

# Operating Theatre Managers Best Value Group

# Annual Report

2025-26



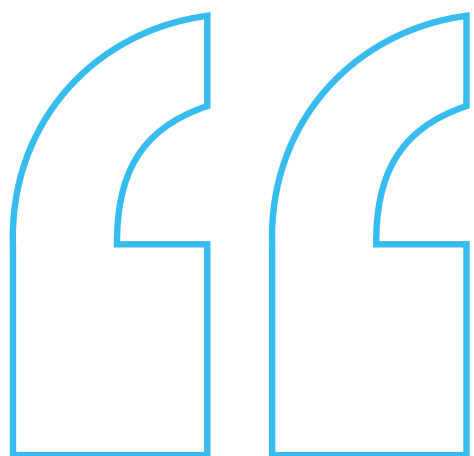
NPAG is a commercial  
division of the East of  
England Ambulance Service



Dale Atkins, Facilitator  
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[npag.org.uk](http://npag.org.uk)

# Mission statement



To share, learn and support Theatre professionals, with the aim of improving industry standards,

patient safety and experience.

# Introduction

Members have benefitted from 4 x full meetings and 1 x smaller bonus meeting in this round including the annual Theatres and Decontamination Conference that took place in the Radison Blu Hotel, Stansted Airport (more details later in the report). This conference brought together members and exhibitors from both disciplines – as well as including delegates from outside the NPAG family.

As well as the meetings themselves members also benefit massively from all the networking that takes place between meetings - including the Inter Meeting Email Discussions (IMEDs) facility which enables members to ask any question of the rest of the group, often getting answers within a couple of hours. It also enables sharing of information, job adverts, guidance, etc. We cover IMEDs in a bit more detail later in the report.

We have our first meeting of the new round on Wednesday 29 July 2026. We hope that you can join us.

**Dale Atkins, NPAG Best Value Group Facilitator**

## Group Chair



Mark Rigby, Chair of the Operating Theatre Managers Best Value Group, continued to provide outstanding leadership and expertise to the network. With over 40 years' experience working in operating theatres and a long-standing career in the NHS, Mark brings significant strategic insight and practical knowledge to the group.

In his role as Head of Theatre Services at Warrington and Halton Teaching Hospitals NHS Foundation Trust, Mark leads large-scale theatre operations, with extensive experience in service transformation, productivity, workforce planning, and patient safety.

A highly respected and well-connected member of the theatre management community, Mark played a key role during the round in shaping discussions, encouraging open knowledge-sharing, and supporting members to address common challenges. His commitment to benchmarking, collaboration, and continuous improvement ensures the group remains a valuable forum for learning and innovation across the NHS.

# Meetings

The following meetings were held in this round:

- Meeting 1 - Wednesday 30th July 2025 (Virtual)
- Meeting 2a - Wednesday 10th September 2025 - Mini (Virtual)
- Meeting 2b - Wednesday 19th November 2025 (F2F)
- Meeting 3 - Wednesday 4th February 2025 (Virtual)
- Meeting 4 - Tuesday 19th May 2026 - Annual Theatres & Decontamination Conference (F2F)

Please see Appendix A for separate Conference report.

NPAG continues to canvass its members to assess the preferred make up of meetings in each round. The Operating Theatre Managers members determined by majority vote that they wished to have 2 x face-to-face meetings (one of which being the annual conference) and 2 x virtual meeting – plus 1 x virtual ‘mini’ meeting . This mix has worked very well.

## Dissemination of Information

To ensure that the delegates feel able to discuss freely, the topic and key details are noted at meetings (unless the delegate requests that the information not be recorded), but not information about the group member or the organisation they represent.

Presentations and additional documents from the meetings are uploaded to the members website which is password protected.

Meeting minutes and agendas are sent out via e-mail.

Members are able to ask questions between the meetings via an e-mail service which is provided by NPAG – the NPAGNetwork

In addition to the NPAGNetwork members have the opportunity to benefit from a facility known as - Inter Meeting Email Discussions (IMEDs) - whereby any member can ask a question of (or share information with) the rest of group via the NPAG facilitator. The NPAG facilitator then sends this round to only members of this group. Responses go directly to the member who asked the question with responses being collated for group sharing. Often answers can be provided the same day or indeed within a couple of hours!



