



Northumbria Healthcare Facilities Management

Year in review 2024-25



Contents

Message from our managing director and chair	3 - 4
Our operating model	5
Our key achievements for 2024/25	6
Awards	7
Finance update 2024/25	8
Great North Healthcare Alliance	8
Capital projects	9-11
Celebrating another year of outstanding PLACE report results	12
Health and safety	13-14
Strengthening our community estates	15
Our partnerships	16-18
Sustainability	19
Looking ahead	20
2024/25 in pictures	21
What our colleagues say	22

Message from our *Managing Director*



“As we embark on a new year at Northumbria Healthcare Facilities Management, we find ourselves in an enviable position – one that can proudly celebrate the achievements of the past year whilst looking forward to the promising opportunities ahead. In the last 12 months our colleagues have demonstrated their remarkable resilience and adaptability, they have consistently stepped up to meet the challenges with genuine passion and determination to do their very best for our clients and their patients.

Our performance in 2024/25 has remained solid across all our key metrics – our financials are strong with a record level of turnover at £230m underpinned by a growth in sustainable business, our workforce remains diverse with our highest ever levels of engagement and satisfaction according to national staff surveys, our service performance in estates, facilities, capital and corporate activities continued to exceed our clients’ expectations and our service offering expanded further to now incorporate the management of Primary Care and Community estates.

We have delivered over £90m of capital projects across 60 schemes in the year including the development of new Oncology and Endoscopy facilities at Hexham General Hospital and the refurbishment of several theatre suites and clinical wards across the trust estate. We also celebrated the outstanding contributions of our brilliant people, with many receiving recognition at national industry awards and several others marking an incredible 40 years of dedicated service to the NHS. We have so many frontline colleagues across cleaning, catering, portering, security and estates services - I’m so proud to see more of these ‘unsung heroes’ recognised

by others for their unwavering dedication and commitment to healthcare.

Looking ahead, 2025 promises to be a year of growth and opportunity for NHFM. We will deliver another ambitious capital programme with the completion of the new Berwick Community Hospital and the Medicines Manufacturing Centre alongside accelerating our sustainability commitment on the path to achieving net zero by 2040.

This year also marks the 10th anniversary of the Northumbria Specialist Emergency Care Hospital. This £75 million development was a national first — a pioneering Emergency Care Hospital and a defining milestone in our journey as a facilities management company.

We are proud to be considered by other NHS colleagues as a national exemplar for a successful Wholly Owned Subsidiary business. 100% of our profits are reinvested by Northumbria NHS Foundation Trust in frontline patient services.

To our stakeholders, clients, and colleagues, thank you for your trust and collaboration. This report not only reflects our performance but reaffirms our purpose. I hope you find it both insightful and inspiring.”

Damon Kent FRICS, managing director



Message from our Chair



It is with great pride that I present the annual report for Northumbria Healthcare Facilities Management. Over the past year our staff have again demonstrated their unwavering commitment to excellence in delivering high quality, safe, efficient and innovative services.

As a wholly-owned subsidiary of Northumbria Healthcare NHS Foundation Trust, our mission has always been to provide outstanding facilities services that enable exceptional patient care. This year, we have continued to strengthen that mission by investing in the Net Zero agenda with several completed projects, working on digital solutions and fostering a workplace culture rooted in our strong values, collaboration and resilience.

We are delivering an ambitious capital programme on behalf of Northumbria Trust which has seen our capital team successfully complete over £90 million of capital projects. This is a significant achievement given the challenging environment. Our teams, from engineering and maintenance to cleaning and catering, have continued to demonstrate remarkable dedication in maintaining the highest standards across all of the trust's sites. It has been a challenging year in several respects not least as Northumbria Trust has seen an increasingly high number of patients over a difficult winter and our staff have stepped up and contributed hugely to the health and wellbeing of patients, staff, and visitors alike.

Looking ahead, we are excited about the opportunities to further innovate and strengthen our services. Whether through modernising our facilities, harnessing new technologies, or continuing to prioritise sustainability, we remain committed to delivering an environment that supports world-class healthcare. There is a lot to do, but I am confident that with the great team we have, and our exceptional staff, we will continue to succeed.

