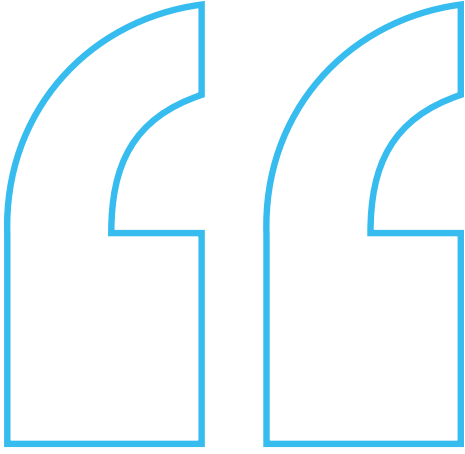


Estates Best Value Group

Annual Report 2025-26



Mission statement



To provide a national forum for Senior Estate Professionals to meet, network, compare and review services to seek

continuous improvement in terms of quality, performance and value for money. To honestly, openly and confidentially share information, best practice and service innovation for the benefit of all members.

Introduction

The Estates Best Value Group is one of a number of specialist groups organised by the National Performance Advisory Group (NPAG). This year's round of meetings was carried out using Microsoft Teams. The use of teams has resulted in increased attendance numbers at meetings and provided greater flexibility for members. The agenda, speakers and subject areas for each meeting was decided by members. The current membership comprises of Senior Estate Managers from across the healthcare sector including Acute, Community, Mental Health, NHSPS and Subsidiary companies. There have been 4 meetings in this round. Membership of the group contributes to CPD and offers the opportunity to grow professional networks, problem solve, benchmark individual elements of service and share innovation in what continues to be a very challenging and demanding time across the whole of NHS.

Estate Professionals continue to operate in an environment where they are expected to meet increasing legislative and compliance standards whilst meeting challenging cost improvement targets and improving service efficiency.

In the current operating environment members realise it is important that Estates Professionals move away from silo working and take the opportunity to work collaboratively with like-minded colleagues across the healthcare sector to problem solve share information and best practice. The meetings have given members the opportunity to benefit from the wealth of expertise, knowledge, and expertise of fellow professionals. All information was shared in a confidential and safe environment.

Members are fully aware of the importance of operating in a compliant, safe and clean environment where excellent patient care can be delivered. Challenges in recruiting suitably qualified and experienced staff is a particular challenge along with ensuring resources are managed as effectively and efficiently as possible. This can only be achieved by collaboration with colleagues, measuring and managing performance, benchmarking, identifying service innovation, adopting best practice, learning from others and keeping up to date with the changes.

As the Group's Facilitator I would like to take this opportunity to thank the groups Chair Hardev Sagoo and Vice Chair Kevin Showler for their enthusiasm and continued support. I would also like to thank Marie our excellent group coordinator for her behind the scenes work and support at the meetings.

Our members continue to demonstrate a willingness to share experiences and technical support for the benefit of their fellow professionals. If you have any reservations about the benefits of this group you are encouraged to take up the try before you buy that NPAG offer for any potential new members.

Tony Gent, NPAG Estates Best Value Group Facilitator

Chairs View

In a context of sustained operational pressure and ongoing structural change across the NHS, collaboration and shared learning remain critical. Addressing complex Estates challenges in isolation is neither efficient nor sustainable when collective expertise exists across the system.

The Estates Best Value Group provides a trusted, peer-led forum for senior professionals to exchange insight, benchmark approaches, and explore solutions across key priorities including compliance, workforce resilience, sustainability, and risk management. It enables members to draw on practical, real-world experience to support informed decision-making and local improvement.

The group remains open and inclusive, welcoming new members while continuing to be strengthened by the experience and commitment of long-standing participants. This balance supports a collaborative environment where perspectives are shared openly and constructively.

Over the past year, discussions have reflected both immediate pressures and longer-term strategic challenges. High-quality technical and operational input, shaped by member priorities, has ensured each session remains relevant and valuable.

The structured yet open format encourages honest dialogue, supporting members to share challenges, test thinking, and identify opportunities for collaboration across the NHS Estates community.

I would like to thank our facilitator, Tony Gent, Vice Chair Kevin Showler, and all members for their continued commitment and contribution.

We look forward to welcoming new members and continuing this shared commitment to collaboration, ensuring the Estates community remains informed, connected and prepared for the challenges ahead.