## Topics covered include:

- WLI – Vascular/ENT Weekend Pay
- Trauma/Emergency Theatre List Planning
- Control Request Form/Process
- Template for Anaesthetic Preference Cards
- Skin Assessment of the Operative Site
- B6 JD/PS For A Governance and Risk
- AfPP Guidelines to Maternity Theatres
- Procedure Pack Contents
- How do you Audit your NatSSips 8 or Stop points for Safety
- Do you do Terminal Clean in Theatres?
- Out of Hrs Theatre Cover
- External Provider For COSHH Risk Assessments
- Theatre Hats – Bald / Shaven Heads
- Lists Through Lunch
- Innovation / Workforce Redesign
- Standby Patient Lists
- Reusable, Drapes, Gowns And Bowl Sets
- Theatre Capital £
- Mindray Anaesthetic Machines
- Enthermics
- Heat SOP – Stop Operating
- E Prescribing
- Caridal Health Protexis Surgical Gloves
- Re-Usable Theatre Caps
- Video Laryngoscopes
- Business Case – Non Sterile to Sterile
- Stock Management Team
- Staggered Admissions
- Ensuring Swab Count is Correct
- Staffing Levels
- Induction / Supernumerary Period
- Needles for Hip Injections
- Storage or Distribution of Sevoflurane
- Robotic SFA v SCP
- 6 Monthly Theatre Deep Cleans
- Metrics – Turnaround Time for NHSI Submissions
- Stock and Omnicell Teams
- Emergency Theatre Workforce Cover
- Management of Formalin
- Rectus Sheath Catheters
- Workforce Review Papers/ Business Cases
- JD and PS for Robotic Assisting
- Non Clinical Roles
- Chloraprep
- Anaesthetic Cover (Steven)

*Note – full details of the above (i.e. full questions and answers) can be obtained via NPAG HQ*



# Meeting Content/Topics

This section is aimed at providing a flavour of the wide range of topics and discussions from the various meetings across the round. *These are extracts only.*

At each of the meetings there is a set of regular agenda items, these being: i) 'Inter Meeting Email Discussions' (as above); ii) 'Hot Topics Discussions; iii) 'Market Place – Sharing Good Practice'.

## Standing Items

Each meeting has had the following as fixed items on the agenda:

- Corrective actions arising from audits
- W.H.O. Checklists
- CIPs
- Governance
- Theatre Structures / Cost Improvement

## Hot Topics

At each of the meetings members are given the opportunity to share specific issues, challenges, developments, etc. The following are some selected anonymous extracts to provide a flavour of the discussions that have taken place during the round.

### a) CQC Inspection

*Member A* – reported that his trust had recently received an unannounced CQC inspection and provided the CQC observations :

Uniforms and IPC

Despite last week's message, inspectors continue to notice staff breaching our uniform policy and infection prevention and control (IPC) rules. Specifically, please ensure:

- Nail polish/varnish/gel nails are not used by all colleagues in clinical areas
- Earphones and other types of headphones are not used by clinical staff
- Inappropriate watches and jewellery are not worn in clinical areas
- All colleagues must be 'bare below the elbow' in clinical areas

Other matters

- Learning from incidents: many colleagues have been able to recall recent incidents, but some have struggled to think about what's been learned from them. This is something that can be discussed in meetings/huddles.
- Whistle-blowing: some colleagues do not recognise the word, but are familiar with the idea of raising a concern with a manager, clinical lead or Freedom to Speak Up Ambassador. Please help 'spread the word'.
- Smoking: it is illegal to smoke or vape on hospital sites. If you are heading off-site to smoke, please make sure you are not wearing uniform.

# Meeting Content/Topics

## b) Incidents

*Member B* - i) Incident re a knee implant. Used wrong item. Investigation took place. Resolved by getting the two consultants round the table and agreeing on best way forward. ii) Swab incident – resulted in the introduction of ‘Swab Safe’.

*Member C* – Gynae incident. Involved 2 gloves wrapped one inside the other along with swabs being passed by the patient via her vagina.

## c) Verbal Handovers

*Member D* – Had been having problems with verbal handovers. Involved mis-communication, lack of record keeping, etc. Now using EPIC. Very good – provides good prompts for use during the handover.

