

NHS Transport & Logistics Best Practice Group

Annual Report 2025-26



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

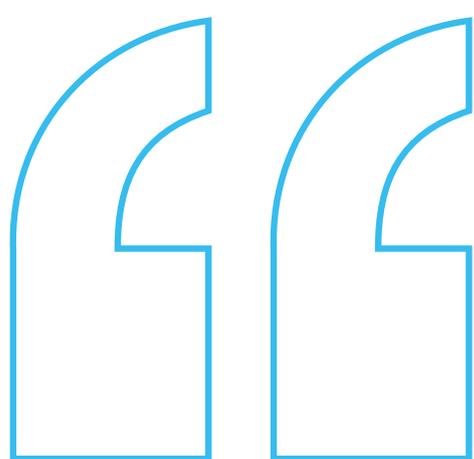


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Mission statement



The NHS Transport & Logistics Best Practice Group is a member driven,

proactive networking group striving for continual innovation and improvement in the delivery of fleet management, logistics, parking and associated services.

Introduction

Although I have over 40 years NHS Estates experience Transport & Logistics is one of the few areas that I previously had little involvement. Therefore it is always with some trepidation that I embark on a new round of meetings each year, however my trepidation is always very short lived as the members of the group make me feel very welcome and they certainly open my eyes to the complex and challenging world of Transport & Logistics and increase my knowledge several fold year on year.

Having now completed my 6th round of meetings in 2025/6, whilst I am much more knowledgeable in the area of Transport & Logistics I never cease to be amazed at the dedication and adaptability of the members in what they deliver on a daily basis.

I have to note with pride and gratitude the contribution from all of members and particular thanks to this years Chair of the group Andrew Mould and long standing member Tony Chatfield who I now consider as the being the NHS's leading visionaries and contributors to their profession.

The scene for the new round was well-set by the previous round and indeed the excellent work of all the members and a typically variable year ensued, driven as ever by cost-saving pressures, ever changing regulations, demand for EV infrastructure and the Net Zero Carbon agenda.

This was only the 3rd year since pre-Covid that a face to face meeting was held. This was held at Huddersfield Infirmary, Andrew Mould's Trust and was a great opportunity for members new & old to properly network. We took the opportunity for a fascinating guided tour of the site.

The first meeting held in April set the scene for the year including agreeing a revised standard agenda, Terms of reference, electing chair & vice-Chair and agreeing future topics for presentations. The meeting included a presentation from Mike Kenny from NHS Health Innovation.

The second meeting was held in July at the aforementioned Huddersfield Infirmary and hosted by this years Chair Andrew Mould and his team.

The third meeting was held in October and included a presentation from Apian who presented on their latest developments and offering for delivery of samples by drone.

The Fourth meeting held in January 2026 included a presentation from Chris Lennon from the Miles Consultancy who talked about their transport management offering to the NHS

I look back with pride on the sheer volume of knowledge and experience freely shared over the past year – its value is impossible to quantify – and I look forward with confidence to the year ahead with our long established core-members and I hope some new faces around the table too.

Cliff Howell

NPAG Best Value Group Facilitator

Chair's View

Looking back on the last round of meetings I am proud to be part of the group, the knowledge, expertise, vision and openness of the group allows for unbiased conversations in the round table and challenges currently faced in the modern NHS world of Transport and Logistics. More so, I am even more impressed in the response to these challenges and how the group share information to support each and every member in the function of their daily role. Also, there should be a special mention for Cliff and Laura for doing such a good job facilitating and organising the meeting, and the tireless work in creating the open forum as mentioned and also in the recruitment of new members. Here's to the next round of meetings and the chance to meet new colleagues and build on the success of previous years meetings

Andrew Mould-Lowe - Chair

Meeting Venues

All meetings conducted via MS Teams except for the July meeting which was held at Huddersfield Infirmary, Anrew Mould's Trust and was a great opportunity for members new & old to properly network. We took the opportunity for a fascinating guided tour of the site, including the Transport hub / offices and a more general tour of the site to look at new developments.

Working Together

Working together as a group of like minded professionals cannot be underestimated particularly in the field of NHS Transport & Logistics given that it is quite a small pool of staff with many opportunities to knowledge share and to work together across traditional Trust boundaries.

The NHS Transport & Logistics BVG is a perfect example of how members can assist each other and share their knowledge and expertise for the mutual benefit of everyone.

Meeting Highlights

Meeting 1 - 22nd April 2025, MS Teams

As this was the first of the 2025/26 meetings the facilitator introduced himself to the new members and offered the opportunity for all members to introduce themselves.

The facilitator explained that due to the GDPR regulations; it was necessary to obtain permission from each member for NPAG to share their contact details with other members – the group confirmed that they were happy to share contact details with each other.

