

Violence Reduction & Security Management Network

Annual Report 2025-26



Mission statement



To enhance the delivery of a professional violence reduction and security management service for the benefit of

NHS staff, patients and assets through the sharing of experience, knowledge, innovation and ongoing best practice; and to disseminate and adhere to all current standards and relevant legislation.

Objectives

1. To influence national policy through partnership working with national organisations, professional bodies and individuals.
2. To support the achievement of improved performance and value for money at local level by sharing professional knowledge, information, local innovations, and good practices.
3. To support the achievement of improved performance and value for money at local level through liaison with government, public and private organisations, e.g. NHS England, Police, HSE, NAHS, Home Office, etc., as appropriate to member-identified needs.
4. To assist members in fulfilling statutory and professional obligations; in particular, to maintain consistency of audit and measurable good practice following the demise of NHS Protect.
5. To deliver against an Agenda identified by members according to specific, clearly-identified needs.
6. To share documents via the NPAG Inter Meeting Email Discussions (IMEDs) and Member Database/Library, e.g. policies, guidance documents, organisational details, cost saving initiatives, performance data, etc.
7. To encourage members to network between meetings on matters of common interest – using Members Contacts List and IMEDs.
8. To identify learning and knowledge needs, including interpretation of government policy, guidance and intentions, and to identify and implement solutions, e.g., via involvement of guest speakers or by other relevant means.

Introduction

This has been another very good year for the NPAG Violence Reduction & Security Management Network. This is a very well established and very well respected group and has built up a significant membership.

Members come from across the NHS - acute, community, ambulance and mental health trusts. They also come from across both England and Scotland.

Members continue to benefit from an excellent range of presentations from invited external guests. Some of the topics covered are listed in the report below. The group also has an extensive list of 'Standing Items' which have been identified for coverage at each meeting. It is during these discussions that members display their huge range of knowledge and expertise in this diverse and challenging area.

Each meeting has a 'Hot Topics' slot where members can raise any current issues that are of concern to them or that they need help and advice with. We also have 'Member Experience Sharing' slots where members are invited to share local projects, initiatives, etc.

As well as the meetings themselves members also benefit hugely from the networking that takes place between meetings including the 'Inter Meeting Email Discussions' (IMEDs) facility. This enables them to both raise questions and share information directly with fellow members. Those asking questions often get responses within a couple of hours. The vast array of topics covered is demonstrated later in this report.

This is an excellent group to be involved with, it would be great if you could join us. The first meeting of the next round will be held virtually on Thursday 15 October 2026.

Dale Atkins, NPAG Business Associate & Facilitator

Chair's View

Looking back over the 2025/26 period, it is clear just how valuable the NPAG Violence Reduction & Security Management Network continues to be. At a time when healthcare security is changing quickly and expectations on teams continue to grow, the network has provided a trusted space for colleagues to come together, speak openly and support one another through complex and often difficult issues.

Across the four meetings, discussions reflected the widening role of healthcare security, from violence reduction, staff safety and counter-terrorism preparedness to CCTV, body-worn video, lone working, protest activity, digital systems and organisational assurance. These are not simple topics, and the opportunity to explore them with others who understand the realities of NHS security has been one of the network's greatest strengths.

The network has also continued to provide important links with wider stakeholders, including NHS England, the Home Office, NaCTSO, the Police Crime Prevention Academy, NAHS, IAHSS and other specialist partners. These relationships help bring national thinking into the group while ensuring the practical realities faced by security teams on the ground are heard and understood.

Martyn's Law has understandably been a major focus this year. Members have shared progress, concerns and approaches around governance, leadership, training, business cases, risk assessment and implementation. This shared learning has helped members navigate uncertainty and consider proportionate, risk-based approaches across a range of healthcare settings.

Looking ahead, discussions around AI, video analytics and future security technology have opened up important conversations about how innovation could support Security Control Rooms, improve incident detection and strengthen decision-making. Members have rightly balanced this with the need for good governance, data protection, human oversight and realistic expectations.

The strength of this network comes from the people within it. A heartfelt thank you goes to Dale Atkins for his continued guidance, organisation and skilled facilitation, and to the wider NPAG team for everything they do behind the scenes to keep the network running so smoothly. Most importantly, thank you to every member who contributes, asks questions, shares learning, offers support and brings their lived experience to the table. Without that generosity and commitment, the strong work and value of this network simply would not be possible.