## d) CIPs

*Member E* - The CIPs that we are finalising following 2 weeks trial is the bone cement, pulse lavage and mixing bowls, cement Gun Inserts, and the recent supplier price reduction by xxxx. We now believe that we have a model of the opportunity that meets the specific requirements as an ICS contract and a potential saving of £84k. Switching from xxxx to xxxx. I have emailed the proposed price agreement for circulation.

## d) Staff Morale

*Member F* – Staff morale hit rock bottom so COO arranged a review to be undertaken. This came up with 66 recommendations which are now being worked through. Many issues were identified – including estates issues (e.g. building leaks), recording, etc. A lot of work to do.

## External Presentations

### Examples from the round:

- **‘NHSE Update’** – (Dan Pearce. Senior Implementation Manager. Getting It Right First Time (GIRFT) Team NHS England). Regular NHSE Update Slot
- **‘Waste Management in Theatres – The Waste Hierarchy’** (Jason Mitchell - Waste Manager. Newcastle upon Tyne Hospitals NHS FT + Member / Vice Chair of the NPAG Waste Management Group)
- **‘Decontamination Incident Reporting’** (Trevor Garcia. Facilitator NPAG Decontamination Group)
- **‘Advanced Practice for ODPs’** (Associate Dean – Learning and Teaching + Claire Carter, Business Relationship Manager. University of Derby)
- **‘AfPP and IDSc Loan Guidance. Mitigating Risks and Strengthening Traceability’** – (Trevor Garcia. IDSc Side + Lindsay Keeley. Clinical, Patient Safety & Quality Lead. The Association for Perioperative Practice)
- **‘AfPP - Embedding Standards, Supporting Teams, Enhancing Care’** – (Jennifer Maher. AfPP Education Lead The Association for Perioperative Practice)

*Note – full details of the above can be obtained via NPAG HQ.*

# Meeting Content/Topics

## Member Experience Sharing

Here members are given the opportunity to share experiences / learning / project details / etc with colleagues - examples from the round:

- 'High Performing Theatre Teams'
- 'Late Start Project In Theatres'
- 'Heat SOP – Stop Operating'

Note – full details of the above can be obtained via NPAG HQ

## Documentation Shared During the Round

A key part of NPAG membership is the sharing of documentation, ranging from national guidance to local initiatives - examples from the round:

- Job Description & Person Specification – Risk and Patient Safety Lead
- Reusable hats v2
- Interventions Poster TRAUMA
- Module Overview Operational Improvement Training
- A3 ortho golden patient
- NHS Impact - Learner Portal User Guide
- QI Project - Golden patient - final version
- Operational Improvement Training Course Booklet
- Standby Patient process flow
- Conclusion of Theatre Consultation Regarding OOH Working
- Standby Patient SOP (1)
- Theatre Staff Consultation Paper Final Staff Side
- New 8 Steps to safer surgery and NatSSIPs audit tool - weekly V6
- JD Head of Perioperative Services PAH 1.0
- Surgical Pause TLH
- SPT - Team Brief - Multidisciplinary Surgical Safety Team Brief
- May 2025 Late Starts Presentation
- SPT - Team Debrief - Multidisciplinary Surgical Safety
- NPAG High Performing Theatre Team
- SPT - Who Surgical Safety Standard Checklist
- University of Derby - ECP ODP Project
- WHO - 2nd Time out - V1 - 20th May 2023 – PhD
- SWARM
- WHO 5 Steps - V1 - Arthroplasty- 20th May 2023 – PhD + see others.
- Standard Operating Procedure for the Washing of

*Note – full details of the above can be obtained via NPAG HQ.*

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## Topics/ Meetings for New Round 2026/7

The NHS Operating Theatre Managers agenda is large and complex. To help address some of the challenges the following are just a few of the topics that the group aims to cover:

- Corrective actions arising from audits
- WHO Checklists
- Governance
- Theatre Efficiencies
- CIPs
- Audits
- Job Descriptions + Person Specifications
- Human Factors / Civility
- Sustainability in Theatres
- Safer Surgery / Patient Safety
- Theatre Staffing – Skill Mix, Training, etc
- Benchmarking
- Never Events
- Procurement / Business Plans
- Theatre Equipment – inc Robotics
- Elective Recovery
- Robotics

*Other topics will be added during the round as requested by members.*

## Meetings

There will be four meetings in the new round with a mix of virtual and face-to-face sessions. The first meeting of the new round will be held on Wednesday, 29th July 2026 – online via MS Teams.

