

## Facilities North Best Value Group

# Annual Report 2025-26



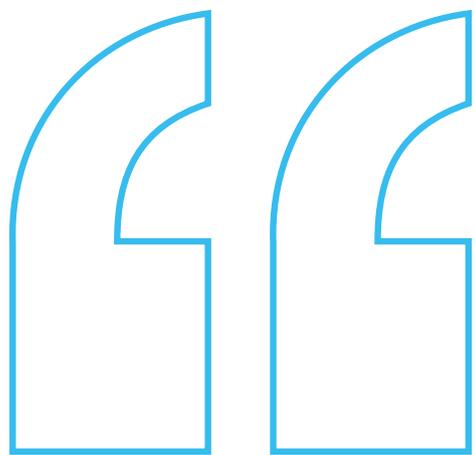
NPAG is a commercial  
division of the East of  
England Ambulance Service



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

# Mission statement



To provide a national forum for Senior Facilities managers 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 Facilities North Best Value Group is one of several specialist NHS best value 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 resulted in improved attendance numbers whilst offering greater flexibility for members to attend. Due to its success, it is to be the preferred format for the next round of meetings. The agenda, speakers and subject areas for each meeting was decided by members.

The membership comprises of senior operational facilities managers from across the healthcare sector including acute, community, mental health, NHSPS and subsidiary companies. There have been 4 meetings in this round. This group offers members the ability to grow their professional network, contribute to their CPD and share information confidentially. The NHS continues to be a very challenging and demanding environment to work in. NHS managers continue to operate in an environment where they are required to meet increasing compliance standards whilst reducing costs, improving service efficiency and meeting annual cost improvement targets. It is important that facilities managers take the opportunity to work collaboratively with fellow professionals across the healthcare sector to share knowledge, information and best practice instead of working in silos.

The meetings have given members the opportunity to benefit from the wealth, knowledge, and experience of this specialist group of professionals. Members can confidentially share experiences and work challenges in a non-judgemental supportive environment. Facilities professionals are aware of the importance in ensuring a compliant, safe, clean environment where to allow excellent clinical services to be delivered, ensuring patient safety is not compromised. Restrictions in recruitment makes it even more important that resources are managed as effectively and efficiently as possible whilst striving to improve service quality. Continuous improvement can only be demonstrated by measuring and managing performance, benchmarking, seeking best practice and learning from others.

As the Group's Facilitator I would like to take this opportunity to thank the groups Chair Maxine Heath and Vice Chair Paul Bird for their commitment and enthusiasm over the last year. I would also like to thank Marie our group coordinator for her invaluable support in ensure meetings run efficiently. Finally, the group's continuing success is largely down to its membership and their willingness to share information and input into the meetings discussions to the benefit of all.

**Tony Gent, NPAG Facilities South Best Value Group Facilitator**

## Chair's View

As Chair of the NPAG Facilities North Best Value Group, I am pleased to reflect on another year of productive collaboration and shared learning. The pressures facing the NHS are widely recognised and extend well beyond clinical services. This forum continues to provide a trusted space for Facilities Managers to discuss challenges openly, exchange experience, and support one another.

Our discussions are focused on member led, topical issues that span core services; cleaning, catering laundry etc. plus also considers wider organisational priorities and the health and wellbeing considerations that shape how we lead change. We have also benefited from the insights of NHSE Estates and Facilities colleagues, whose updates and guidance have helped members plan with greater clarity and confidence.

At the heart of our work is a shared commitment to ensuring the NHS continues to provide a safe, environment for patients, staff, and all who use its services. Thank you to every member for your continued engagement; the strength of this forum is defined by your contribution.

**Maxine Heath, Facilities North Best Value Group Chair**

# Meeting Venues

This year's meetings took place virtually via 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 Facilities North Best Value Group meetings continue to encourage strong network links and allows members to benefit by being able to maintain contact with each other for advice outside of the formal meetings.

## Working Together

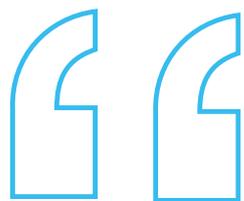
We are all experiencing high expectations and challenges with conflicting priorities in the work environment. By coming together to discuss and solve common issues and sharing innovation members benefit from the many years' experience of others.

**Testimonials from NPAG Facilities Best Value Group members:**



A safe space to discuss Facilities within the NHS with people who understand!

**Facilities Manager, Nottinghamshire Healthcare NHS Foundation Trust**



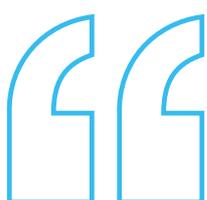
NPAG Facilities South membership is a highly engaged group, offering productive, low-cost investment for any Trust. You have the opportunity to learn and innovate with input from subject matter specialists, both NHS colleagues and invited guests; who are happy to share their knowledge outside of meetings. There is also the chance to influence the NHS strategy, through direct feedback to those who shape the future.

**Head of Estates and Facilities, RJA Orthopaedic Hospital Foundation Trust**



Really good group of people involved currently.

**Head of Facilities, West London NHS Trust**



Being part of the NPAG Facilities South BVG has been a real support in my role. It's given me a trusted network of colleagues to share ideas, best practice, and practical solutions to everyday challenges.

The discussions have helped me stay ahead of changes and find innovative ways to improve our services, and the relationships built through the group continue to provide valuable insight and encouragement.

**Head of Facilities, Berkshire Healthcare NHS Foundation Trust**

# Key Highlights 2025-26

## Cleaning Standards Review

Emma Brookes, NHSE, attended the meeting to provide a general update on the review of the cleaning standards. This was followed by a Q&A session.

