



National Performance
Advisory Group

NPAG Green Plan

For A Greener NPAG

Green Plan 2022 - 23

May 2022

1. Introduction - National Ambition

In October 2020, the Greener NHS National Programme published its new strategy, *'Delivering a Net Zero National Health Service.'* This report highlighted that left unabated climate change will disrupt care, with poor environmental health contributing to major diseases, including cardiac problems, asthma and cancer.

There were two specific targets in relation to a more sustainable health service:

- For the emissions we control directly (the NHS Carbon Footprint), we will reach net zero by 2040, with an ambition to reach an 80% reduction by 2028 to 2032
- For the emissions we can influence (our NHS Carbon Footprint Plus), we will reach net zero by 2045, with an ambition to reach an 80% reduction by 2036 to 2039.

To support the national net zero ambition, each trust and integrated care system should have a *Green Plan* which sets out their aims, objectives, and delivery plans for carbon reduction. In each case, this should be signed off by the **Trust Board**, with a board-level 'net zero lead' responsible for overseeing its delivery.

2. NPAG's Approach to Sustainability - Background

NPAG has always been conscious of the need to minimise the environmental impact of its activities. Looking internally at our own organisation, NPAG has undertaken a number of measures over the years aimed at creating a greener service:

- Reducing the amount of paper used for our national events by providing electronic copies of documents, presentations, etc.
- Selecting venues for our meetings and events that facilitate travel by train
- Where possible and appropriate, employing staff who live local to the NPAG office, to minimise travel
- Encouraging working from home where appropriate
- Minimising waste by using Trust recycling facilities where possible.

2.1 Where we are now

Over the last two years the impact of Covid-19 has been felt especially keenly in the sector in which NPAG traditionally operates - meetings, events, and large conferences. Covid has also helped to drive technological developments that may otherwise have taken years to effect, and this has helped NPAG to operate and to provide services in a virtual way. From a sustainability point of view, there have been many benefits to this approach including a further reduction in paper use, a reduction in travel to events and with staff working largely from home over two years, a reduction in home to office mileage.

However, without a formal sustainability plan it has been difficult to gauge how successful all our efforts have been in terms of carbon reduction.

It is also important to recognise the way in which NPAG delivers its services, namely working in partnership with a wide range of providers – our Associates and Business Partners, meeting venues, our venue-finding partner, catering providers and suppliers of stationery and equipment. To date we have not explored with these partners what steps they have already taken or what are their aims, objectives, and delivery plans for carbon reduction in the future.

3. NPAG Green Plan 2022

Every trust and every Integrated Care System (ICS) is expected to have a Green Plan approved by that organisation's board or governing body. For trusts, these should have been finalised and submitted to ICSs by 14 January 2022. Each ICS is then asked to develop a consolidated system-wide Green Plan by 31 March 2022. (Green Plans replace the former Sustainable Development Management Plans of trusts).

Plans should include core chapters for the main areas of opportunity to make carbon savings for the organisation, such as: Workforce and System leadership, Sustainable Models of Care, Digital Transformation, Travel and Transport, Medicines, Estates and Facilities, Supply Chain and Procurement and Adaptation to Climate Change.

NPAG has not so far been asked by its host Trust to develop a Green Plan. NPAG are therefore taking the initiative of developing this Plan to cover the following key areas that are especially relevant to NPAG's business operations:

- Workforce
- Models and styles of service delivery
- Digital transformation
- Travel and Transport
- Supply chain and procurement
- Adaptation to climate change

3.1 Workforce

NPAG has traditionally operated with a small core team based at the central office in Broomfield, Chelmsford and an additional group of Associates and Business Partners that are located across the country.

Core staff are employees of NPAG / the Trust, and the Associates and Business partners are self-employed / small businesses that operate on a contract-by-contract basis.

NPAG's policy has been to recruit its core staff, where appropriate and possible, from its local area, at least partly to minimise home to office mileage. Currently the core staff reside in mid Essex. With the onset of Covid-19 in early 2020, all staff were asked to work from home (WFH) until further notice. Now, in early 2022, conditions have allowed a phased return to the office at Broomfield.