# Member Testimonials



As a non-theatre person, I joined the NPAG group to broaden my knowledge and I wasn't disappointed. I found the group to be inclusive of being part of NPAG has been an inspiring and invaluable experience. The network provides a supportive, collaborative

community where colleagues from across organisations can share experiences, benchmark practices, and gain practical insights. The discussions have directly influenced my day-to-day work, helping me improve patient care, support staff, and strengthen services. NPAG's focus on learning, networking, and professional development makes it a truly unique and rewarding forum, and I feel privileged to be part of it.

**Theatre Matron, University Hospital Southampton NHS Foundation Trust**



Being a part of the NPAG Operating Theatre Managers BVG for the past two years has been invaluable. It offered us a unique platform to benchmark performance with colleagues Nationally, share best practices and learning to overcome challenges, and stay informed

regarding National policy changes. The networking opportunities and peer support directly contributed to service improvements and innovative thinking within the Theatre teams in our Trust. I would highly recommend this group for any leaders within the theatre environment.

**Assistant Director of General Surgery & ATICS, Southern Health & Social Care Trust**



A vital group to discuss new ways of working and aid benchmarking.

**Senior Theatre Matron, University Hospital Dorset UHD**

# Appendix A

## Theatres and Decontamination Conference - 19th May 2026:

### Venue

Radisson Blu Stansted Hotel.

### Programme

This was the 12th year of the conference and the programme provided the usual comprehensive mix of topics and speakers from across the Operating Theatre and Decontamination disciplines.

The Conference brought together NHS professionals, private sector representatives, industry experts and partners from operating theatres and decontamination services. Chaired by Dale Atkins and Trevor Garcia, the conference focused on the importance of collaboration between theatres and decontamination teams to improve productivity, efficiency and patient outcomes.

### Speakers and Presentations

#### **Keynote Address: 'Collaboration and Elective Recovery'**

#### **Professor Tim Briggs, GIRFT Programme Lead and National Director for Clinical Improvement, NHS England**

In his speech, Professor Briggs highlighted the challenges facing the NHS in achieving the target of treating 92% of patients within 18 weeks. In his presentation he emphasised that improving elective recovery requires all parts of the patient pathway to work together effectively.

He outlined the four key GIRFT focus areas:

- Workforce planning and skills mix
- Booking and scheduling processes
- Perioperative and postoperative care pathways
- Optimising patient flow and theatre efficiency on the day of surgery

Professor Briggs stressed the importance of reducing cancellations, minimising theatre downtime, ensuring equipment availability and maximising utilisation of the NHS's 3,500+ operating theatres. Statistics shown demonstrated there had been some improvement in performance however more needed to be achieved. Case studies from several trusts demonstrated significant improvements in theatre productivity and efficiency through collaborative approaches.

#### **'Effectiveness of a digital vs face-to-face preoperative assessment within PAH NHS Trust'**

#### **Ajay Sooknah, Head of Operations Surgery, Princess Alexandra Hosp. NHS Trust**

In this presentation Ajay Sooknah, Head of Operations at Princess Alexandra Hospital NHS Trust presented how he project managed the Trust's transition from traditional face-to-face pre-operative assessments to a digital model. Using automated screening questionnaires and risk stratification based on GIRFT guidance, the system identifies issues earlier and enables coordinated workflows across multiple teams.

The initiative has increased pre-operative assessment capacity by 25%, improved communication between teams and enhanced patient preparation before surgery.

# Appendix A

## Theatres and Decontamination Conference - 19th May 2026:

### **'3D Printing - developing bespoke implantable 3D-printed medical devices'**

**Martin Kirk, Product Specialist, Laser Lines Ltd.**

In this presentation Martin Kirk from Laser lines explored the growing role of 3D printing in healthcare. Current applications include the creation of highly realistic anatomical models that allow surgeons to rehearse complex procedures. These models can replicate tissue density, bone structure and even bleeding responses.

The session highlighted the future potential of bespoke implants and the challenges these innovations may create for decontamination services, particularly where validated manufacturers' instructions for reprocessing are unavailable.

