

NPAG Energy Network
2024-25

Annual Report



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



Hardev Sagoo, Facilitator

npag.org.uk

Mission statement

“Driving collaboration, innovation, and practical action to achieve a sustainable, Net Zero NHS estate.”

Mission

The NPAG Energy Network exists to connect NHS leaders, managers, and technical specialists in energy and sustainability, creating a collaborative forum that drives measurable progress towards Net Zero. We provide a trusted space for members to share challenges, exchange proven solutions, and access the latest national policy updates, technical innovations, and best practice from across the NHS and wider sectors.

Our mission is to equip members with the knowledge, tools, and partnerships they need to deliver resilient, compliant, and cost-effective energy management strategies. Through structured meetings, expert presentations, peer-led case studies, and collaborative working groups, we enable Trusts of all sizes to:

- Improve energy efficiency and decarbonisation performance.
- Overcome procurement, funding, and compliance barriers.
- Build technical capability and operational resilience.
- Replicate successful projects and maximise investment impact.

By fostering open dialogue, resource sharing, and collective problem-solving, the NPAG Energy Network ensures members are better prepared to navigate uncertainty, accelerate delivery, and contribute to a sustainable future for NHS estates.

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 Energy Network delivered a high-impact programme focused on data, procurement, and compliance, enabling members to make measurable progress towards NHS Net Zero despite increasing funding and operational pressures.

Over four meetings, the network combined national policy insight with practical, replicable solutions. NHS England updates kept members ahead of evolving standards, including the revised HTM 07-02 and NHS Net Zero Building Standard, while procurement sessions provided clarity on CCS frameworks and PPA options.

Stand-out features of the year included:

- Replicable data tools and dashboard templates, shared by members to streamline compliance and investment readiness.
- Collaborative exploration of joint procurement for smart metering and heat network solutions.
- Soft FM kitchen energy trials delivering up to 40% savings through behaviour change, equipment optimisation, and estates–catering collaboration.
- Discussions on BMS optimisation, Energy Management Systems, kitchen energy, and pipeline planning to progress shared priorities.
- Practical governance and planning that unlocked significant funding successes.

By fostering open knowledge exchange, the network strengthened professional links, built technical capability, and created a repository of replicable resources. Members ended the year better equipped to navigate funding uncertainty, meet compliance requirements, and deliver resilient, sustainable NHS estates.

Introduction

The 2024–25 NPAG Energy Network has continued to provide a vital forum for NHS Trusts to collaborate, share solutions, and navigate the complex challenges of energy management, procurement, and compliance. Over the course of four meetings, we have seen the value of combining national policy insight with practical, replicable tools that members can implement in their organisations.

This year’s programme has been shaped by the need to balance long-term decarbonisation ambitions with the realities of funding uncertainty and operational pressures. By focusing on the core themes of data, procurement, and compliance, we have delivered content that not only informs but enables action – from innovative kitchen energy trials to replicable data automation tools, and from strategic procurement frameworks to governance models for pipeline planning.

The strength of the network lies in its members – their openness, willingness to share resources, and collective commitment to achieving a resilient, sustainable NHS estate. As we look ahead to 2025–26, our focus will be on deepening this collaboration, expanding membership, and continuing to equip Trusts with the knowledge, capability, and confidence to deliver measurable progress.

Hardev Sagoo

NPAG Energy Network Group Facilitator

Chair’s View

This year has highlighted the power of collaboration in addressing shared challenges. The NPAG Energy Network has created an environment where members can openly discuss barriers, share successes, and explore innovative solutions together.

Our discussions have ranged from strategic national updates to highly practical interventions, and the willingness of members to share tools, templates, and lessons learned has been invaluable. The group has been supported by the knowledge and expertise of our members and a range of expert presentations which have prompted interesting questions, provided opportunities for collaboration and increased the knowledge and skills of the group.

The year ahead will be about growth – in membership, in capability, and in the tangible impact we can deliver together.

Cara Turton-Chambers - East Midlands Ambulance Trust

David Coxon - Newcastle upon Tyne Hospitals NHS FT

Co-Chairs

Meeting Dates, Formats & Overview

The 2024–25 NPAG Energy Network programme combined the inclusivity of virtual meetings with the value of direct engagement at a face-to-face session. This approach ensured regular attendance from across England while supporting networking and in-depth discussion.

- 10 October 2024 – Virtual (Microsoft Teams)
- 16 January 2025 – Virtual
- 10 April 2025 – Virtual
- 19 June 2025 – Virtual

Membership from NHS Trusts nationwide, representing acute, community, mental health, and ambulance sectors. The network attracted new members during the year, broadening perspectives and enhancing the exchange of best practice. Cross-sector expertise fostered a collaborative environment, enabling members to share practical solutions, discuss emerging challenges, and align on strategies for achieving NHS Net Zero objectives.