In the spirit of Aneurin Bevan's belief in the people who sustain the NHS, we look forward with confidence to another year of shared learning, stronger connections and positive progress.

Kerry Wheat

Head of Security and Car Parking, Manchester University NHS Foundation Trust

Mike Craissati

Freedom to Speak Up Guardian / Leadership Associate, Berkshire Healthcare NHS Foundation Trust

Co-Chairs, NPAG Violence Reduction & Security Management Network

In Our Members' Words



I'm relatively new to healthcare security and find the NPAG VR&SM Network very informative. It offers a strong pool of knowledge and best practice, and the group is welcoming and helpful across a wide range of topics."



The network has become an essential support system, a source of inspiration and a catalyst for continuous learning and improvement."



The network has widened my connections with security managers across the country. The topics are always relevant and up to date with the latest legislation and changes affecting NHS security managers."



Knowing that you are not alone, and that there is a trusted group of like-minded colleagues you can turn to for advice, guidance or simply a sounding board, makes a tangible difference."



Shared practice is not just encouraged but actively lived. Thoughtful discussions help us tackle complex topics and see challenges from multiple perspectives.”

Meeting Dates and Formats

The following meetings were held in this round:

- Meeting 1– Thursday 9 October, 2025, MS Teams
- Meeting 2 – Thursday 8 January 2026, MS Teams
- Meeting 3 – Thursday 23 April 2026, MS Teams
- Meeting 4 – Thursday 9 July 2026, MS Teams

NPAG continues to canvass its members to assess the preferred make up of meetings in each round. The Violence Reduction & Security Management Network members determined by majority vote that they wished to have all 4 meetings that took place on the virtual platform Microsoft Teams.

Dissemination of Information

In addition to the NPAGNetwork service, members can benefit from the Inter-Meeting Email Discussion facility. This allows members to seek advice, share experiences and benchmark approaches with peers between formal meetings. Questions are distributed by the NPAG facilitator to group members, with responses often received within hours and then collated for wider learning.

During 2025/26, members made extensive use of this service, demonstrating the breadth of challenges facing healthcare security professionals and the willingness of colleagues across the NHS to share knowledge and practical solutions. Discussions broadly fell into the following key themes:

Violence Reduction, Staff Safety and Restrictive Interventions

Supporting staff safety remained a significant area of focus throughout the year. Members shared policies, training approaches and practical experiences relating to:

- Restrictive Intervention Training Programmes
- Restrictive Interventions Follow-Up Evaluation
- Assaults on Staff and Pressing Charges
- Behavioural Agreement Letters
- Violence and Aggression Risk Assessments
- Line Manager Toolkit for Supporting Colleagues Following Violent Incidents
- Use of Restorative Justice Approaches
- Bite Protection PPE
- Unplanned Nursing Support Throughout the Night

Counter Terrorism, Martyn's Law and Protective Security

As the Terrorism (Protection of Premises) Act 2025 progressed, members worked together to better understand emerging requirements and share preparations for implementation. Topics included:

- Martyn's Law implementation and updates
- Boundary fencing and physical security measures
- Lockdown exercises
- ACT Awareness eLearning
- Level 3 Award in Counter-Terrorism Protective Security and Preparedness
- SIA consultations and guidance
- Board presentations relating to Martyn's Law
- Security preparedness webinars and national guidance

Security Technology, CCTV and Innovation

Technology continues to play an increasingly important role in supporting healthcare security operations. Members explored both established and emerging solutions, including:

- Body-Worn Cameras and associated policies
- CCTV coverage, management and footage requests
- CCTV pixelation and privacy considerations
- Integration of video systems and lone worker alarms
- AI solutions to support patient monitoring and incident detection
- Security Control Room technologies
- UK Safety Pods
- NHS Scan4Safety

Lone Working, Access Control and Operational Security

Members exchanged advice on a wide range of day-to-day operational security challenges affecting NHS organisations, including:

- Lone worker devices and lone working policies
- Access control strategies, policies and protocols
- Search policies and detection wands
- Security guards and handcuff use
- Archway metal detectors
- Prisoner management
- Security risk assessment templates
- Smoking management
- Uber and Amazon deliveries to patients on wards