### **Robotics in Practice: Building a Collaborative Program for Today and Tomorrow**

**Lee Clark, Sr. Eng, Device Decontamination, Intuitive**

During this presentation Lee Clark and Stuart Duncan of Intuitive discussed the evolution of robotic-assisted surgery and the importance of collaboration in implementing successful programmes. Key themes included:

- Early engagement of theatres, decontamination services, procurement and IT teams
- Standardised workflows across departments
- Robust training and competency management
- Use of data analytics to improve performance and efficiency

The speakers highlighted how robotic systems now generate extensive performance data that can support service improvement and potentially contribute to future AI-assisted surgical practice. They also noted the introduction of the latest Da Vinci 5 platform in the UK, offering, more than 150 design innovations, it has 10,000x the computing power of da Vinci Xi and has improved patient outcomes.

### **'Decontamination and Sterilisation: The Future and the Role of NHS Supply Chain'**

**Ian Dodd, Engagement Specialist, NHS Supply Chain**

Ian Dodd outlined how the surgical instruments and decontamination framework is driving improvements in quality, compliance, efficiency and sustainability. It offers a comprehensive procurement solution covering instruments, decontamination and sterilisation services, repairs, maintenance and managed service models.

Independent third-party audits provide assurance on supplier compliance, product quality and ethical standards, reducing risk and strengthening confidence in performance. Product rationalisation, particularly of high-volume instruments, aims to cut duplication, improve clinical consistency and deliver better value.

Looking ahead, the framework will simplify procurement by separating products from services, creating a more flexible and transparent model. Planned developments include greater use of reusable instruments, enhanced repair services, track-and-trace capabilities and new technologies.

Stakeholder input is being encouraged to ensure changes work effectively in practice. Overall, the framework supports a more sustainable, circular approach to device management, contributing to Net Zero goals and strengthening responsible sourcing.

# Appendix A

## Theatres and Decontamination Conference - 19th May 2026:

### PANEL SESSION

The panel was Chaired by Trevor Garcia and speakers were as follows:

- Doros Polydorou, Managing Director, STERIS
- Sean Allison, Theatre Manager, Bucks Healthcare NHS Trust
- Ian Dodd, Clinical Engagement & Implementation Manager Wound Closure, Mesh & Surgical Instruments, NHS Supply Chain
- Daniel Coole, Managing Director, Surgical Holdings

Delegates were encouraged to contribute and this made it a highly interactive session.

#### **1. Sustainability vs Infection Prevention: Where Do We Draw the Line?**

Panel members agreed that patient safety and infection prevention must remain the primary consideration. However, opportunities exist to reduce environmental impact through evidence-based adoption of reusable devices where clinically appropriate. Greater national coordination and standardisation across the NHS were identified as priorities.

#### **2. Standardisation vs Clinical Preference: Who Really Decides What's on a Tray?**

The panel supported greater standardisation of surgical instrument sets while maintaining clinician choice through supplementary instruments where required. Standardisation was viewed as a means of improving efficiency, reducing waste, supporting sustainability and delivering better value for money.

#### **3. Is this a myth? Where do delays and instrument damage really occur, and what is actually driving them?**

Discussion highlighted concerns around the management of surgical instruments as valuable assets. The panel advocated for greater investment in maintenance programmes, improved quality assurance of new instruments and stronger lifecycle management to reduce costs and improve reliability.

#### **4. Decontamination - Centralisation versus Local Services**

The panel concluded that both centralised and local decontamination models can be effective, with the most appropriate solution depending on local organisational needs, resilience requirements and available infrastructure.

# Appendix A

## Theatres and Decontamination Conference - 19th May 2026:

### Attendees

The conference was attended by 60+ delegates. They were a mix of members from the NPAG Operating Theatre Managers group, the NPAG Decontamination group and those who were new to NPAG events and meetings. There was also a good attendance of sponsors / exhibitors, as below.

### Sponsors

The following sponsors exhibited at the Conference:



### Testimonials



The below represent a selection of delegates' feedback:

"A well put together, relevant and thought-provoking day."

"A strong mix of practical insight, innovation and useful discussion."

"It was valuable to hear both NHS and supplier perspectives in one place."

"The topics felt current and reflected real service challenges."

"A worthwhile event for anyone involved in theatres and decontamination."

