facilitating. Participants took away practical approaches such as creating sustainability care trolleys, halving battery use, and reducing single-use plastics. Networking benefits included making contacts for biodiversity net gain strategies, e-bike policy development, and UVC decontamination trials. Members valued peer-led insights into integrating sustainability into everyday care while overcoming time and resource constraints.

## Meeting 3 – 3 April 2025

### Theme: Green Plan Guidance Delay, Leadership Engagement, and Clinical Integration

**Presentations:** Katherine Calder (NHSE) urged Trusts to proceed with Green Plan refreshes despite national delays, while Ian Stenton (NHSE) emphasised board-level ownership and systemic integration. Updates included NEEF funding feedback and the upcoming GB Energy Fund.

**Lessons and Benefits:** Members shared methods to frame sustainability as a patient safety and quality improvement priority, such as reducing anaesthetic gas use or embedding sustainability in QI cycles. Benefits included learning governance templates, gaining examples of successful executive engagement, and networking for EV infrastructure and carbon literacy training initiatives. The meeting reinforced the importance of cross-trust collaboration, practical KPI development, and using local carbon data where national sources lack accuracy. Attendees left with a stronger case for board sponsorship and tools to integrate sustainability into core organisational priorities.

## Meeting 4 – 3 July 2025

### Theme: Clinical Focus – Mental Health, and Innovation in Sustainability

**Presentations:** Dr Jacob Krzanowski (Royal College of Psychiatrists) explored embedding sustainability into mental health care, framing climate change as both a public health and clinical care challenge. Jack Stancel-Lewis (NHSE Innovation Service) presented pathways to adopt innovations, from carbon dashboards to AI-powered energy optimisation.

**Lessons and Benefits:** The “Show & Tell” session showcased tangible successes—from decommissioning nitrous oxide systems to EV charging rollouts and sensory gardens—providing replicable models for others. Members gained practical insights into aligning Green Plans with clinical values, building innovation readiness, and preparing adaptation strategies for climate impacts. Benefits included new contacts for joint pilots, case study sharing, and potential subgroup formation on sustainable mental health models. The meeting deepened understanding of how sustainability enhances care quality, staff wellbeing, and organisational resilience, leaving members motivated to scale proven solutions.

# Key Themes & Value Delivered

The 2024–25 programme demonstrated that the NPAG Sustainability Network is more than a meeting forum – it is a trusted, high-value community of practice where members access expert insight, peer-tested solutions, and practical tools to accelerate sustainability delivery across the NHS.

Clinical integration and patient benefit emerged as a central theme. Members learned how reframing sustainability as a patient safety and quality improvement issue builds stronger clinical engagement, from reducing anaesthetic gases to embedding nature-based therapies in mental health care. The network provided case studies, templates, and advocacy techniques to help members secure clinical champions and link Green Plan actions directly to better patient outcomes.

Innovation readiness and adoption featured strongly, with members benefiting from early exposure to cutting-edge tools such as real-time carbon dashboards, AI-powered energy optimisation, and biodiversity baseline mapping. Presentations from NHS England's Innovation Service and peer-led "Show & Tell" segments gave members practical knowledge on evaluating, funding, and implementing new technologies, as well as navigating procurement and governance hurdles.

Peer-to-peer collaboration was a consistent value driver. Members shared templates for board reporting, carbon literacy training programmes, and biodiversity strategies, enabling rapid adaptation and avoiding duplicated effort. Cross-trust partnerships formed around EV charging infrastructure, e-bike schemes, and PSDS funding applications, creating efficiencies and strengthening bids.

Leadership and governance integration was reinforced as a vital enabler. The network gave members tested approaches for gaining board-level sponsorship, embedding sustainability in governance structures, and using metrics to improve visibility and accountability.

Celebrating and scaling success was exemplified in the July "Show & Tell" session, which highlighted replicable initiatives such as:

- Decommissioning nitrous oxide systems to cut emissions and costs
- Waterless urinals saving millions of litres of water annually
- Plant-based catering reducing emissions and improving staff engagement
- Repair and reuse programmes extending the life of clinical equipment
- Sensory gardens enhancing patient experience and biodiversity

The NPAG Sustainability Network's greatest strength lies in its collective expertise, openness, and action orientation. Members leave each meeting with practical solutions, new collaborations, and renewed momentum – turning shared challenges into shared achievements that advance the NHS towards its Net Zero goals.

## Looking Ahead 2025-26

The 2025–26 programme will build on this year's achievements with a continued focus on clinical integration, innovation, and practical delivery. Themed sessions will enable deeper exploration of priority areas such as sustainable surgery and anaesthetics, estates decarbonisation, waste reduction, and nature recovery.

A structured blend of three virtual meetings and one face-to-face event will ensure accessibility while maintaining opportunities for in-depth networking and collaboration. The "Show & Tell" format will continue, with added emphasis on case studies linked to measurable impact and board reporting.

Strengthening collaboration with NHS England, professional colleges, and other NPAG groups will remain a priority, ensuring members' voices shape national policy and tools. The network will also explore developing a shared repository of templates, metrics, and practical tools to support rapid local adoption.