Hardev Sagoo Estates Best Value Group Chair

Meeting Venues

This year's round of meetings were all held on Microsoft Teams.

Information

All presentation slides, notes and tabled documents are made freely available to members. The NPAG Network Manager maintains a library and register of all documents/papers for distribution upon request. These are also made available to members of other NPAG Benchmarking Clubs, with the agreement of the originator.

Networking

The Estates Best Value Group meetings continue to facilitate strong network links allowing members to benefit by being able to contact each other for advice outside of the formal meetings to discuss any issues or concerns they may have.

Working Together

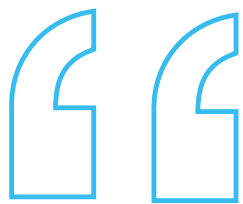
We are all experiencing ever increasing expectations and challenges with conflicting priorities in the work environment. By coming together to discuss and solve common issues and sharing innovation members benefit from the collective years experience of each other.

Testimonials from members:



NPAG Estates BVG offers the opportunity to share experiences and learning in a safe environment amongst colleagues in the same field.

Development & Commercial Works Manager



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.

Managing Director



Just wanted to drop you a message to say thank you for this mornings meeting, there has been some very useful conversation to listen to and glean information from other colleagues.

Estates Contract Maintenance Services Manager



As a member of the Estates BVG for nearly ten years I can honestly say that the benefits and insight gained as being a part of the membership of the group has not only assisted in my personal development as an Estates professional but also at times assisted in providing a therapeutic assurance in regard to best practice in the delivery of an Estates service to my Trust

Head of Estates

Key Highlights 2025

PRESENTATIONS

National uniform project for E&F staff

Sally Bratley Senior Product Assurance & Contracts Manager along with her colleague Parmjit Gill delivered a presentation to update members on the national uniform initiative.

Key points:

- Introduction and Agenda
- About NHS Supply Chain
- Facilities and Office Solutions Overview
- Category Areas
- Project Aims and Objectives
- Engagement so far
- Proposed Garment Range
- Hard Facilities Management (FM): Plum contrast
- Domestic services: Orange contrast
- Porter and Driver Services: Blue contrast
- Catering Services: Green contrast
- Multi-disciplinary: Yellow contrast
- Outerwear – All Professions
- Cultural Wear
- Procurement – current outline – supplier requirements
- Project Plan and Key milestones

NHSE update including pilot Engineering Graduate Programme

Fay Lane Senior Estates and Facilities Workforce Manager NHSE provided an update.

Key points discussed:

- The EFM Workforce Action Plan
- The EFM Workforce Team
- The NHS EFM Workforce
- EFM Workforce Challenges
- Overview of programme 2025/2026
- Apprenticeships growth plan
- What is EFM skills Framework
- Key outcomes and milestones
- NHS Engineering Graduate Scheme Pilot
- Shaping the future of NHS Engineering
- Graduate Engineering Programme Overview
- 2025 Cohort
- Planning timeline Cohort 2 – 2025/6
- 2024 NHS Staff Survey results – What does it tell us

Net zero carbon, climate change and green technology

Mary Aladegbola Senior Net Zero Technical Energy Lead NHSE delivered a presentation to update members on the above initiative.

Key points:

- The Challenge: net Zero Target
- What the team do?
- System improvement and long term estates planning
- Funding
- Strategic collaborations
- Innovation
- Summary resources that are available
- What differences have been made so far
- Energy dashboard
- Waste dashboard
- What are the key challenges for estates
- Sustainability as a panacea
- Shift from carbon-heavy to all electric and digital estates
- The impact of green technology on estates
- The NHS estates of the future will be all electric, smart, low carbon and resilient
- Estates leaders are the custodians of this transformation

Insight into managing a wholly owned subsidiary company

Rob McCubbin Managing Director of a Wholly Owned Subsidiary company (WOS) shared with members the opportunities and challenges the company faced in its formation and continues to face going forward. The open and honest conversation gave members the opportunity to gain insightful knowledge of running a (WOS). The discussion covered the fundamental differences between working in a (WOS) compared to working in a NHS trust.

Subject areas:

- Terms and conditions of (WOS) v NHS
- Trust board interface
- Income generation opportunities
- Speed of recruitment
- Benefits to the trust having a (WOS)
- Culture and behaviour
- Reverse service level agreements with the trust
- Service expansion and innovation

Rob went onto share with members his personal journey of managing a (WOS) compared to when he was working in the NHS. Rob invited members to ask questions.