The previous Chair David Malone and vice-Chair Andrew Mould agreed to swap roles this year and were happy to continue supporting the group and were happy to accept their nominations and election.

A draft Terms of Reference was tabled for discussion which was broadly accepted with some minor changes and additions.

It was agreed that the hot topics section right at the start of the meeting would be renamed 'Round table', an opportunity for members to discuss their daily challenges, what keep them awake at night, etc. Several items were discussed including Wholly Owned Subsidiaries (WOS), movement of waste and goods, Decarbonisation and aging fleets.

The meeting included presentations from our own Tony Chatfield, who talked about fleet utilisation, training and a demo of his Adobe Spark system, and Mike Kenny from NHS Health Innovation who talked about a number of suppliers, who mainly have healthcare products that they want to see the NHS adopt.

During the course of the remaining session the revised standing agenda items instigated discussions on tail lift issues, temperature control for specimen transport and frustrations regarding the new procurement rules.

Meeting 2 - 22nd July 2025, Huddersfield Infirmary

This was only the 3rd year since pre-Covid that a face to face meeting was held. This was held at Huddersfield Infirmary, Andrew Mould's Trust and was a great opportunity for members new & old to properly network. We took the opportunity for a fascinating guided tour of the site.

The meeting was purposely held much more informal than normal to allow for relaxed open discussion, very few notes were taken for the minutes again to allow freedom of speech and networking.

The meeting started with a fascinating icebreaker which gave a insight into the personalities of the members.

The round table session included discussions on vehicle based pressures, staff challenges, drone trials and risk management.

Andy and his team then took the group on a tour of the Huddersfield Royal Infirmary site focussing on the areas of Andy's work, e.g. transport and logistics areas but also to some interesting developments such as the new A&E facility. We were taken 'behind the scenes' by Andy's engineering colleague Joe Wright to look at the engineering plant above the A&E dept and also to another couple of key plant areas serving the sites engineering infrastructure.

Meeting Highlights continued...

Following the tour Andy gave the group a talk and presentation with regards to the Trusts Wholly Owned Subsidiary (WOS) which Andy works for. The WOS provides all Estates & Facilities Services to the Trust which includes Transport and Logistics. Andy explained how the WOS has given more flexibility to take on work from other Trusts as well as employment flexibility whilst as close as possible maintaining NHS T&C's which flexibility such employees wish to take it.

Meeting 3 - 14th October 2025, MS Teams

In the round table section right at the start of the meeting several items were discussed including EV charging points, the deadline of 2027 to be all EV, site power capacity issues, points of drivers licences and CPC training.

There was also a detailed discussion from one of the members on his frustrations with his new management team and there was lots of offers of help from the other members, a perfect example of the value of the group.

The meeting included a presentations from NPAG's very own Tony Gent who presented his new health & wellbeing slides (how to survive in a negative work environment) and Apian Ltd who talked about their latest developments in drones.

Although not specifically transport related Tony's presentation opened the eyes of some of the members who could resonate with what Tony was saying and could take some of Tony's recommendations back to their own work environments.

During the course of the remaining session the revised standing agenda items instigated discussions around introducing specific pool cars rather than just multitasking with other vehicles, the NHSE policy on non-emergency transport, the move from paper based to all digital records, procurement of vehicles and waste transportation.

Meeting 4 - 27th January 2026, MS Teams

As has now become embedded the meeting commenced with the round table session The format has proved to be very successful and will continue into next round of meetings.

Several items were discussed in the is section including inherited aging fleets and how to face and overcome the challenge, the NHS financial challenges and how that is affecting the members services and staffing levels, parts being stolen from vehicles, eyesight testing, sickness management and Trust mergers.

There then followed presentations from Chris Lennon from the Miles Consultancy who talked about their service solutions for the NHS and then our very own Andy Mould who presented a demo of his TMS system.

The standing agenda item highlights were regarding the new vehicle contracts, eyesight policies, drug & alcohol screening, transportation of oxygen and Entonox and centralising of path labs and the effect on transport.

It was agreed that from the next round we will trial replacing the standing agenda items to discussion points raised by the members, the rationale for this is that the round table is proving successful and most subjects from the standing agenda items are covered in this section.

The meeting concluded with the facilitator thanking members for their valuable information sharing and sharing over the last 4 meetings and hoped to see everyone including some new faces for the first meeting of the next round.

Key Highlights

The key highlights have to be the sheer knowledge and enthusiasm from the members and their willingness to share their knowledge and in many cases their hard work.

The round table discussions were also a key highlight, so much so that most of the standing agenda items were being discussed in this section and it was also opening up the conversations were widely than previously. Offers of help from members to other members increased as the year went on and highlights the high value of being a member of the group.