By sustaining momentum, embedding sustainability into governance and clinical practice, and celebrating innovation, the NPAG Sustainability Network will continue to help members deliver impactful, scalable change in the drive towards a Net Zero NHS.

# Member Testimonials



To support my career development a sustainability manager from another Trust recommended the Sustainability Leads group. The knowledge I have gained from other members helped me develop the job role I am now in.

The group is really supportive and I always leave with new ideas.

Group Member 2024-25



Our close links to the centre and early notifications; which help Trusts prepare their justification for funding is a real benefit of membership

Group Member 2024-25



We actively encourage new sign-ups and would love for every Trust to be represented at this group – we are a friendly group who have varying levels of NHS Sustainability experience so you are guaranteed to learn something new!

Joint Chairs of the Group 2023-24

# NPAG Developments



## CPD Certification

The NPAG is a member of the CPD Certification Service. The NPAG NHS Sustainability Network is accredited for CPD approval for 2025-26. CPD Certification is a formal recognition of the contribution that membership of the NPAG Telecoms Best Value Group makes to members' continued professional/personal development. At the end of the annual round of meetings, members will receive certificates of attendance for all meetings attended during the year to evidence the contribution made as part of lifelong learning.

## NPAGNetwork

The NPAGNetwork provides the facility for members to ask questions of any individuals, group or groups within the overall NPAG membership. Questions can be sent to the NPAGNetwork Coordinator who disseminates them across the NPAG membership. Responses are collated and returned to the originator and others who declare an interest in the question asked.



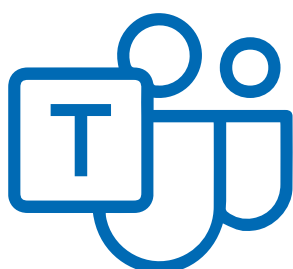
## NPAG Library

The NPAG Library holds presentations from NPAG best value groups and conferences, together with policy and other documents sent in by members.

Access to these items is via the NPAGNetwork Coordinator.

## NPAG Website

The NPAG website includes a private members area for each of the NPAG BVGs. Through these sites, BVG members can access and download meeting agendas, minutes, presentations and survey forms. The areas are password protected.



## MS Teams

Each BVG member is added to the specific group MS Team allowing the contribution of files, links and documents via the Teams Channels. This is in addition to the above and adds an extra means of communication between meetings and is group led.



# Discounts and Offers

## Members Referral Fee –

Introduce a friend and receive a discount on your membership.

A member referral resulting in another Trust / Organisation registering for full membership of the same group will result in the referring member qualifying for a 25% contribution from NPAG towards their membership.

The discount applies to the full membership fee only (not applicable to the 2nd member rate). The discount will be applied once, at the start of the current meeting round. Mid round membership referral discounts will be processed at the start of the following year's membership round.

Multiple referrals will result in multiple discounts up to four referrals per meeting round.



## Second Club Membership

A 25% discount will be applied when an existing NPAG member joins an additional Group. This does not apply to the £300 second member rate.

## Introducing our Try Before You Buy\* option

Our Best Value Group portfolio currently comprises 19 national groups. Areas of focus range widely from Estates and Facilities to Decontamination to District Nursing!

We recognise that with such a wide-ranging portfolio and with each group operating slightly differently, committing to a full year's membership can sometimes be a difficult decision. That's why we offer all new members our try before you buy option. Simply attend the first meeting of a group's new round, see what it's all about and if you decide it's not for you, you walk away commitment free\*.

If you or a colleague would like to learn more about our try before you buy option or Best Value Groups in general please contact us as by email: [info@npag.eastamb.nhs.uk](mailto:info@npag.eastamb.nhs.uk)

For a full list of our Best Value Groups you can also visit our website: [www.npag.org.uk](http://www.npag.org.uk)



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\*Try before you buy option is available to new members only. New members must inform NPAG in writing by email that they wish to 'try before they buy' prior to first meeting attendance. If the new member continues membership beyond the first meeting then the full group membership fee applies. In some circumstances, this offer is extended beyond the first meeting and the membership fee adjusted

# NPAG Best Value Groups

The NPAG organises and facilitates a national network of Best Value Groups that enables members to share experience, identify good practice; innovation and information to assist individual managers develop their own service improvement action plans.

Facilities (North) BVG	Facilities (South) BVG	Temporary Workforce Network
Clinical Engineering (North) BVG	Health Visiting and School Health Services DN	Operating Theatre Managers BVG
Clinical Engineering (South) BVG	IT and Medical Connectivity Network	EPRR Network
Decontamination BVG	National District Nurses Network	Telecoms BVG
Energy Network	NHS Car Parking and Sustainable Travel Network	Violence Reduction and Security Management Network
Estates Services BVG	NHS Sustainability Network	Waste Management BVG
NHS Transport and Logistics BPG		

For further information on the NPAG and our future activities, please contact us: [info@npag.eastamb.nhs.uk](mailto:info@npag.eastamb.nhs.uk)