Delegates and Exhibitors were also asked to sum up the Conference in one or two words:

Beneficial Educational Communication Valuable Insightful  
**Amazing** Extremely informative  
 Thought provoking Neat  
 Varied Subjects  
 Collaboration Mixed bag

# Appendix B

## Operating Theatre Managers membership list:

Job Title	Trust / Organisation
Head of Operations Surgery	The Princess Alexandra Hospital NHS Trust
Operating Department Manager	Royal Devon University Healthcare NHS Foundation Trust
Service Manager Belfast City Hospital Theatres	Belfast Health and Social Care Trust
General Manager	Cardiff & Vale University Health Board
Theatre Manager	Guy's & St Thomas' NHS Foundation Trust
Directorate manager	University Hospital Dorset UHD
Matron for Theatres & Pre-Op Assessment	Mersey & West Lancashire Teaching Hospitals
Advance Scrub Practitioner Lead	Northumbria Healthcare NHS Foundation Trust
Lead Nurse ATICS	Southern Health & Social Care Trust
Lead Theatre Matron	University Hospital Southampton NHS Foundation Trust
Theatre Matron	Salisbury NHS Foundation Trust
Theatre Sister	Southern Health & Social Care Trust
Service Manager Royal Victoria Hospital Theatres	Belfast Health and Social Care Trust
Theatre Matron	Buckinghamshire Healthcare NHS Trust
Theatre Manager	Mersey & West Lancashire Teaching Hospitals NHS Trust
Theatre Team Manager	Northumbria Healthcare NHS Foundation Trust
Interim Theatre Manager	Buckinghamshire Healthcare NHS Trust
Theatre Manager	Mersey & West Lancashire Teaching Hospitals NHS Trust
Service Manager PACCT	Aneurin Bevan Health Board
Co-Director Anaesthetics, Critical Care, Theatres & Sterile Services	Belfast Health and Social Care Trust
Theatre Service Manager	Doncaster & Bassetlaw Teaching Hospitals NHS Foundation
Head of Theatre Services	Warrington & Halton University NHS Foundation Trust
Divisional Interventional Lead	Guy's & St Thomas' NHS Foundation Trust
Theatre Manager	HSC Guernsey
Senior theatre matron	University Hospital Dorset UHD
Theatre Matron	University Hospital Southampton NHS Foundation Trust
Deputy Divisional Director of Nursing, Theatres, Critical Care & Anaesthetics	Stockport NHS Foundation Trust
Clinical Lead for Cranial Surgery	The Walton Centre

# NPAG Developments



## CPD Certification

The NPAG is a member of the CPD Certification Service. The Operating Theatre Managers BVG has been awarded for CPD approval for 2024-25. 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.

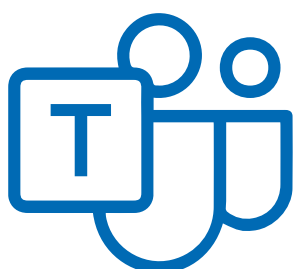


## NPAG Library

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.



## Benchmarking Exercises

Each BVG member is invited to participate in any benchmarking exercises currently being undertaken by any of NPAG's Groups. This information can be shared amongst all NPAG members as required.

# Discounts and Offers

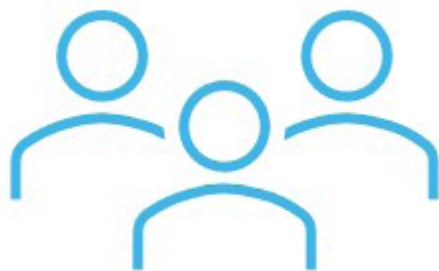
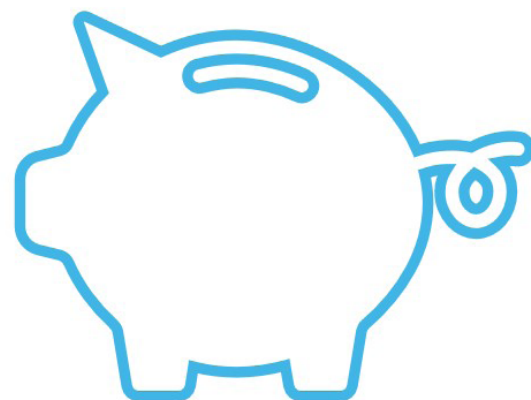
## Members Referral Fee –

### 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 £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 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 Sustainable Travel Network	Violence Reduction and Security Management Network
Estates BVG	NHS Sustainability Leads 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)