I would like to extend my most sincere thanks to our dedicated staff, partners, and the leadership of Northumbria Healthcare NHS Foundation Trust for their support and hard work throughout the year. Your contributions have been so instrumental in our success.

Together, we will continue to build on our achievements and rise to future challenges with determination and purpose.

Veronica Stonor, chair



Our operating model

The NHFM 'House'

Service offering:

Core Business:
Northumbria Healthcare NHS Foundation Trust

Commercial
consultancy &
service delivery

Insourcing activity to save
costs and improve quality

Maintain & grow
existing partnerships

Strategy:

Estate strategy

Net Zero strategy

Critical & backlog
maintenance

Compliance:

Premises assurance
model

ERIC return

Model hospital

Foundations:

Leadership
capability

People &
technology plans

Master services
agreement

NED board skills

Financial controls

Reverse service
level agreement

High quality, safe, effective estates & facilities services



Our key achievements for 2024/25

We received our highest level of engagement in the National Staff Survey with a

70.4%

response rate.

Our results also improved in 60 out of 100 questions!

Three new community partnerships established



Adoption of

120



new community premises

Our workforce has expanded to

1081

colleagues

Achieved our **best PLACE** scores on record



Won **EIGHT** national awards from leading industry groups



Successfully delivered over

£90m

of capital development projects

New five-year business plan under development



Awards

In testament to our hard-working people, we won a number of prestigious national awards in 2024/25.



**Healthcare
cleaning Team
of the Year**
NSECH Rapid
Response
team



**Leadership
of the Year**
Head porter,
Karen Horan



**Outstanding
Achievement
Award**

Medical Engineering
Apprentice,
Jack Modral



**Refurbishment
and Revitalisation,
Regional RICS
Awards**

NTGH
Decarbonisation
Scheme



**Violence
Prevention
and Reduction
Initiative**

NSECH Security
Team



**Team of
the Year**

Procurement
Team



**Team of
the Year**

Sustainability
Team

Finance update

NHFM continues to operate on a solid financial foundation.

Across this year we are seeing improvements in several key revenue metrics that demonstrate our improving position and our positive contribution to the trust. Turnover has reached £239 million and we have generated a pre-tax surplus of £0.5 million. This is in addition to meeting our cost efficiency targets.

These key measures of the company's robust financials are set against a backdrop of growth in our delivery of capital projects, new jobs and high-quality estates and facilities services.

Gender pay gap

NHFM continue to publish its Gender pay gap data nationally and most recently in 2024, saw a reduction in the mean pay gap to 3.46% (from 5.57% the previous year).

While this remains low when compared to industry comparators, NHFM remain focussed on further reducing the gap

by ensuring an even split of males and females across the variety of roles available through attraction, retention and staff development/career progression and ensuring workplace flexibility offer is available to men, raising awareness and encouraging uptake of shared parental leave.

Great North Healthcare Alliance

Over the past year, we have deepened our collaboration with neighbouring trusts as part of the Great North Healthcare Alliance. This alliance brings together four trusts: Northumbria Healthcare NHS Foundation Trust, Newcastle Hospitals NHS Foundation Trust, Gateshead Health NHS Foundation Trust, and North Cumbria Integrated Care NHS Foundation Trust.

A key focus within the alliance is the estates and facilities across all trusts, exploring opportunities for

collaboration in core estates and facilities management. By working together, we aim to achieve significant cost savings, enhance operational efficiencies, and improve sustainability.

One notable project within the alliance is The Strategic Build Plan, which focuses on improving hospitals and community infrastructure. This large-scale initiative will drive service improvements, standardisation, and cost savings across the four trusts.



Capital projects

Throughout the year, we've successfully delivered a substantial capital programme, including 20 project completions with investment of over £90m into the estate enhancing our infrastructure, facilities and services. This has enabled an improved quality of care within our region.

Some key highlights are included below.

The Northumbria Health and Care Academy

In June 2024, the Northumbria Health and Care Academy officially opened on the grounds of the Northumbria Specialist Emergency Care Hospital in Cramlington. This state-of-the-art, £32 million facility is a cornerstone of Northumbria Healthcare NHS Foundation Trust's commitment to advancing staff training and career development.

Spanning 8,000 square metres, the Academy boasts a cutting-edge training centre for nursing, midwifery, and allied health professionals, alongside modern



conference facilities, office spaces, and meeting rooms. The ground floor also serves as the new home for the NPC Northumbria Way GP practice, enhancing accessibility for patients and healthcare professionals alike.