Action needed:

- a) *Consider future policy regarding WFH v. working in the office for NPAG core staff (taking account of Trust guidance) – NPAG Team.*
- b) *Implement agreed changes during 2022.*

3.2 Models and Styles of Service Delivery

Until the start of the pandemic in 2020, all NPAG's meetings and events were held face-to-face in convenient, central locations such as central London, central Birmingham or other major centres typically in the Midlands. Some groups also included a visit to Member Trusts or other facilities. From the spring of 2020, all events moved online utilising MS Teams and occasionally other platforms.

Now that Trusts appear prepared to allow staff to start to travel to events again, NPAG has been trialling face-to-face meetings as well as a 'hybrid' approach where a physical meeting is set up and those unable to attend are invited to join online.

Action needed:

- a) *Review the approach and agree future mix of virtual, face-to-face and hybrid meetings and events, keeping everything under review, analysing Member feedback*
- b) *Develop the Facilitator Liaison project to ensure that feedback is consistently received*
- c) *Review our use of products and materials*
- d) *Review our own approach to waste management – adopting the policy Reduce, Re-use, Recycle wherever possible.*

3.3 Digital Transformation

What is it? Digital transformation, challenges and improves how things are done today. At NPAG we need to embrace change by adopting greater use of digital technology, building upon the significant progress that we have already made and further reduce our use of paper.

Action needed:

- a) *Review the current approach and agree new guidance for staff and Associates*
- b) *Saving paper – strive to make all NPAG meetings and events paper-free (or as close as possible)*
- c) *Review our use of products and materials.*

3.4 Travel and Transport

NPAG's travel and transport includes:

- Home to office mileage
- Travel to meetings and events normally by private or hire car or train
- Transporting display equipment to events

Action needed:

- a) *Review Staff home-to-office mileage and means of travel*
- b) *Travel to meetings and events by our staff, Associates and Business Partners – promote travel by train where possible*
- c) *Consider transporting display and other equipment to our major events*
- d) *Review the way we keep in touch with our Associates and Business Partners – virtually or a mix of virtual and face-to-face?*

3.5 Supply Chain and Procurement

The majority of what NPAG consumes / commissions falls under the following:

- Furniture and Equipment
- Stationery
- IT services
- Display equipment for events
- Venue Hire

NPAG delivers many of its services by utilising Associates and Business Partners to:

- Deliver workshops and events
- Facilitate national groups
- Work closely with relevant central and regional agencies

We need to decide what scope there is for NPAG to influence procurement / supply chain.

The areas where we may have an opportunity to make a difference include:

- a) *Venue selection – ask for sight of the venue's own green plan*

- b) *Associates and Business Partners – introduce guidance for them in ‘greening’ their own ways of working*
- c) *For the items that our Trust procures – Furniture and Equipment, stationery, energy supplies – ask for assurances that these are being purchased from ‘responsible’ providers.*

3.6 Adaptation to Climate Change

The Government has set out six areas where action to mitigate the effects of climate change might be applied:

- flooding and coastal change
- health and well-being from high temperatures
- water shortages
- natural capital – the “world’s stock of natural resources including soil, air and water”
- food production and trade
- pests and diseases and invasive non-native species.

It is expected that even if countries around the world stay on track with targets agreed in Paris, in 2015, they will still need to undertake significant adaptation measures – given the time lapse before those measures take effect.

By undertaking all the measures set out in this plan and reviewing our progress regularly we anticipate that NPAG will make a contribution to tackling climate change adaptation.

3.7 Period that this Plan covers

May 2022 – April 2023.

4. Implementing the Plan and measuring our progress

This is NPAG’s first Green Plan and, as such, there are still areas that do need further development.

In particular, more work is needed in the areas of establishing a *baseline position* when it comes to calculating our carbon reductions over time, and around the way we will *measure* our success.

However, it is essential that we begin work now on the areas set out in this Plan.

Responsibility for implementation rests with the NPAG team. The NPAG Team will drive the process supported by the wider NPAG - our Associates and Business Partners who will be essential to the success of delivering a greener NPAG over time.

Work will commence on implementation in early June 2022 and progress will be monitored and discussed at quarterly meetings. Any adjustments to our approach will be agreed and implemented.

One of the next steps is to develop monitoring tools to support us in delivering against this Plan.

NPAG

May 2022