Future Plans for 2026-27

Members have previously favoured some flexibility in the Group Programme in order to respond to emerging areas of interest, this is now reflected in adopted round table section and the agreement that from the next round to trial replacing the standing agenda items to discussion points raised by the members,.

This will hopefully prove successful in providing for a more flexible agenda driven by the members

The group will also continue with a mix of presentations from its own members and the industry.

The 1 of the 4 meetings will continue as a face to face and it is hoped to hold the July 2026 meeting in Birmingham which will hopefully be central for most members and relatively easy for travel.

The Group will continue to apply itself to keeping abreast of rapidly-emerging vehicle, infrastructure and software technologies and their potential for enhancing capabilities within the NHS, whilst taking on board significant innovations brought to the table by Members. As ever, Members will also continue to share low-tech practical, workable, proven solutions to diverse issues and everyday problems.

NPAG Member Testimonials:

A valuable group that shares info and issues, you don't feel alone having the network to quiz, if you are having an issue/ problem someone else in the group will have had the same issue/problem and offer advice /solutions.

Member of the NHS Car Parking & Sustainable Travel Network

Networking on the NPAG platform is a great opportunity to exchange best practice knowledge, learn about business techniques and stay well-informed of the latest decontamination developments. The membership has provided an excellent place to discuss common challenges in decontamination! The advice of experienced members is an important benefit of networking.

Member of the Decontamination BVG

NPAG for theatre managers has enabled me to build a professional network, to ask clinical questions to peers who are experiencing and encountering the same operational issues. NPAG has also helped me to undertake some qualitative research for my PhD in the form of focus groups.

Member of the Operating Theatres BVG

I was recommended to join the Waste Management NPAG by a colleague I was speaking to at EMAS, which seems absurd as NPAG is actually a commercial arm of EEAST, but I hadn't realised there was a group which related to my area of work. Since joining a little over a year ago, I've had the chance to meet many of my counterparts in other Trusts which has been so helpful to ask and share advice, ideas and experiences.

Each meeting they have speakers in from the likes of NHSE, Environment Agency, CQC etc which is a great opportunity to stay ahead of upcoming changes, or provide feedback to them on what is, or isn't working for our respective Trusts. Most recently I launched a trial initiative on clinical waste efficiencies at Watford and Lister Hospital, with two other members from the group, and after presenting the project at the NPAG meeting, my idea is now being rolled out nationwide and I have been shortlisted for an award for NHS Waste Innovation of the Year.

Without NPAG I don't think I would have had the right contacts or the forum to pitch my idea to and it's become such a valuable resource for me in my role, I would urge everyone to see what NPAG can offer them.

Waste Management BVG Member

NPAG Developments

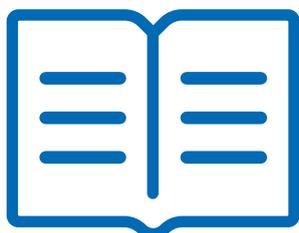


CPD Certification

The NPAG is a member of the CPD Certification Service. The NHS Transport & Logistics Best Practice Group has been awarded for CPD approval for 2026-27. 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.

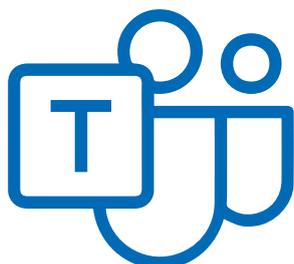


NPAG Library

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

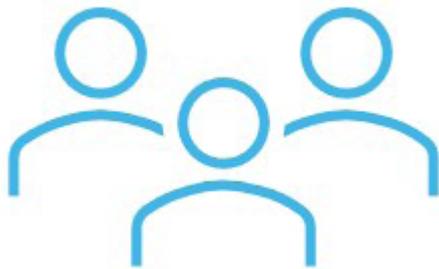
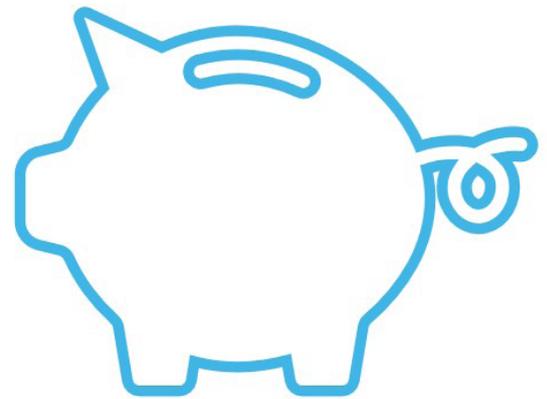
Members Referral Fee –

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



Second Club Membership

A **25% discount** will be applied when an existing NPAG member joins an additional Group. This does not apply to the £310 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: info@npag.eastamb.nhs.uk