In February 2025, the Academy became the first healthcare building in the UK to achieve Gold WELL Certification from the International WELL Building Institute. This prestigious recognition highlights excellence in both design and operation, emphasising 10 key principles that promote health and wellbeing. The certification is a testament to the Academy's dedication to fostering a supportive and enriching environment - from its initial design and construction to its everyday use.



The completion of phase two of the Hexham Redevelopment Programme

In September 2024, we successfully completed Phase Two of the Hexham Redevelopment Programme, enhancing several key healthcare facilities.

The upgraded Oncology Day Unit now offers five treatment spaces with a total of 16 patient chairs, improving capacity and comfort for those undergoing treatment. A purpose-built Women's Health Suite has also been introduced, featuring redesigned clinical rooms with en-suite facilities and a dedicated recovery area, ensuring a more seamless and comfortable one-stop treatment experience for patients.

Progress on the new Berwick Hospital

Construction of the new Berwick Hospital made significant strides in 2024, with the state-of-the-art facility on track to be completed in late 2025. Key milestones have been achieved, including the installation of innovative, modular "Lego-like" pods, prefabricated off-site by our construction partner, Merit.



Additionally, a brand-new endoscopy facility has replaced the former maternity unit. This modern space includes two procedure rooms, two recovery rooms, and multiple utility rooms, providing a more efficient and patient-friendly environment. The dentistry and oral surgery department has also undergone significant improvements, now featuring two major and two minor surgery rooms, along with dedicated offices for consultants.



In July 2024, these components were transported from the factory in Cramlington to the hospital site in North Northumberland, where integration into the hospital's structure began. This cutting-edge construction approach ensures futureproofing, allowing for seamless replacements and upgrades as needed.

The new hospital is designed to deliver high-quality healthcare, providing a vastly improved environment for both patients and staff while supporting recruitment and retention efforts. It will offer enhanced services, including a new endoscopy unit, and will integrate Well Close Medical Group, a GP surgery, within its facilities—further strengthening coordinated patient care.



“It has been an outstanding year for the capital team, with a number of major developments successfully completed and many more making significant progress. We have also made great strides in reducing backlog maintenance and enhancing the infrastructure and facilities of our buildings.

As with all our capital projects, our focus has remained on improving patient experience, ensuring safety, and advancing our net-zero agenda. Looking ahead, we are excited about upcoming developments that will further enhance our estate, providing lasting benefits for both staff and patients.”

**Jonny Watson, deputy
director commercial and
capital projects**

Celebrating another year of outstanding PLACE report results

We are proud to have achieved another year of excellent results in the Patient-Led Assessment of the Care Environment (PLACE) report.

This annual NHS assessment evaluates the quality of non-clinical aspects of healthcare facilities, including cleanliness, privacy, food, and general building maintenance.

In the latest results, published in March 2025, Northumbria Healthcare NHS Foundation Trust ranked above the national average in all eight assessed areas. Notably, we achieved the highest national score in the combined food category for large acute trusts, which evaluates choice, availability, and quality. Additionally, we ranked top nationally for cleanliness, assessing the condition of patient equipment, furniture, and facilities such as toilets.

Several areas saw improvements compared to the 2023 report, particularly in condition, appearance, and maintenance. Our dedicated estates and facilities teams play a vital role in maintaining our buildings, equipment, and overall environment ensuring patient safety and enhancing the care experience.



Health and safety

Health and safety remained a top priority for us in 2024/25 as is our commitment to ensuring all NHFM staff are offered the opportunities to enhance their Health and safety skills and competence through ongoing investment in training and new learning opportunity. A standout achievement was entering the prestigious RoSPA Health and Safety Awards 2025 - a significant milestone that benchmarks us against world-class standards.