Workforce Development, Governance and Professional Practice

As services continue to evolve, members sought support on workforce planning, governance arrangements and professional development opportunities, including:

- Training Needs Analysis methodologies
- LSMS equivalent training
- Healthcare Security Officer Training programmes
- Security contract tendering
- Security Lead and CCTV Controller job descriptions
- Community Safety Accreditation Schemes
- Security policy development
- Locally funded Level 7 CPD programmes

Collaboration, Information Sharing and National Developments

The network also acted as a mechanism for sharing important national updates, emerging risks and opportunities for collaboration, including:

- Operation Cavell support initiatives
- National violence reduction guidance
- Martyn's Law infographics and resources
- SIA training providers
- Porter agency arrangements
- Patient and visitor car parking arrangements
- Support for wider NHS security initiatives and consultations

Looking Back

The scope of topics discussed throughout the year highlights not only the complexity of modern health-care security but also the value of having access to a trusted network of peers. From responding to immediate operational challenges to preparing for new legislation and embracing emerging technologies, members have continued to support one another through timely advice, shared experience and practical solutions.

Full details of all Inter-Meeting Email Discussions, including questions, responses and supporting documentation, are available from NPAG HQ upon request.

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:

- **Inter Meeting Email Discussions**
- **Hot Topics Discussions**
- **Market Place – Sharing Good Practice**

Physical Security

- Policy Work
- Legislation
- CCTV/Body Cameras
- Lockdown
- Thefts/ASB
- Access Control
- Security of assets
- Lighting / Fencing
- Manned Guarding
- Counter Terrorism
- Working with police & CPS
- FP10's, Medicines, Gases
- Protecting estate & assets

Violence Reduction/Staff Safety

- Policy Work
- Legislation
- Assaults
- Hate Crime
- PMVA/Restraint
- Panic & Static alarms
- Lone Working Solutions
- Application of sanctions
- Conflict Resolution & safety training

Hot Topic Discussions

The following are some selected anonymized extracts just to provide a flavour of the discussions that have taken place during the round. This is not an exhaustive list.

Reporting on VPR Standards

Member A – Raised the issue of the difficulties that she was having in reporting on the VPR standards. Q. Is she alone?

Various members – A. All agreed with Member A on this. Noted that number of standards had increased from c56 to c186! Member B has put his as a risk area on the trust Risk Register.

From MS Teams Chat:

Member C – I think the VPR standard is awful! Tried to feed back to NHSE at the time they were developing them but hey ho! What do others think?

Member D – They didn't listen but also said they had linked in with us !!

Member E – I think there's an element whereby NHSE have washed their hands now of VPR and left it to the HSE now from an inspection perspective – just an observation from me

Permanent Ops Room

Member F – had asked the following question: "This is not strictly a security related question, I was asked for advice by the Trust Digital Transformation Team as I overseen from business case to implementation of the Trust's Security Control Room.

The Trust is looking to create a permanent Ops Room which, on a day-to-day basis, will track patient flow throughout the Trust, including community sites. This will include:

- A&E
- UTC
- Inpatient wards
- Mortuary capacity

The Ops Room will also manage any major incidents and will therefore require live access to CCTV (Ambulance Bay, ED Majors, ED waiting areas, etc.). The Trust currently has an Ops Room; however, it consists only of a few tables and monitors. Most information is sent via phone or runner.

Do any members have a fully functional Ops Room, and would you be willing to discuss this with the Kingston Hospital's Digital Transformation Team?"

Member F – Requested that if anyone was able to help here to liaise with him outside of the meeting and he would then link them with his Digital Transformation Team lead.

Member G – Reported that his trust does have a bed management system that does everything that Liam has described and agreed to discuss with Liam outside of the meeting.

From MS Teams Chat:

Member H – we are moving to this model using Medway as a template. We have NOT started the implementation as the costs are still being debated bringing everything together. They were looking at using EPR as the tool to coordinate things. We currently use MyPorter and MyCleaner for FM side. We are being asked to have leads in the hub as the link rather than systems – be interested to hear the outcome

Member I – We use a bed management system called Capacity Management from Cerner which provides the same

Member J – We use Cerner as well here at Bradford, it's managed by the clinical site team.

Guarding Company

Member K - Wanted to know if any members had experience of / views on a new guarding company that his trust was looking at. The guarding company of interest is called who are based out of a Head Office in 'xxx'. They seem to work mainly in the south. Member K read out a list of those trusts he had heard worked with this company.