Meeting Summaries

Meeting 1 – 10 October 2024

Theme: Energy Management, Decarbonisation, and Collaborative Action

Presentations: Tony Gent (NPAG Facilitator & Deputy Head of Estates, Derbyshire Community Health Services NHS FT) delivered a compelling session on workplace wellbeing, highlighting positivity as a driver of productivity and resilience. Mary Aladegbola (Senior Net Zero Technical Energy Lead, NHS England) outlined national decarbonisation strategies, including the Net Zero Building Standard and Retained Estates Delivery Plan, stressing the importance of accurate energy data, investment-ready business cases, and advanced metering.

Lessons and Benefits: Members appreciated the value of maintaining a positive mindset in high-pressure NHS environments and actionable tips on self-care, work-life balance, and kindness all of which is integral to driving Net Zero. Members identified funding barriers, procurement challenges, and opportunities for collaborative lobbying. Cara Turton-Chambers was elected joint Chair with David Coxon. Discussions highlighted the need for shared best practice, benchmarking tools, and targeted support for smaller Trusts, reinforcing NPAG's value as a platform for peer support and practical solutions.

Meeting Summaries Continued...

Meeting 2 – 16 January 2025

Theme: Data, Procurement, and Compliance in NHS Energy Management

Presentations: Kevin Showler (NHS Property Services Ltd) shared significant carbon reduction progress and examples of smart technology deployment. David Coxon (Newcastle upon Tyne Hospitals NHS FT) demonstrated data automation and dashboard development, sharing tools for replication. Mary Aladegbola (NHS England) updated on HTM 07-02 revisions, compliance tools, and climate adaptation strategies.

Lessons and Benefits: The importance and value of data quality and analysis not only for reporting but seeking funding. Discussions covered pooling resources for shared dashboards, overcoming PSDS funding timelines with pre-prepared projects, and broadening membership. Concerns were raised over procurement comparators and Crown Commercial Services, with emphasis on knowledge-sharing, data benchmarking, and collaborative training.

Meeting 3 – 10 April 2025

Theme: Data, Procurement, and Compliance – National Policy and Strategic Tools

Presentations: Ian Stenton (NHS England) introduced new national tools, £195m decarbonisation funding, and the NHS Net Zero Building Standard. James Morrison (SystemsLink) showcased their modular energy management platform, covering sub-metering, analytics, and compliance integration. Phil Harper (Crown Commercial Services) outlined the RM6289 Power Purchase Agreement framework and procurement options.

Lessons and Benefits: Members debated CCS adoption, noting benefits and risks, and expressed interest in SystemsLink demos and dashboard sharing. NHSE's policy and funding updates were welcomed, and the group reaffirmed the value of live demonstrations, peer learning, and a secure NPAG resource portal.

Meeting 4 – 19 June 2025

Theme: Sustaining Net Zero Progress under Funding Constraints

Presentations: Mary Aladegbola (NHS England) highlighted funding uncertainty, encouraging readiness through maintained decarbonisation plans. Dan Saxton (Birmingham Women's & Children's NHS FT) presented a governance-led approach to building a £66m+ pipeline using scorecards, stakeholder engagement, and digital tools. Max Kindred (NHSE Soft FM) demonstrated 40% energy savings in kitchens through behavioural changes, upgrades, and collaboration.

Lessons and Benefits: Members agreed on forming mini working groups on energy management systems, kitchens, and pipeline planning, exploring joint procurement of smart meters, and enhancing dashboard sharing. Concerns over funding continuity and CCS baselines were noted, with support for a hybrid meeting model in 2025–26 and continued peer-led problem-solving.

Key Themes and Value Delivered

The **2024–25 NPAG Energy Network** programme delivered tangible outcomes for members by focusing on three interconnected themes: data, procurement, and compliance, all underpinning the shared ambition to achieve NHS Net Zero.

Across the year, the network provided a platform for members to gain both strategic direction and practical tools. NHS England updates offered clarity on evolving standards – including the revised HTM 07-02, NHS Net Zero Building Standard, and Green Plan delivery assurance tools – enabling Trusts to embed national requirements into local strategies. Procurement sessions, notably on the CCS energy basket and Power Purchase Agreement frameworks, gave members the insight to evaluate risk, compare contract models, and build procurement resilience.

Data utilisation emerged as a cornerstone of effective energy management. Presentations demonstrated how automation, dashboards, and predictive analytics can streamline compliance, reporting, and investment readiness. Practical outputs included Python scripts for data processing, dashboard templates, and methodologies for benchmarking performance. These resources are readily replicable across Trusts, directly improving efficiency and decision-making.