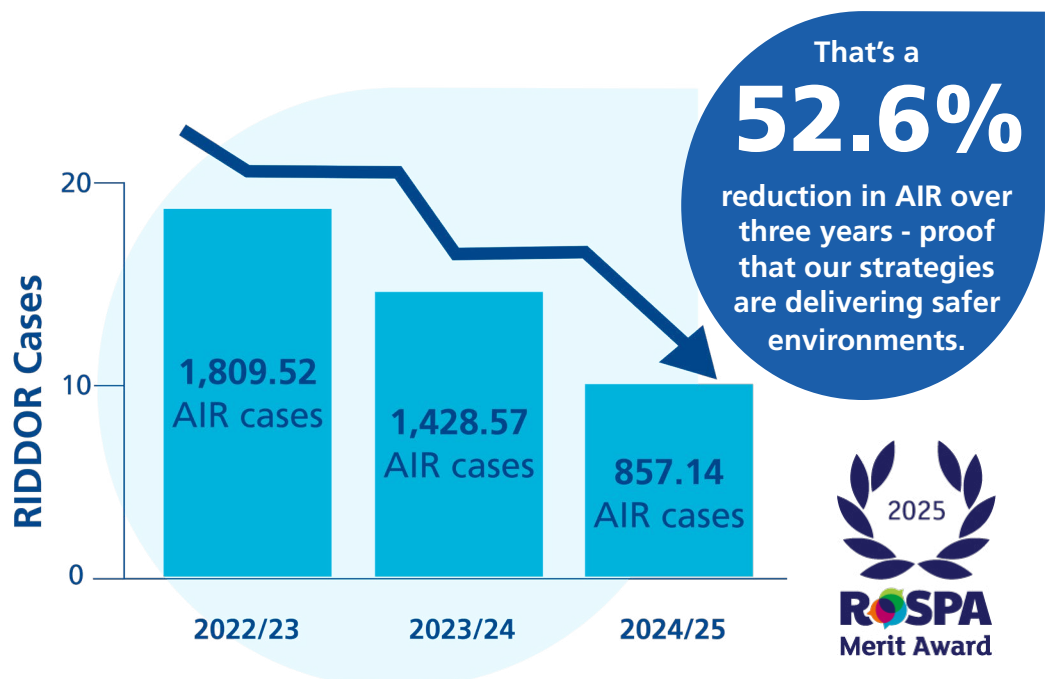
What We Delivered

Our submission to RoSPA covered 19 detailed criteria, showcasing the strength of our safety culture through key initiatives like:

- **Leadership & Governance:** Over £40,000 invested in training, including NEBOSH and IOSH qualifications for 130+ staff, from execs to site supervisors.
- **Employee Engagement:** Toolbox talks, ergonomic assessments, and inclusive safety committees fostered a culture where everyone owns safety.
- **Risk Management:** We applied root cause analysis (5 Whys) and tracked incidents via DATIX, ensuring swift, data-driven responses.
- **Smart Reporting:** Rolled out QR code near-miss reporting across sites to speed up issue identification and resolution.
- **Wellbeing & OH:** Flexible working, gym subsidies, mental health resources, and a dedicated vaccination team supported staff health holistically.
- **Winter Safety Overhaul:** Standardised gritting procedures and added GPS tracking - boosting transparency and preventing slips and trips.

In 2024, 98 incidents, with 10 RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) reportable. Each incident was investigated, lessons were learned and actions were taken.

We use the Accident Incidence Rate (AIR) to track progress—measuring RIDDOR-reportable injuries per 100,000 employees:



"This year has presented its challenges for the estates and facilities team, yet once again, we have met them with resilience, adaptability, and a collective commitment to excellence. Our continued strong performance reflects not only our resilience and ability to navigate change at pace but also our unwavering dedication to providing the highest levels of service and customer experience for the trust and all service users.

We have once again, achieved outstanding performance results across all areas of service delivery including PLACE results. These results are a testament to the hard work of our domestics, porters, catering, and estates and facilities teams. While they often work behind the scenes, their role and dedication is crucial in providing patients with the best possible experience during their care.

We have engaged and listened to patient feedback through the launch of a new children's and stoma patient menu. By working with our patient experience team, we have crafted a new menu with a wider variety of meal options and choices tailored to younger children and those with neurodivergent needs.

In addition, our security team has strived to keep our staff, patients and visitors safe through a unique partnership with Northumbria Police to prevent and reduce the levels of violence at NSECH. This partnership has gained national recognition through winning the Violence Prevention and Reduction Initiative award at the National Association of Healthcare Security Awards.