Member L – reported that he knew the security lead at one of the trusts mentioned and would put Member K in touch with him.

Member M – Has had experience of this company. Didn't go with them. Their costings weren't in order. Didn't seem to be in line with what the trust was looking for. Company seemed disconnected from the trust. Noticed that AI had been used to produce the documents – no human input.

From MS Teams Chat:

Member N - Presumably they are on the Framework so there are some checks undertaken - we are reviewing things here and unless on Framework - not going to be used.

Member O - They are currently part of an ongoing Tender with ourselves so I can't comment at this time; but i haven't worked with them before so keen to hear about any feedback especially given their tender submission.

Member P - I know of them and would not touch them. Andrew happy to discuss details I know off line.

Martyn's Law

Member Q - Q. - What are others doing here? Do you have sub-groups? Who's leading on it?

Member R – A. Has been fortunate to have hit the ground running here thanks to a very pro-active EPRR lead. Working on TOR and also working through the ML framework. Those involved: himself , COO, Estates and H&S.

Member S - Just wanted to remind members that Martyn's Law doesn't just effect health organisations but has implications for so many other non-health organisations. Health has a huge amount of knowledge and experience in those areas which Martyn's Law relates to and that many of the requirements are probably already in place within trusts.

Note – there were various other contributions here but not recorded.

From MS Teams Chat:

Member T - EPRR and COO are leading on this and we support. We are looking to have a full working group, Estates, Comms, EPRR, Security, Directorate leads and overseen by our Security Management group

Member U - Could you share your ToR please?

NOTE – Facilitator reported to members that following discussions with the co-chairs it had been agreed to dedicate a section of the next agenda specifically for discussions on Martyn's Law – looking at what members are doing, how they are getting on, sharing of ideas / developments / etc.

External Presentations – examples from the round:

- **The International Association for Healthcare Security and Safety (IAHSS) – UK Chapter**, Laura Smith and Carl Morgan, International Security Management
- **NaCTSO – CT Threat Update**, Dan Stoddart, NaCTSO
- **NHS Security / NAHS Update**, Roger Ringham, Assistant Director, Security and Fraud Experts (SAFE) Chair / Executive Director, National Association for Healthcare Security (NAHS)

- **Communities of Practice for VPR**, George Reid – set up the Midlands Communities of Practice
- **Building a Safer Workplace: Responding to Racism and Reporting Microaggressions**, Bethan Machray. EDI Manager and Bo Escritt, Head of EDI, Sheffield Children's Hospital
- **Police Crime Prevention Academy**, Amanda Mulholland, National PCPA Manager
- **Homeland Security Analytics Trial**, Regan Lobo, National Security Test & Evaluation Programme (NSTEP) Project Manager, Homeland Security Group, Home Office

Member Experience Sharing

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

- [Andy Summerbell Workshop – Update on the Experience](#)
- [Is this Really Good Practice?](#)
- [Feedback from the NAHS Conference](#)
- [My Experience of our Protestors](#)
- [Victims of multiple assaults reporting and a Violence Barometer based on NHS National Staff Survey responses](#)
- [Violence Reduction & Security Management – North of the Border](#)
- [Video Analytics Trial](#)
- [NEBOSH Terrorism Act 2025 – Level 3' – Feedback](#)
- [Feedback on SHJ Course attended in May](#)

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

Documentation Shared During the Round

A key benefit of membership in the Violence Reduction & Security Management (VR&SM) Network is access to a wide range of practical resources, policies, templates and shared learning materials contributed by members. During this reporting period, over 60 documents were circulated across the network, helping organisations benchmark practices, support compliance, strengthen security arrangements and improve violence prevention initiatives.

Examples of documentation shared included:

Governance, Strategy and Policy

- Violence Prevention & Reduction (VPR) Terms of Reference and Sub-Committee documentation
- Prevent Policies and Preventing Radicalisation Guidelines
- Search and Security Policies
- Smoking and Vaping Policies
- Seclusion Policies
- CCTV Policies and Procedures

Documentation Shared Continued

Workforce Development and Training

- Violence Prevention & Management (VPM) training resources
- CPD Level 7 Violence Prevention programmes
- Counter Terrorism Protective Security and Preparedness training materials
- Training Needs Analysis (TNA) templates
- Course outlines and training programmes
- Restrictive Practice and Personal Safety job descriptions

Security Risk Management and Operational Guidance

- Security Risk Assessment templates
- Ward and Department Security Assessment tools
- Site Security Profiles
- Lockdown Plan and Exercise templates
- CCTV operational procedures
- Patient Search Procedures and Standard Operating Procedures (SOPs)
- Guidance on flagging potentially violent patients

Violence Reduction and Restrictive Practice

- Victims of Multiple Incidents reports
- Violence Prevention & Reduction Barometer outputs
- Soft restraint business cases and briefing papers
- Mechanical restraint guidance
- Critical Patient Information resources

Partnership Working and External Security

- Police, CPS and NHS protocols
- Prison Service partnership agreements
- Concordat for the Care of Prisoners
- Operation Cavell resources and campaign materials

Counter Terrorism and Martyn's Law

- Martyn's Law briefings and updates
- Terrorism (Protection of Premises) Act guidance
- Protect Duty implementation resources
- NaCTSO toolkit materials
- Myth-busting guides and executive briefing papers

Service Improvement and Communications

- Smokefree implementation toolkits
- Communications packs and briefing documents
- Exercise and incident management templates
- Risk assessment templates and operational guidance documents

Note: Full details of the documentation shared throughout the year are available from NPAG HQ upon request.

Future Plans 2026-27

Going forward, the network will continue to meet 4 times a year and these will all be virtual sessions. There will also continue to be the usual networking between meetings – adding extra value to the group.

As with all NPAG groups it will be the members themselves who will decide on the actual agenda content for each meeting and who the key speakers should be.

'Hot Topics', 'Inter Meeting Email Discussions', 'Member Experience Sharing' and the extended list of 'Standing Items' (all referred to above) will continue to be regular items on the agenda.

The network will continue to interact with other national bodies working in this field (eg NaCTSO, NHSE, NAHS, HSE, etc) as well as with commercial organisations but only where benefits to the membership can be seen.

The network has grown significantly in recent years and we will continue to expand the membership wherever we can.

Who Our Members Are

The Violence Reduction & Security Management Network continued to attract strong participation throughout 2025/26, bringing together professionals with strategic and operational responsibilities for violence reduction, security management and staff safety.

Membership at a Glance

72 professionals engaged

52 healthcare organisations represented

Organisations from England and Scotland

Participation extended across a broad range of healthcare settings, including:

**Acute healthcare providers | Mental health providers | Community services |
Ambulance services | Specialist hospitals | Facilities and shared services**

Figures are based on the facilitator's participation records and may include Try Before You Buy guests and colleagues attending on behalf of registered members.

Membership list:

Organisation	Professional roles represented
Airedale NHS FT	Not specified
Ashford & St Peters Hospitals NHS Foundation Trust	Facilities Support Services Manager
Bedfordshire Hospitals NHS Foundation Trust	Business & Compliance Manager
Berkshire Healthcare NHS Foundation Trust	Not specified; Risk Services Team Manager; FTSU Guardian, VPR Advisor
Bradford Teaching Hospitals NHS Foundation Trust	VPR Lead/LSMS
Calderdale and Huddersfield Solutions Ltd	CHS Senior Estates Officer (Building & Security)
Cambridgeshire & Peterborough NHS Foundation Trust	Security Manager
Coventry & Warwickshire Partnership NHS Trust	Local Security Management Specialist (LSMS)
Doncaster & Bassetlaw Teaching Hospitals NHS Foundation Trust	LSMS/Contract Manager
East Sussex Healthcare NHS Trust	Trust Security Advisor; Security Management
Great Western Hospitals NHS Foundation Trust	Associate Director, Health, Safety, Fire and Security
Greater Manchester Mental Health Trust	Not specified
Hampshire Hospitals NHS Foundation Trust	Head of Security & Portering; Deputy Associate
Harrogate Healthcare Facilities Management Ltd	Security & Healthcare Services Manager
Herefordshire Worcestershire Health NHS Trust	Not specified
Kingston & Richmond NHS Foundation Trust	Security Manager
Lancashire & South Cumbria NHS FT	Security Management Specialist
Lancashire Teaching Hospitals NHS Foundation Trust	Assistant Director of Resilience; Security Assurance/Car Parking Manager
Leeds Community Healthcare NHS Trust	Security Manager; Security Operations Officer
Leeds Teaching Hospitals NHS Trust	Operational Lead Violence Reduction; Operations Manager
Manchester University NHS Foundation Trust	Security & Car Parking Co-ordinator; Group Head of Security & Car Parking
Mersey Care NHS Foundation Trust	Head of Health & Safety/Security
NHS Golden Jubilee	Health & Safety Advisor; Health, Safety & Security Co-ordinator
NHS Scotland Assure	National Facilities Service Advisor
Norfolk & Norwich University Hospitals NHS Foundation Trust	Security Manager & Emergency Planning Officer
Northamptonshire Healthcare Foundation Trust	Staff Safety Advisor, Dep Director Safety and Emergency Planning
Northern Care Alliance NHS Foundation Trust	Head of Security; Head of Security Oldham & Rochdale
Northumbria Healthcare Trust	Health and Safety Manager
NTW Solutions Ltd	Facilities Manager
Queen Elizabeth University Hospital NHS Foundation Trust	Security Manager
Robert Jones & Agnes Hunt Orthopaedic Hospital NHS Foundation Trust	Health & Safety Manager; Facilities Manager