Operational efficiency was also a key area of value. Soft FM-led kitchen energy trials, delivering up to 40% savings, showcased the impact of behaviour change, targeted equipment upgrades, and estates–catering collaboration. Members also shared tools and workflows for Energy Management Systems, BMS optimisation, HVAC improvements, and tenant billing systems, highlighting cross-sector applicability beyond Estates teams.

Collaboration remained central to the network's success. Members exchanged replicable templates, case studies, and governance models; trialled joint procurement concepts for smart metering and low-carbon technologies; and formed mini working groups to progress shared priorities. Smaller Trusts benefited from the expertise and resources of larger organisations, while all members valued the peer-to-peer environment for candid problem-solving and capability building.

By year-end, the NPAG Energy Network had strengthened professional links, enhanced technical capability, and built a shared knowledge base – equipping members to navigate funding uncertainty, meet compliance requirements, and accelerate delivery of a sustainable, resilient NHS estate.

Looking Ahead

The **2026** programme will directly address requirements raised in the minutes: grow membership and secure group viability and refresh the Terms of Reference (ToR) at the first meeting. We will run a short survey on meeting formats and publish proposed dates early, retaining a hybrid model with at least one in person session.

Content priorities will deepen the core themes of data, procurement and compliance with practical delivery:

- Supplier Q&A and comparators: Invite EDF and CCS for a live Q&A to improve transparency on frameworks, pricing models and risk; develop simple comparator tools for CCS basket/PPA options.
- Joint procurement pilots: Explore collaborative routes for smart metering and heat networks, aligning with ICS capital plans and multi year business cases.
- Working groups: Formalise mini groups on Energy Management Systems optimisation, kitchen energy productivity, and pipeline planning; share “oven ready” business case templates, dashboards and validation workflows via a secure repository.
- Capability building: Promote Energy Institute pathways, carbon literacy pilots and peer led clinics (e.g., SystemsLink/API dashboards) to strengthen internal Trust capability.

We will also examine sponsorship/referral options to support sustainability of the Network and set clear membership growth targets alongside “try before you buy” invitations to widen participation and impact.

NPAG Member Testimonials:



NPAG is a great resource that I would encourage all professionals across many disciplines to join.

Member of the Energy Network; NHS Sustainability Network; NHS Car Parking & Sustainable Travel Network; Violence Reduction & Security Management Network



Being part of the National Performance Advisory Group for Estates has greatly enhanced my professional development. I've gained valuable insights from fellow members and guest speakers, which I regularly apply to my work, benefiting my organisation. I highly recommend NPAG to NHS professionals for continuous improvement and shared learning.

Member of the Estates BVG 2025-26



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.

Member of the NHS Sustainability Network 2024-25

NPAG Developments



CPD Certification

The NPAG is a member of the CPD Certification Service. The NPAG Energy Network has been awarded for CPD approval for 2026. CPD Certification is a formal recognition of the contribution that membership of the Resilience Development Network 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.



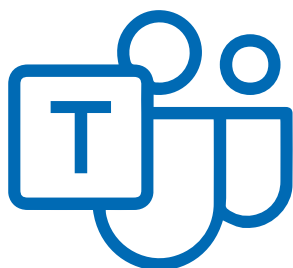
NPAG Library

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

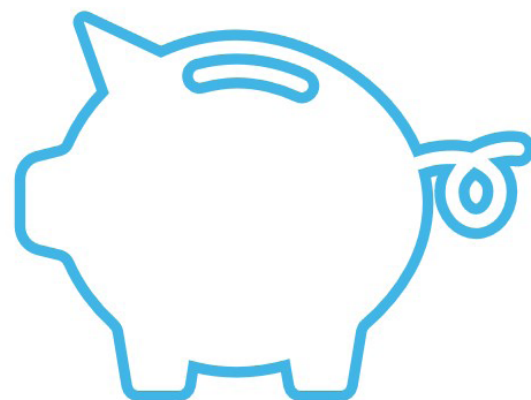
Members Referral Fee –

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 of up to four



Second Club Membership

A 25% discount will be applied when an existing NPAG member joins an additional Group. This does not apply to the £200 second member rate.

Introducing our Try Before You Buy* option

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.

*Try Before You Buy option is available to new members only. New members must inform NPAG in writing 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.



NPAG Best Value Groups

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 0-19 Network	Operating Theatre Managers BVG
Clinical Engineering (South) BVG	IT and Medical Connectivity Network	EPRR Network
Decontamination BVG	National District Nurses Network	Telecoms
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 NPAG:
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