Terrorism (Prevention of Premises) Act 2025

Andy Summerbell Head of Estates EPRR delivered a presentation titled Martyn's Law update. Andy gave a brief summary of his career to date.

Key points:

- The act received Royal Assent in April 2025
- Schedule 1 definitions include: Healthcare. Use as a hospital or for the provision of healthcare
- Reasonable expectation of numbers of persons present
- Responsible Person is legally required to ensure that the duties set out in the Act are fulfilled
- Standard Tier – 200 to 300 people at any one time
- Enhanced Tier – 800 + people at any one time
- Public protection measures to be tailored to their particular premises
- Premises Assurance Model 2025 – Trust roles and responsibilities
- Premises Assurance Model 2025 – Sites
- NaCTSO & NHSE site visits and workshops – sharing of key information
- Development of an off the shelf workshop offer to organisations to support their own planning and development
- NHSE Technical bulletin publication published 10 November 2025
- Support offers to Home Office and SIA
- Competent person scheme (Protec UK)
- Local approach

Authorising Engineer Fire Safety

Daniel Dumbarton Authorising Engineer Fire Safety gave a brief summary of his career to date. This was followed by an interactive presentation on Design Verification Through Live Evaluation Simulations.

Key points:

- Introduction
- Why this matters
- The opportunity hidden in decants
- What design verification simulations looks like
- Best value benefits for trusts
- Design assurance – operational readiness
- Embedding the approach
- How DRLC can support trusts in this process

Retained Energy Management. Low Carbon Europe

Andy Benett Group Director of Operations – Retained Energy Management Service delivered a presentation.

Key points:

- Company profile
- Identifying the problem
- The solution
- The benefits
- How does it work?
- Services provided
- Utility Bureau
- Building and Plant Optimisation
- Energy Compliance Services
- Sustainability Services
- Funding led opportunities
- Secondary services

Authorising Engineer Ventilation

David Livingstone Authorising Engineer Ventilation delivered a presentation to members.

Key points:

- Introduction
- Ventilation general aspects and history
- Concerns at Glasgow Queen Elizabeth University Hospital
- HTM 03-01 overview
- AHU with Heat recovery
- Example of undersized room
- Example of early engagement RIBA stage 2 with AE's and Design Team
- Example of design review

Planned Meeting Dates for 2026

The following dates and are planned for 2026/2027:

- Thursday 18th June 2026 – Microsoft Teams
- Thursday 17th September 2026 – Microsoft Teams
- Thursday 10th December 2026 - Microsoft Teams
- Thursday 11th March 2027 - Microsoft Teams

NPAG Developments



CPD Certification

The NPAG is a member of the CPD Certification Service. The Estates BVG has been awarded for CPD approval for 2025-26. CPD Certification is a formal recognition of the contribution that membership of the Facilities North BVG 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.

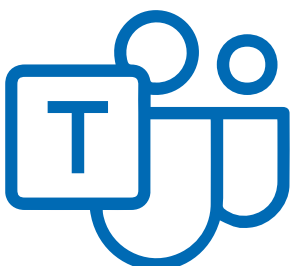


NPAG Library

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

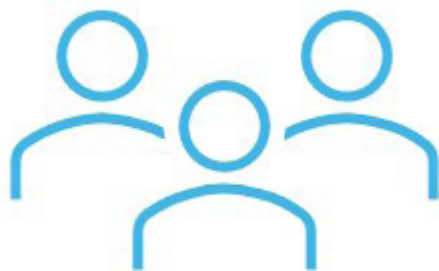
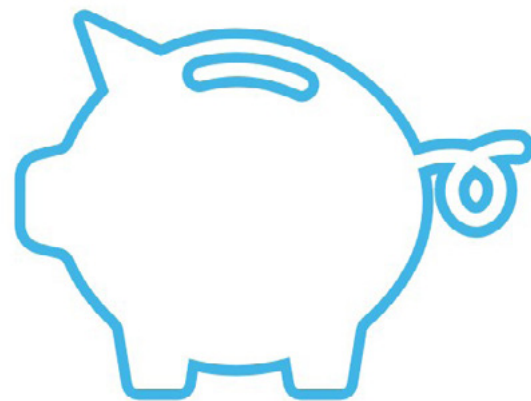
Members Referral Fee –

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



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 DN	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 Travel Planning 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