As we close another successful and positive year, I want to extend my deepest gratitude to every member of the estates & facilities team. Your hard work, dedication, and commitment has a genuine positive impact on patient and service user experience and continues to support Northumbria in maintaining CQC outstanding trust status. We will face several challenges looking ahead but we continue to be in a great place to face these with enthusiasm.

Our people and workforce agenda remains a key priority alongside providing new opportunities for people development and to continue with our aim to offer an excellent working environment and experience for all estates and facilities team members. I look forward with positivity to the journey ahead and to welcoming new colleagues into our team."

Brian Cowan,
chief operating officer

Strengthening our community estates

In 2024, we made significant strides in strengthening and developing our community and primary care estates, leading to the appointment of Jamie Mitchell as Deputy Director of Estates and Facilities - Community and Primary Care.

Jamie has been working closely with our community teams and Northumbria Primary Care (NPC), the primary care subsidiary of Northumbria Healthcare NHS Foundation Trust. Jamie and his team have developed estate strategies to support and enhance clinical delivery, maximizing the use of both inherited and new facilities in a creative and financially sustainable way. We recognise the vital role that healthcare environments play in both patient and staff experience, and we remain committed to investing in our estates to enhance standards and improve facilities.

One key achievement was our support in the long-awaited transformation of NPC Widdrington. This development has increased clinical space, improved parking, and introduced new family-friendly facilities. The reception and waiting areas have been refurbished to create a warm



and welcoming environment, including a private room for young families. Additionally, five new clinical rooms have been added, expanding future care offerings, while existing spaces have been modernised with updated furniture and equipment.



"I am delighted to have joined the NHFM team to help drive forward our community estates strategy. As part of my role, I have been working closely with our parent trust, Northumbria Healthcare, and our primary care subsidiary, NPC, to ensure our community estates are sustainable, equitable, and accessible for local communities. Looking ahead, we are collaborating with our NPC colleagues to explore mobile clinical solutions, expand clinical space in rural areas, and help alleviate winter pressures."

Jamie Mitchell, deputy director estates and facilities community and primary care

Our partnerships

As a public sector organisation, corporate social responsibility is a key part of our strategy. Throughout 2024, we focused on building strong partnerships within our local communities to better serve our population.

Supporting Bede Academy

In May, we supported local high school Bede Academy by donating used furniture and medical equipment to help furnish their new healthcare training facility. This initiative provides students with hands-on experience in a realistic healthcare setting while also promoting career pathways in the sector.

The facility, officially named Trinity Health Centre, opened in September 2024 and offers students the opportunity to train in a ward-like environment, enhancing their learning experience.

into key areas such as product development, planning, administration, and sales. They toured the manufacturing line and even created their own personalised theatre hats, offering a unique perspective on NHS careers beyond frontline healthcare.



We also welcomed sixth-form students to the Northumbria Healthcare Textile Manufacturing Hub, where they explored careers in healthcare textile manufacturing. During their visit, students gained insight



“We have built a fantastic relationship with NHFM over the past year. Our students have benefited hugely from the donations that helped kit out our new training facility, as well as the opportunity to learn about the innovative manufacturing hub. These experiences have sparked a real interest in healthcare careers.”

Natalie Winchester, T Level in Health Lead, Bede Academy



Supporting Dementia Matters

We have been proud to work closely with the local charity Dementia Matters on several projects designed to support their service users.

In August, we donated surplus wheelchairs to the charity, ensuring the provision of safe care and treatment across their residential and day care services. Additionally, we contributed to improving the décor of their day room by providing surplus curtains and re-upholstering existing furniture, creating a more comfortable environment for the service users.

“We are delighted to have received these donations, which are essential for ensuring the safety and wellbeing of all those we support. Recent pressures have affected small charities like ours, and the support and kindness shown by the team at Northumbria Healthcare help us continue to provide vital services.

This generosity brings a message of hope to our wonderful families and staff.”

Bev Reid, Director of Partnerships and Development, Dementia Matters

As part of our ongoing support, we also donated surplus materials from our Northumbria Healthcare Textile Manufacturing Hub for their crafting sessions, offering an opportunity for service users to engage in creative activities.



NHS Provider Collaborative – Medicines Manufacturing Centre

The new flagship NHS Medicines Manufacturing Centre is progressing well and will be located at the Northumbria Healthcare Textile Manufacturing hub in Seaton Delaval.