Key points:

- All scores from Estates, Facilities, Nursing etc. should be combined to be compliant.
- Recent changes to the wording on the charters. The audit tool on the national guidance papers still mentions elements in the 2021 standards.
- Extra tools and changes for mental health trusts.
- Cleaning policy handbook.
- Is a cleaning strategy required by trusts? Is there a national strategy template?
- Updated cleaning posters.
- Clarity on FR ratings.
- National portering standards update.
- Steps to recovery service – Do they meet FR3 standard.
- NHSE abolishment – what about all the good work that has taken place will it continue?
- Trust board reporting – format and frequency. National template.

## Food Waste Regulations

Liam Hogg, Head of Waste & Resources, NHSE delivered a presentation followed by a question and answer session on Food Waste.

Key points:

- Sum of Inpatients / A&E admissions / OPD / Total no of attendees and admissions by year.
- True Waste Carbon Emission Trajectory
- Why Net Zero in Catering
- Simpler Recycling
- The waste hierarchy
- Understand / Avoidance / Reduce / Internal Logistics / External Logistics
- Food waste providers / On site and Off site
- Restaurant quality crockery
- Case study – Crockery trial
- Trust level / Domestic waste tonnages

## National uniform for Estates and Facilities update

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

### I Clean closed loop cleaning management tool

Simoes Amilcar (Simon) Facilities Manager West London Health Trust delivered a presentation on using the I clean tool from a user perspective and the many benefits in terms of performance improvement and improved monitoring. Simon went on to say the audit tool is an Australian software system.

Key points:

- Easy for cleaners to use
- Real time digital run sheet
- Information on previous clean and type of clean
- Identify task required for a particular area and type of clean
- Dashboard for the clean so the cleaners can see how they are doing & what the Supervisors can see
- Select reasons why a room can't be cleaned using a drop down box
- Room access reporting
- Vision clean documents teach sequencing and how to clean
- Mark areas of rooms as infectious or cytotoxic
- Remind staff of infection control procedures
- Change colour of screens to reinforce correct cleaning equipment
- Preference log
- Improved supervision
- Cleaner analytics
- Continuous improvement auditing
- Create visual audit that shows corrective actions

### How to survive in a negative work environment

Tony shared the above presentation with members. He gave members a bit of background to morale issues in his previous trust and explained he had put the presentation together and delivered it to his Estates team as he has recognised staff morale was being negatively affected by the current operational and financial challenges being faced.

Key points:

- Understanding a negative work environment
- Building personal resilience
- Effective communication techniques
- Seeking support and resources
- Long term strategies for improvement
- Characteristics of a negative work environment
- Common causes and sources of negativity
- Impact on mental and physical health
- Developing a positive mindset
- Practicing self-care and mindfulness
- Setting personal boundaries
- Assertive communication skills
- Active listening and empathy
- Conflict resolution strategies
- Finding allies and mentors at work
- Utilising employee assistance
- Exploring external support networks
- Career development and skill enhancement
- Creating a positive work culture

### PLACE and Pam update

Hayley Morris National Estates Assurance Policy Manager Commercial Directorate NHS England delivered an update on the above topics.

Key points:

#### PAM

- NHS PAM – What is it?
- How it works
- PAM annual cycle
- NHS PAM spreadsheet
- Current format
- Structure
- Scoring
- Maturity tools
- Alignment with functional standards frameworks
- PAM general update
- To prepare for the collection of 2025-2026 data
- Online system
- Way forward/next steps
- Tableau for PAM

#### PLACE

- What does PLACE do?
- What does PLACE look like
- PLACE lite – usage
- PLACE time line 2025/2026
- Following the assessment
- Way forward
- Dashboard/ available reporting
- Patient Assessors

### Artificial Intelligence an overview

Martin Jones Associate Director of Estates Facilities and Health and Safety delivered a presentation on the use and potential future use of AI.

Key points:

- Transforming Healthcare with Artificial Intelligence
- What is AI and why it matters
- What AI can do for Teams
- Proven NHS benefits
- Facilities specific impact
- Data analysis
- Safe and responsible AI use
- The next steps
- NHS Digital & National References
- What AI is not good at
- AI hallucinations
- Enhancing productivity, safety and patient care

## Planned Meeting Dates for 2026

The following dates and are planned for 2026:

- Meeting 1: Wednesday 15th April 2026 – MS Teams
- Meeting 2: Wednesday 15th July 2026 – MS Teams
- Meeting 3: Wednesday 14th October 2026 - MS Teams
- Meeting 4: Wednesday 20th January 2027 - MS Teams

# NPAG Developments

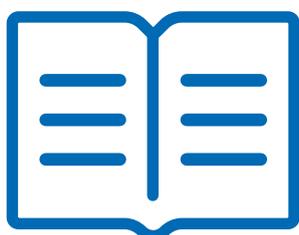


## CPD Certification

The NPAG is a member of the CPD Certification Service. The Facilities North BVG has been awarded for CPD approval for 2026. CPD Certification is a formal recognition of the contribution that membership of the Facilities South 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.

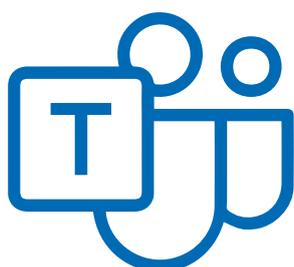


## NPAG Library

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

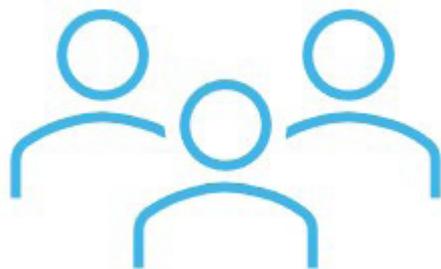
## Members Referral Fee –

### 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](mailto:info@npag.eastamb.nhs.uk)