Rotherham Doncaster & South Humber NHS Foundation Trust	Local Security Management Specialist
Salisbury Hospital NHS Foundation Trust	LSMS; Security & Car Park Manager
Sheffield Children's NHS Foundation Trust	Deputy Director of Hotel Services/Security Manager
Sherwood Forest Hospitals NHS Foundation Trust	Professional Lead Security Management & Violence Reduction
South Tees Hospitals NHS Foundation Trust	Head of Facilities; Local Security Management Specialist
South Tyneside & Sunderland NHS Foundation Trust	Security Advisor/Violence Point of Contact
South Warwickshire University NHS Foundation Trust	Security Manager
Tees, Esk & Wear Valleys NHS Foundation Trust	Local Security Management Specialist; Senior Health & Safety Officer
The Christie NHS Foundation Trust	Operational Services Manager
The Clatterbridge Cancer Centre NHS Trust	LSMS
The Newcastle Upon Tyne Hospitals NHS Foundation Trust	Portering & Security Manager; Deputy Head of Facilities
The Rotherham NHS Foundation Trust	Head of Security
Torbay & South Devon NHS Foundation Trust	Security Manager; Head of Facilities
University Hospitals Dorset NHS Foundation Trust	Deputy HoD Security & Portering; Head of Security & Portering
University Hospitals of Morecambe Bay NHS Foundation Trust	Head of Security
University Hospitals of Northamptonshire Group	Local Security Management Specialist
Warrington and Halton Teaching Hospitals NHS Foundation Trust	Head of Security
Whittington Health NHS Trust	Security Advisor; Violence & Aggression Lead
Wye Valley NHS Trust	Security & Logistics Manager
York & Scarborough Teaching Hospitals NHS Foundation Trust	Head of Security & VPR Lead
Yorkshire Ambulance Service NHS Trust	Security Management Specialist (Crime Reduction)

NPAG Developments



CPD Certification

The NPAG is a member of the CPD Certification Service. The Violence Reduction & Security Management Network 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.

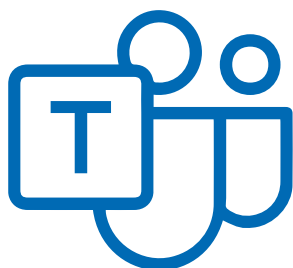


NPAG Library

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

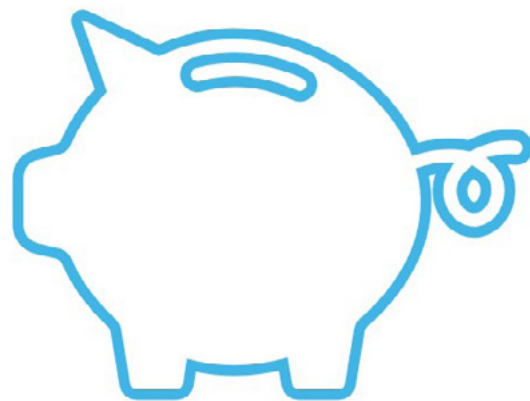
Members Referral Fee –

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 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