Led by the NHS Northeast and North Cumbria Provider Collaborative, this state-of-the-art facility will work in tandem with existing aseptic units in the region's hospitals, significantly increasing capacity for medicines manufacturing. The new centre aims to safeguard the supply of vital drugs for patients across the region for the next

20 years by creating a sustainable in-house supply chain within the NHS.

Once operational, the facility will free up capacity in local hospital units, enabling them to focus on the production of more complex, bespoke medicines closer to patients.

Local construction company Merit has been appointed to design and fit out the new facility, with work currently underway ahead of the official opening in Spring 2026.



“It has been an outstanding year
for our corporate services team at NHFM.

We have continued to provide robust support to the Northumbria Healthcare group, covering key areas such as governance and compliance, medical engineering, manufacturing, technical expertise, and performance monitoring.

As highlighted above, we have made significant progress in establishing partnerships to better serve our communities, and this has remained a key focus for 2024/25. We are also collaborating closely with neighbouring facility management companies, including York Teaching Hospitals Facilities Management and NTH Solutions LLP, to share best practices, exchange knowledge, and provide governance advisory.

I am incredibly proud of the progress our corporate services team has made over the past year. Their efforts have not only benefited our customers but also positively impacted our patients and local communities.”



*Collette Cunningham,
deputy director,
corporate services*

Sustainability

Since first being formed in 2023, our sustainability team have made great progress in driving forward the trust's net zero agenda and delivering their Net Zero Northumbria Action Plan.

The Net Zero Northumbria Action Plan was launched in January 2024 and significant progress has been made since including:

Completed energy efficiency projects including Alnwick Infirmary & Cobalt Solar Photovoltaics (PV), Rothbury Community Hospital LED lights, Wansbeck General Hospital (WGH) & North Tyneside General Hospital (NTGH) air conditioning controls -

**projected to save over
£125,000 a year!**



65%
of the trust's
fleet now EV
(electric vehicle),
with further
switches away
from petrol and
diesel planned

Habitat surveys
completed at NTGH,
WGH, HGH, Cobalt
and Alnwick and we
are now awaiting
Biodiversity Action
Plans to review
how to best green
our sites

Net Zero Heroes
group has grown to
**over 85
members of staff**
– all engaging in
and supporting
sustainability

Reusable
theatre hats
(manufactured
in-house) rolled
out across trust,
regionally and
beyond

All sites
serving food
(excluding Berwick)
now have food
waste collection
in place



Looking ahead

We've successfully secured a **£20 million** grant through the Public Sector Decarbonisation Scheme (PSDS4) to deliver a heat carbonisation project at three of our key hospitals; NSECH, Wansbeck General Hospital and Hexham General Hospital. The funding awarded by Salix, will be allocated across this and the following two financial years.

The project involves the installation of a new two-stage heat pump system - combining air source and water source heat pumps - to fully decarbonise the hospital's heating supply. The overall programme is expected to span approximately 30 months.

Design and pre-construction activities will take place throughout 2025/26, with construction anticipated to begin in autumn 2026 and complete in early 2028.

This marks a significant milestone in our wider decarbonisation journey, building on the success of the NTGH decarbonisation project, which was completed in 2024.



2024/25 in pictures



Paul Green, winner of the Dennis Southern Lifetime Achievement Award 2024 receiving his trophy



Celebrating the opening of the Northumbria Health and Care Academy



NTGH 40th birthday celebrations



Litter picking in Seaton Delaval



Celebrating National Estates and Facilities Day



Si King opening the Hexham oncology unit

What our colleagues say

"I enjoy working for NHFM as you have a real sense of belonging. I always feel like I have someone to turn to if I need help or even just some advice after a hard day. We're all united by one goal which is improving our site environments for patients and staff."

*Wayne Roper,
kitchen superintendent*



“What makes NHFM a great place to work is that you always feel that the work you do is contributing to the overall goal within the NHS. I work more behind the scenes in the hospital being a domestic assistant but the appreciation I receive from my managers, team members and patients assures me that I’m making a difference.”

*Elaine Johnson,
domestic assistant*





Northumbria Healthcare
Facilities Management

Find out more
www.nhfm.co.uk

Follow us on social media:

