



RFL
PROPERTY
SERVICES

Our impact 2024 2025



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Clients


Royal Free London
NHS Foundation Trust


Central and
North West London
NHS Foundation Trust


North West Anglia
NHS Foundation Trust


Frimley Health
NHS Foundation Trust


Airedale
NHS Foundation Trust


The Queen Elizabeth
Hospital King's Lynn
NHS Foundation Trust


West Hertfordshire
Teaching Hospitals
NHS Trust


Whittington Health
NHS Trust


North Central London
Integrated Care System


England


North London
NHS Foundation Trust


New Hospital
Programme

A message from the managing director

At RFLPS, we believe that impact goes beyond the spaces we shape – it lives in the strategies we build, the infrastructure we guide, and the outcomes we help deliver.

When we reflect on how far we've come since we were established in 2018, it's a powerful reminder of what's possible with purpose and commitment. We began with just eight people and a shared ambition to deliver smarter, more responsive property and infrastructure solutions for the NHS. Today, we are a team of 180 dedicated and talented professionals, delivering high-impact services that are not only recognised locally but increasingly on a national stage.

As we reflect on the past year, we are proud to share the tangible progress we've made and the values that continue to drive us forward. From transformational projects to capital and infrastructure delivery, from strategic property advisory to estates and facilities management, our work is built on practical insight, sector understanding, and a strong commitment to quality. This impact report is more than a summary of milestones – it is a testament to our partnerships, our people, and our focus on building smarter, innovative and more sustainable solutions for our clients.

On behalf of the entire executive team, we thank our clients, partners, and dedicated people for being part of this journey. We are excited for what lies ahead as we continue to serve the Royal Free London NHS Foundation Trust and its individual health units while providing high-impact services across the sector.



Andrew Panniker
Managing director, RFLPS

Partners









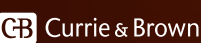










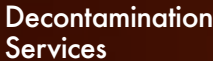
















Our purpose

Investing in the future of health



Our mission

To be the trusted partner of choice in designing, building, and transforming innovative, sustainable and community-focused healthcare estates.



Our vision

To design, build, and manage safe, sustainable, innovative healthcare estates that put communities first – creating resilient, effective and high-performing spaces for the future.



Our values

We proudly uphold the Royal Free London NHS Foundation Trust values – and at RFLPS, we go further, with our own focus on innovation and sustainability to drive long-term impact



Positively welcoming

Openness and warmth shape how we work – creating a culture where everyone feels valued, included, and that they truly belong.



Actively respectful

Genuine care and professionalism guide every interaction – valuing difference, listening deeply, and working with integrity.



Clearly communicating

Clarity, purpose, and transparency drive our conversations – making complex ideas accessible and ensuring people stay informed and connected.



Visibly reassuring

Confidence and consistency define our delivery – building trust through action, transparency, and long-term commitment.



Innovating with Purpose

Forward thinking and curious – always looking for better ways to solve problems, add value, and improve how we work.



Sustainably focused

Guided by impact – designing solutions that consider the future, protect resources, and create lasting benefit for people and planet.



Royal Free London
NHS Foundation Trust

RFLPS is a wholly owned subsidiary of the Royal Free London NHS Foundation Trust formed in June 2018



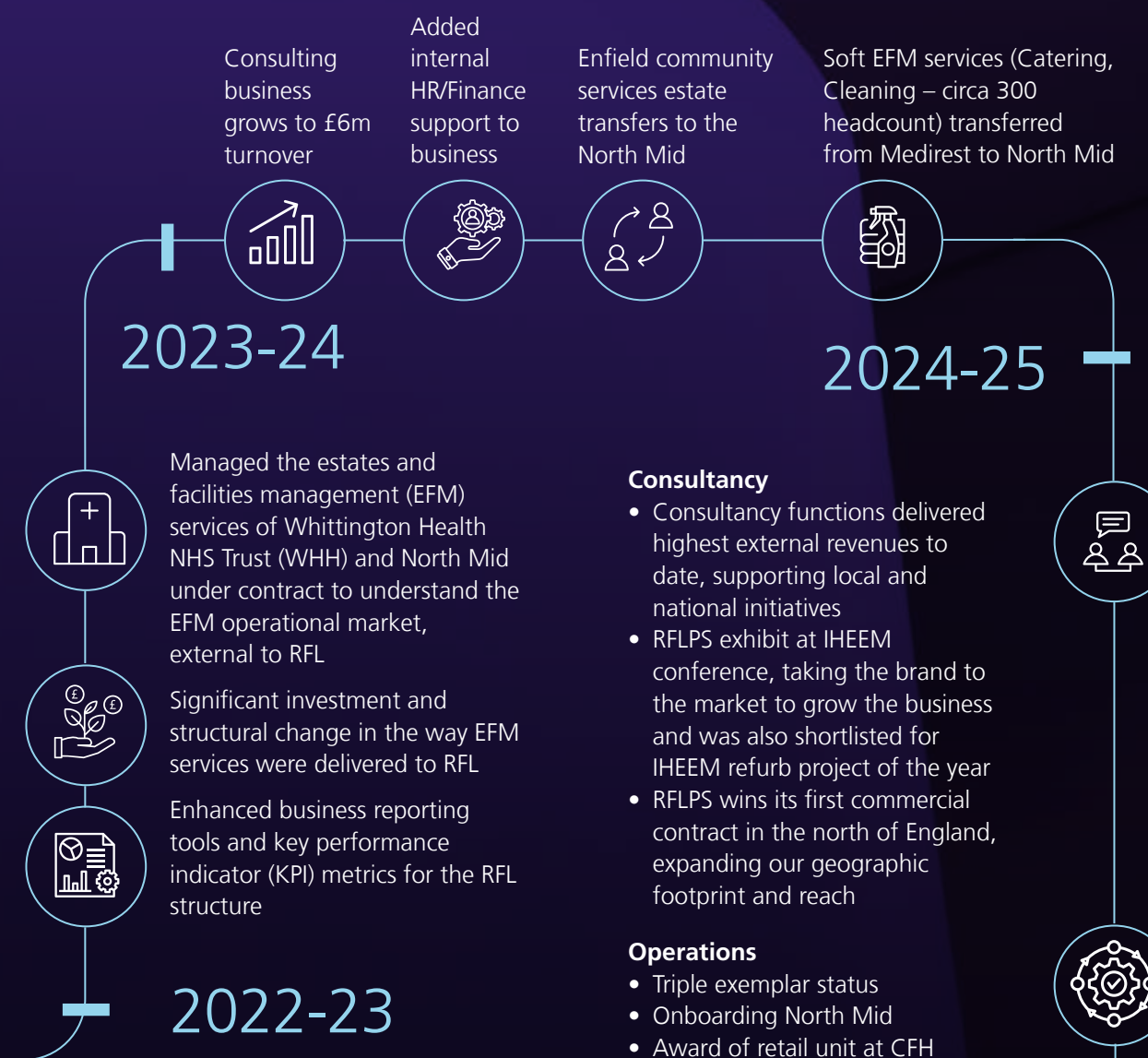
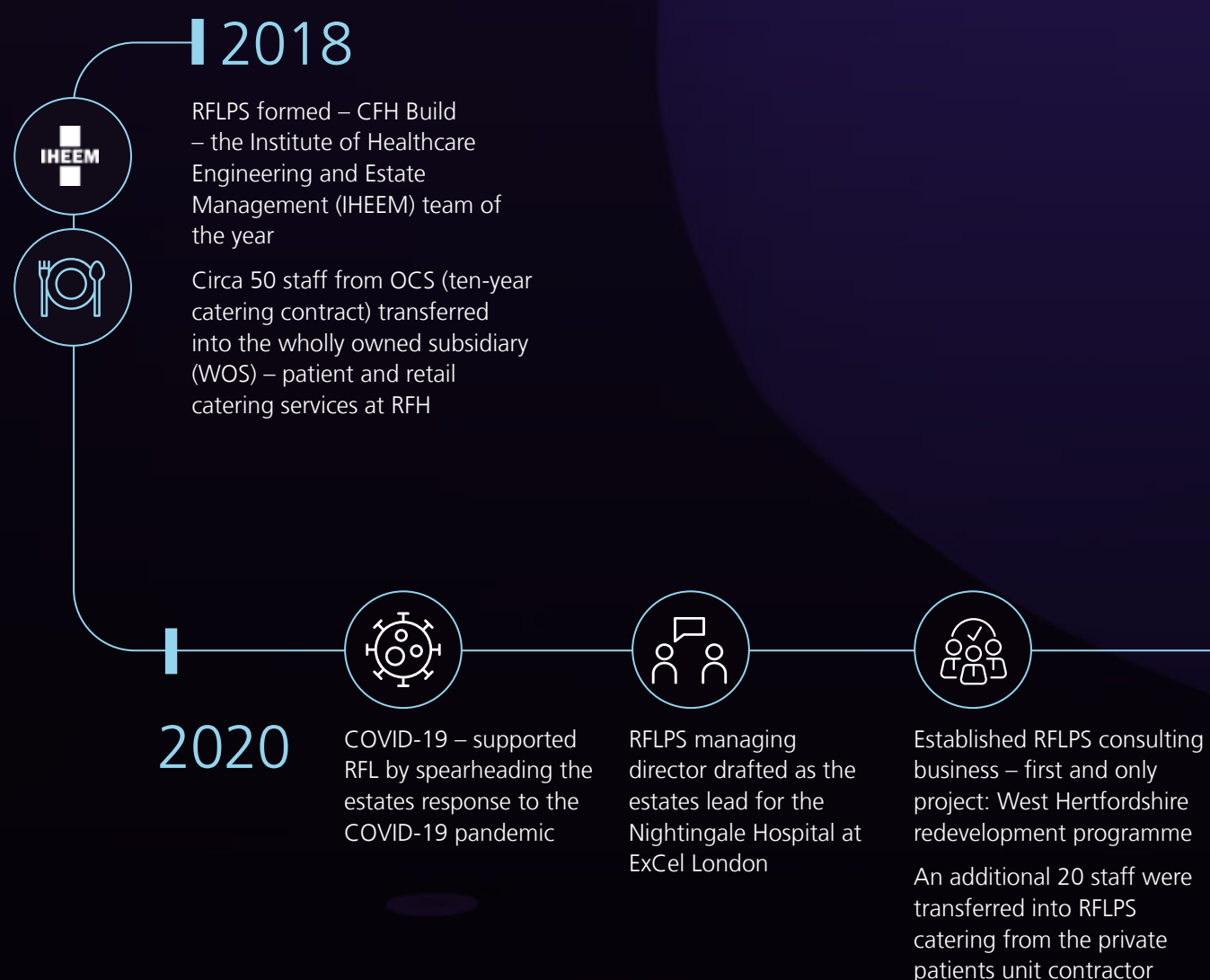
Who is RFLPS?

As a wholly-owned subsidiary of the Royal Free London NHS Foundation Trust (RFL), our primary role is to support its four hospitals – Royal Free Hospital (RFH), Barnet Hospital (BH), Chase Farm Hospital (CFH), and North Middlesex University Hospital (North Mid), who joined in January 2025.

Through structured Service Level Agreements (SLAs) and Service Partnership Agreements (SPAs), we deliver essential services, ensuring the smooth operation of healthcare facilities and enabling the best possible patient care. While RFLPS remains dedicated to supporting the RFL, we have expanded our expertise beyond these core services over the past five years. Our growing consultancy division provides strategic support to a range of external customers and commissions, including many across the New Hospital Programme (NHP), North Central London (NCL), and the wider healthcare landscape. Our geographic reach spreads from London to the North and is testament to the growth of our professional services and talent within the business. Growing these services allows RFLPS to generate an annual surplus, which we reinvest in patient care at RFL as well as strengthening our business to safeguard its future in a challenging marketplace.

Shaping healthcare estates

Our impact to date



Since its launch in 2018, RFLPS has expanded rapidly – supporting the NHS during COVID-19, launching a successful consulting arm, and growing its estates portfolio to include WHH and North Mid. Key service transfers and internal investments have strengthened its role as a leading provider of healthcare estate solutions.

Key highlights

2024/25

RFLPS turnover
£31.2m 

RFL turnover
£1.9bn 

Commission consulting fees
£7.1m

Managed the RFL capital budget of
£84.7m 

£1.2m  profit

Achieved a successful
£7.86m

RFLPS contributed savings back to RFL through its Financial Improvement Plan (FIP), helping to strengthen the Trust's finances and support better patient care.



Patient transport journeys
250,000 

Medical devices – responsible for management of
55,000 assets

Decontamination
7.4m **45,000** 
surgical instruments scopes

Waste disposed of (tonnes)
5,510.31T 

Workforce RFLPS
174

E&F workforce (direct) – circa
900 staff

Contracted workforce (indirect)
1,000 staff

Number of patient meals served
520,000 

Portering, cleaning and catering services
Triple exemplar
status

North Mid and RFL
Merger 

Complex and varied estate covering approx.
380,000m² 

“This year’s achievements reflect the dedication, expertise, and collaboration that define RFLPS. I’m incredibly proud of the progress we’ve made and the value we’ve delivered across our programmes. As we look ahead, we remain committed to evolving with our clients’ needs, championing innovation, and ensuring that the work we do continues to positively influence patient outcomes and service delivery across the sector.”

Andrew Panniker, managing director, RFLPS

RFLPS maintains excellence in service delivery through a structured management framework.

Two distinct teams oversee our operations:

RFLPS operational team, dedicated to supporting the RFL, ensuring their estate and facilities needs are met with efficiency and professionalism. Delivering service excellence as standard.



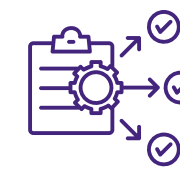
RFLPS consultancy team, responsible for overseeing internal and external consultancy projects, ensuring that all client engagements meet the highest industry standards and placing innovation at the heart of everything we do.



With a focus on innovation, quality, and long-term partnerships, RFLPS continues to play a crucial role in shaping the future of healthcare estates. Our expertise, commitment, and strategic growth ensure that we remain at the forefront of estate solutions, delivering value to the NHS.



Our services



Project management office

Business case development and advisory

Service transformation

Cost management

Healthcare planning

Capital programme and project delivery

Strategic property advisory

Property management

Estates and facilities management

What our clients are saying:

Satisfaction highlights and quotes from our latest survey



Across major projects

Contribution to achieving your defined objectives for the project

82%

Staff's proactivity, enthusiasm and accessibility

91%

"RFLPS is hugely important to the project and play an instrumental part."

Staff's technical ability

82%

All survey questions – overall satisfaction rate

83%

"All outputs are on time and key milestones are met."

"Strong design and estates support, with seamless team integration and access to a wider network."

"The staff technical ability is really strong."

"Highly collaborative with stakeholders and really clear in setting expectations."

“I love to cook – especially Greek food. One of my favourites is chicken with olives. It’s not too heavy and it’s full of flavour.”

Athena Liaasi, catering assistant, RFLPS



Project highlights

Key milestones and the impact we've made



Supporting the delivery of Maggie's, Royal Free: a space for care and calm

As the team at RFLPS, we've had the privilege of working on many impactful projects across the RFH estate – but few as meaningful as the development of Maggie's, Royal Free.

Supporting the planning and construction of the centre, we knew from the outset that this would be more than just a building. It would be a place of calm, hope, and strength for those facing the challenges of cancer. Our role as Client Representative was to identify a suitable site and facilitate the delivery of the centre to the highest standards on an operational hospital site.

Collaborating closely with Maggie's and the visionary architect Daniel Libeskind, we supported the delivery of this uniquely designed centre within the RFH grounds. The design, both striking and sensitive, required careful integration into the existing estate – balancing architectural innovation with the practical needs of a busy hospital.

Seeing it open on January 31st, 2024, and witnessing Her Majesty The Queen, President of Maggie's, walk through the doors was a proud moment for our team. Hearing firsthand from visitors how the centre is already making a difference reaffirmed our belief in the power of spaces designed with care and purpose.

We're honoured to have supported the planning and construction of Maggie's, Royal Free – a place where people feel supported, not just treated, and a shining example of what collaboration and compassion can achieve.



© Alex Maguire Photography



A portrait of Temi Omooba, a Black woman with short dark hair and glasses, wearing a light-colored ribbed top under a brown cardigan. She is smiling and standing in front of a large window with blue structural elements.

“Since opening the doors of our new centre, we’ve been able to expand and improve our support for people impacted by cancer. Being here has allowed us to offer visitors an accessible, safe and welcoming environment to meet others like them and receive a variety of support.

Working alongside RFLPS has proven to be a true reflection of collaboration to serve the local community and increase services for many.”

Temi Omooba, Maggie’s, Royal Free, centre head

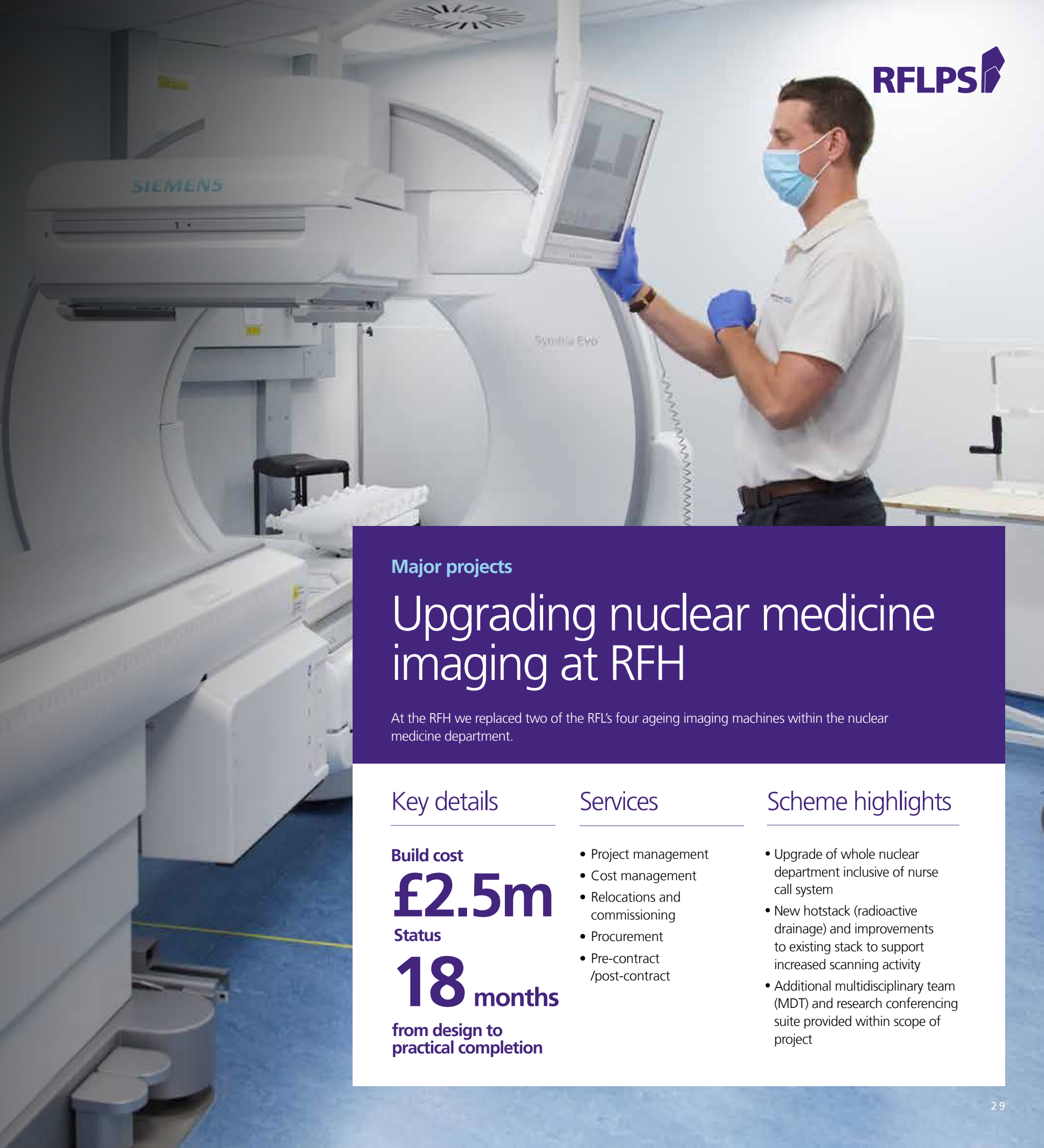
Our impact

Improved patient safety and care: replacing outdated imaging equipment reduces risk and enhances diagnostic accuracy across critical specialties like cardiology and neuro-endocrine care.

Increased efficiency for staff: new cameras automate time-consuming tasks, enabling clinical teams to spend more time focusing on patient care.

“These cameras will allow our teams to focus more on their patients, as they automate some of the more time-consuming processes that used to demand our attention.”

Danny McCool, head of nuclear medicine, RFH



Major projects

Upgrading nuclear medicine imaging at RFH

At the RFH we replaced two of the RFL’s four ageing imaging machines within the nuclear medicine department.

Key details

Build cost

£2.5m

Status

18 months

from design to practical completion

Services

- Project management
- Cost management
- Relocations and commissioning
- Procurement
- Pre-contract /post-contract

Scheme highlights

- Upgrade of whole nuclear department inclusive of nurse call system
- New hotstack (radioactive drainage) and improvements to existing stack to support increased scanning activity
- Additional multidisciplinary team (MDT) and research conferencing suite provided within scope of project

Our impact

Installation of UK's first Quadra PET/CT scanner: faster scans, reduced radiation.

£4.2m project: overcoming construction challenges, enhancing cancer services.

"I'm delighted that the first patients are now receiving their scans. It will mean patients can be seen faster with less exposure to radiation. We have one of the largest cancer services in the country and the total body PET scanner will open up new avenues of research and allow us to develop ever more effective new treatments."

Peter Landstrom, chief executive at the Royal Free London NHS Foundation Trust

Major projects

UK's first Quadra PET CT installed at RFH

RFLPS was commissioned to provide construction consultancy services for the installation of the UK's first Quadra PET/CT scanner at the RFH. The project included complex decant and enabling works involving major structural strengthening, alongside the creation of new patient bays and ancillary support rooms. All works were delivered within a live hospital environment, requiring close coordination to maintain operations of the adjacent PET MCT scanner. Effective stakeholder management was critical throughout. The project was shortlisted for New Build Project of the Year at IHEEM 2024, recognising its technical complexity and innovation. A second phase to replace the existing MCT with a Vision 600 scanner was completed in July 2024.



Key details

Build cost

£4.2m

Status

**June 2023
March 2024**

(inc substantial decanting and enabling works).

Completed on time

Services

- Programme management office
- Programme management
- Commissioning management
- Space planning and healthcare planning

Scheme highlights

- Aligned IHP construction and Siemens installation while managing end-user expectations
- Delivered the UK's first Biograph Vision Quadra on schedule
- Shortlisted for IHEEM refurbishment project of the year
- Procured and installed Trasis Unidose to enhance clinical operations
- Successfully decanted adjacent services with minimal downtime



Our impact

Enhanced diagnostics: seven new scanners deliver faster, clearer imaging for improved patient outcomes.

Future-ready estates: strategic upgrades and space planning enable cutting-edge care and research expansion.

Major projects

Delivering faster, smarter scans for patients

RFLPS has completed a major radiology upgrade for RFH, installing seven advanced scanners to improve diagnostic speed and accuracy. Delivered in phases to minimise disruption, the project focused on enhancing patient experience with thoughtful design features like calming LED skylights.

RFLPS continues to lead innovation, from installing a Low Field MRI unit to supporting the expansion of the Clinical Research Facility (CRF). Our estate optimisation work is unlocking space efficiencies and enabling smarter, more effective care environments across the RFL.

Services

- Scanner installation
- Phased delivery
- Design enhancements
- MRI installation
- CRF expansion
- Space optimisation

Scheme highlights

- Seven new scanners installed (three X-rays, three CTs, one MRI)
- Faster, sharper imaging for improved diagnostics
- Phased delivery to reduce hospital disruption
- Infrastructure upgrades in a complex existing building
- Patient-centred design with LED skylights and gallery walls



“The new MRI has helped increase capacity to the community we serve. The mural at the back of the scanner helps the patient experience in the room, our new scanners are lighter and brighter then before, and this really helps patients who suffer with claustrophobia to feel more comfortable.”

Magda Barrow, MRI superintendent, RFH



Our impact

Minimal disruption: managing site acquisition, risks, and third-party coordination.

Strategic support: securing approvals and guiding the St Pancras redevelopment.

Major projects

Relocation of renal services at St Pancras Hospital

RFL is relocating renal dialysis, and outpatient services from St Pancras Hospital to a new site as part of the hospital's redevelopment. RFLPS has played a key role in securing approval for the original business case while actively supporting the St Pancras programme through strategic input, governance reporting, and programme board interactions. Currently, RFLPS is managing site acquisition activities, mitigating risks, and coordinating third-party specialists to ensure a smooth transition with minimal disruption to patient care.

Services

- Strategic and development consultancy:
 - Due diligence
 - Feasibility and viability
 - Options appraisals
 - Site searches
 - Informed client role
- Programme management office

Scheme highlights

- Carried out extensive site searches to secure a shortlist of potential relocation site options
- Procurement and management of professional services, including health planning, architects, development consultancy, surveys, solicitor, communication consultants and cost consultants
- Identification of critical success factors, investment objectives necessary to feed into the business case

Our impact

Purpose-built for recovery: creating safe, therapeutic spaces to support mental health.

Designed with dignity in mind: modern facilities that empower patients and staff alike.

Major projects

Delivering therapeutic environments to support recovery

RFLPS played a pivotal role in successfully delivering the new Highgate East Mental Health Facility, working alongside Camden and Islington NHS Foundation Trust to transform ambitions into reality. Through proactive leadership and hands-on management, we steered this complex project from inception to completion, overcoming challenges to deliver a vital facility that strengthens local mental health services.

Highgate East is now providing much-needed inpatient capacity within a modern, safe, and fit-for-purpose environment, supporting the NHS's wider transformation agenda for mental health provision. Throughout, our focus was clear: delivering a facility on time, on budget, and to the standards expected for contemporary mental healthcare, ensuring the project's objectives were met and the Trust's investment fully realised.

Services

- Project management
- Cost management
- Strategic advisory
- Capital delivery
- Stakeholder engagement
- Estates strategy

Scheme highlights

- Delivered a modern, purpose-built 78-bed inpatient mental health facility to schedule and budget
- Managed complex stakeholder relationships across clinical, estates, and commissioning teams to secure consensus and approvals
- Led robust governance and risk management processes to maintain momentum through delivery phases
- Oversaw commissioning, handover, and operational readiness to ensure a smooth transition to service
- Supported Camden and Islington NHS Foundation Trust's broader ambitions for modern, localised, patient-focused mental healthcare
- Delivered sustainable, efficient, future-ready infrastructure aligned with NHS objectives for quality care and environmental performance



Efficient Integration: North Mid joins RFL estates and facilities network

In a significant milestone for the RFL, the estates and facilities team from North Mid has been successfully integrated into the wider RFLPS portfolio. This complex merger, completed on 1st January 2025, followed months of meticulous due diligence and planning to ensure a safe, compliant, and disruption-free transition.



The integration process involved a comprehensive review across all aspects of the estates and facilities function – covering hard and soft facilities management, compliance requirements, private finance initiative (PFI) obligations, and high-risk areas including facade rectification. Led by RFLPS, multiple dedicated workstreams were established, spanning clinical engineering, capital planning, and contract management, all with the goal of ensuring operational readiness and service continuity.

One of the standout successes was the smooth transfer of soft facilities management services such as catering and cleaning (impacting approximately 300 staff) from Medirest to North Mid. Additionally, the award and rollout of a new linen and laundry contract were delivered seamlessly, alongside a uniform rollout that was completed on schedule – fostering staff morale and a sense of team unity.

Further strengthening the Estates portfolio, WHH and North Mid have now been added under RFLPS management, with Enfield Community Services estate also transferring to North Mid. These expansions reflect the RFL's growing commitment to delivering integrated, efficient, and patient-focused environments across all its sites.

Outcomes to date:

- 1. Successful transfer:** estates and facilities functions transitioned without service disruption
- 2. Compliance assurance:** critical risks were identified early, with mitigation plans swiftly enacted, particularly around facade safety
- 3. Operational readiness:** all workstreams ensured business continuity post-merger, with minimal operational issues
- 4. Stronger collaboration:** the merger fostered deeper, more effective cross-functional relationships between Estates, Capital Projects, and Clinical Engineering teams

This successful merger not only enhances the RFL's operational capabilities but also lays a strong foundation for continued excellence in patient care and facility management across the newly expanded RFL estate.



Our impact

Enhanced patient and staff experience: phase 1 transformed the urgent treatment centre (UTC) and waiting areas, boosting performance and wellbeing.

Phase 1 complete: new emergency department (ED) front door, UTC, and ambulatory majors delivered, with Phase 2 and 3 underway.

“The RFLPS team completely transformed our urgent treatment centre, same day emergency care and emergency waiting room through the first phase of this capital project. This has led to not only a significant increase in our performance, but also an improvement overall for patient and staff experience and wellbeing. Though we faced many operational challenges through the design and construction process, the RFLPS teams support, efficiency and excellent communication were outstanding.”

Goreti Duarte, senior operations manager, Barnet Hospital

Major projects

RFLPS delivers new Urgent Treatment Centre at Barnet Hospital

Phase 1 of BH's urgent and emergency care redevelopment is complete. RFLPS supported the urgent and emergency care (UEC) business case, creating a new ED front door, waiting area, and UTC. Initial works included relocating therapies and refurbishing Woodlands for urology. Phase 1 was finished in November 2024, with Phase 2 (ambulance handover, mental health bays) completed in July 2025 and Phase 3 focusing on paediatric A&E expansion.

Key details

Build cost

£10.35m

Status

Phase 1 complete

Phase 2 complete

Phase 3 ongoing

Services

- Project management, including management of town planning, decants, PFI engagement
- Relocation and commissioning team
- Clerk of works
- NEC supervisor
- Overview of legals to prepare deed of variation within PFI

Scheme highlights

- Successfully managed multiple programme elements, including urology's decant to Woodlands
- Achieved full planning consent and expanded key facilities: 50% more waiting space, 400% more ambulance handover capacity
- Introduced new workflows for Therapies and created dedicated A&E access for adults and paediatrics
- Delivered a better environment for patients and staff while freeing 13 trolleys for AAU use



RFLPS leads expansion with new hybrid theatre suite

RFLPS was appointed by the RFL to deliver expert property, project, and programme management services, taking the scheme through RIBA Stage 3, procurement of the delivery partner, and planning submission.

The ambitious scheme features a two-storey extension built above a blue light road. One floor will be delivered as shell and core, providing RFL with flexible future expansion potential. The other floor will house a state-of-the-art hybrid theatres suite, including:

- 1. One floor will be delivered as shell and core, offering the RFL flexibility for future expansion
- 2. The second floor will house a state-of-the-art hybrid theatres suite, including two cutting-edge hybrid theatres, six patient bays, and supporting facilities

We have made further huge progress in the recent months on this scheme with planning approval received, RIBA Stage 4 design completion achieved, and commencement of enabling works on site. We are working closely with the appointed Principle Supply Chain Partners to develop Guaranteed Maximum Price and preparing construction logistics ahead of the main works. The project team recently unearthed non-compliant cladding on a nearby extension building which must be rectified before the Hybrid scheme can continue – RFLPS are working to minimise and mitigate any delays that may arise from this and are exploring innovative opportunities to double run the existing programme in line with cladding rectification.

Enabling works started on site February 2025.
Main works anticipated to start in Q2 2025-26.

Status

RIBA Stage 4 commenced September 2024

Cost

£25m

New hybrid theatres suite containing

2
Cutting-edge hybrid theatres

6
Dedicated patient bays

Supporting ancillary facilities

“Continued thanks to all for the significant efforts over the summer period to get us to this point – we are right on track with where we said we would be, on a clear trajectory for the final approval of the FBC in May 2025 with occupancy of the new theatres in November 2026.”

Timothy Callaghan, director of financial performance and deputy group chief finance officer

Our impact

Expanded access: over 334,000 diagnostic tests delivered across core and advanced modalities.

Improved outcomes: data-driven service enhancements and aiming for United Kingdom Accreditation Service (UKAS) accreditation drive quality and efficiency.



Elizabeth Pickering, senior operations manager, Finchley Memorial Hospital, Community Diagnostic Centre

Major projects

Operational and clinical effectiveness – Finchley Memorial Hospital Community Diagnostic Centre

Since 2021, RFLPS has supported the development of the Finchley Memorial Hospital Community Diagnostic Centre (FMH CDC) with North Central London ICB, from business case to launch. To help meet targets, RFLPS led service improvements, increased referrals through GP engagement, and introduced a Power BI tool for data-driven outreach.

RFLPS implemented a new booking system, launched a call centre, and upgraded ophthalmology systems to streamline care. It also guided FMH CDC to become the UK's first to earn UKAS BS 70000:2017 accreditation through a digital quality management system.

By March 2025, FMH CDC had delivered over 334,000 tests across all core and advanced diagnostic services. Real-time reporting now supports ongoing improvements in performance, quality, and access.

Services

- Business case delivery
- Construction oversight
- GP engagement programme
- Power BI insights
- Quality accreditation support
- Booking process improvements

Scheme highlights

- Delivered on time – from business case to clinical mobilisation
- 334,000+ tests – across core and advanced diagnostics
- Data-led improvements – Power BI tools driving performance
- Quality leadership – first CDC aiming for UKAS BS 70000:2017

The New Hospital Programme: Shaping the future of healthcare infrastructure



In July 2023, RFLPS joined the New Hospital Programme (NHP), a vital government initiative to transform healthcare infrastructure in the UK.

Our mission was to ensure the future provision of estates and facilities management (EFM) services across 40 new hospitals, shaping a standardised, sustainable, and innovative approach for the entire programme.

RFLPS's work involved reviewing clinical and technical designs, developing business case guidance, and assessing NHP trust schemes. Our team, consisting of NHS experts in EFM, capital development, engineering, soft FM, and project management office (PMO), worked to create a future-focused strategy, ensuring the hospitals would meet current needs and adapt to future healthcare demands.



NHS
New Hospital
Programme



Key contributions and achievements

RFLPS played a critical role in several key areas:

EFM target operating model: we developed the first EFM target operating model, setting the blueprint for ongoing hospital management

Smart buildings strategy: collaborating with the NHP digital team, RFLPS helped design a smart buildings strategy for enhanced efficiency

Business case guidance: RFLPS created templates and technical reference documents, providing NHP trusts with essential tools

EFM design reviews: the team led reviews of schedules of accommodation and clinical adjacencies, ensuring the designs met clinical and operational needs

Operational readiness: we developed commissioning documentation to ensure hospitals were operationally ready at launch

Safety criteria groups: RFLPS led groups focused on critical systems safety, emphasising risk management

RFLPS also provided full PMO support for EFM work packages, ensuring effective project management at each stage.

Status and future outlook

As the NHP progresses, RFLPS remains actively involved, ensuring these hospitals will be ready to serve future healthcare needs. Our contributions, from strategic planning to operational readiness, will be integral to the success of these new healthcare facilities, leaving a lasting impact on the UK's healthcare landscape.



New Hospital Programme Management Office

In 2024/25, RFLPS have significantly expanded our national footprint – driven largely by our specialism in providing PMO services to Wave 1 hospitals on the NHP.

Back in 2022, RFLPS took the view that hospitals constructed from RAAC (Rapidly, Aerated, Autoclaved, Concrete) would need to be rebuilt and we worked hard to support Hinchingsbrooke Hospital with their redevelopment, while building a national network with programme directors from other affected trusts. In 2024/25 we stepped up our support in this space, working directly with Hinchingsbrooke Hospital, Frimley Park, The Queen Elizabeth Hospital Kings Lynn and Airedale NHS Foundation Trust (Airedale) to provide them with PMO and transformational services as they developed their strategic outline cases for new hospitals as part of the national programme. Our breadth of support in this space made us the single biggest provider of PMO services to RAAC schemes nationally and has allowed us to drive consistency, innovation and efficiency across multiple stakeholders within the national programme.

Our impact

Faster, safer delivery: replacing unsafe RAAC infrastructure with future-proof hospital facilities – delivered at pace through expert-led programme management.

Better care for patients: modern, purpose-built theatres will enhance surgical safety, boost capacity, and cut waiting times for the local community.

Major projects

RFLPS supports urgent Hinchingsbrooke Hospital redevelopment

RFLPS is leading the urgent redevelopment of Hinchingsbrooke Hospital under the NHP for North West Anglia NHS Foundation Trust, addressing critical RAAC structural issues. Central to the £30m scheme is the Hinchingsbrooke New Theatres Project, which will replace outdated facilities with modern, purpose-built operating theatres to improve patient safety, increase surgical capacity, and reduce waiting times. Supported by an agile PMO, RFLPS is applying its healthcare expertise to manage complexity, align stakeholders, and deliver a future-proof hospital for the community, and deliver a future-proof hospital that meets the needs of the community.

Key details

Build cost
£800m+
Status
Ongoing
(OBC development and enabling works)

Services

- PMO
- Programme management
- Programme governance
- Programme reporting
- Stakeholder management
- Resource management
- Risk management
- SOC – management case

Scheme highlights

- The Strategic Outline Case (SOC) was approved in September 2024, enabling the NHP submission
- Two pre-app documents submitted in July 2024 confirmed feasibility
- Early engagement with the Local Planning Authority raised no major issues
- With NHP approval, the team will move to RIBA Stage 2 and target a draft Outline Business Case (OBC) by July 2025

“RFLPS were instrumental in establishing our PMO for the new Hinchingsbrooke Hospital. Their in depth knowledge of the National New Hospital Programme provided strong insight to NHS processes which was key to progressing the SOC. They delivered an efficient, proactive PMO fully aligned with our objectives.”

Luke De Lord, programme director, Hinchingsbrooke Hospital

Our impact

Governance delivered: enabled progress on a £1bn hospital redevelopment.

Momentum sustained: navigated leadership change and complex challenges.

Major projects

Delivering progress through governance and partnership at Frimley

RFLPS supported Frimley Health Foundation Trust (Frimley) on one of the most complex and ambitious schemes in the NHP. As Frimley sought an entirely new site to replace its RAAC hospital, RFLPS led the setup of a robust PMO and governance structure – ensuring delivery of the Strategic Outline Case and providing continuity through leadership transitions and funding constraints. Acting as a key liaison between the trust and the national programme, RFLPS streamlined processes, strengthened compliance, and kept the programme on track through uncertainty.

Services

- Programme management office
- Programme management
- Commissioning management
- Strategic programme management
- Governance set up
- Recruitment support
- Programme planning support

Scheme highlights

- New site complexity – Frimley’s search for a new hospital site added significant planning and delivery challenges
- Governance setup – RFLPS implemented SOC and OBC governance aligned to Q5 guidelines
- Hospital 2.0 lead – acted as central liaison, managing information flow and resources across all levels
- Process efficiency – Streamlined key processes including legal access, change control, programme and risk strategies



RFLPS partners with Queen Elizabeth Hospital on major redevelopment

RFLPS supported the Queen Elizabeth Hospital (QEH) in King's Lynn as part of the NHP. Built 40 years ago with 79% RAAC, QEH needed modernisation. The new hospital features 100% single-bed rooms, improved clinical adjacency, and enhanced care models through technology and efficiency.

RFLPS established a PMO, leveraging best practices from the NHS and industry, and applied insights from NHP. Our team helped QEH with

- Programme governance
- PMO capability enhancement
- RAID management
- Workstream and programme management

QEH King's Lynn, a priority RAAC replacement hospital, is advancing its redevelopment with the aim to complete the build close to the 2030 deadline. The SOC was initially submitted in 2024 and is due for resubmission in July 2025, so the SOC is currently in progress. With enabling works underway, the new hospital will grow to 647 beds. Construction is expected to start in 2027, delivering modern facilities by 2030.

Build cost

£1bn+

Status

In progress

Construction aims to start in 2027, with completion aligned to the national 2030 deadline.

Helping Airedale NHS Foundation Trust build a future-ready hospital

RFLPS supported Airedale NHS Foundation Trust (Airedale) in delivering a £1.5bn redevelopment under the NHP. From initial audit support to establishing a programme management office and governance framework, RFLPS played a key role in driving progress toward the Outline Business Case (OBC). By integrating staff from neighbouring trusts and streamlining core processes, RFLPS helped build a future-ready hospital through agile, collaborative delivery.

Services

- Established programme governance through a dedicated PMO
- Integrated NHS talent from neighbouring trusts into Airedale's delivery team
- Streamlined delivery processes including risk, change, and strategy frameworks

Scheme highlights

- £1.5bn redevelopment under the national NHP
- Replacement of RAAC-affected infrastructure with a modern hospital
- Agile and collaborative delivery between RFLPS and NHS teams



Our impact

Boosted delivery: set up strong programme management office and governance to fast-track the outline business case (OBC).

Unified teams: regularisation of town planning status of buildings within the estate.



Accommodation



Our impact

Supporting NHS staff: providing 63 en suite rooms to keep key workers close to care.

Operational excellence: RFLPS' management ensured Graseby House operated efficiently and reliably, contributing to its status as a trusted and in-demand residence within the Barnet area.

"I thoroughly enjoyed my stay at Graseby House, the kitchen was amazing and so spacious and the room was lovely too! All the staff were so kind and helpful and I would definitely recommend Graseby House to friends and colleagues."

Resident, Graseby House

Major projects

Graseby House delivers high-quality housing for NHS key workers

Graseby House in High Barnet exemplifies RFLPS' effective estate management for the Royal Free Charity. Once an educational college, it was repurposed to provide 63 en suite rooms and office space for BH key workers. Launched during the COVID-19 pandemic, RFLPS swiftly adapted the space for clinical staff accommodation, overcoming initial letting challenges. The property now maintains over 99% occupancy, serving as a vital resource and model of mission-driven management.

Key details

Occupancy at
Graseby House
99%

Services

- Full hard and soft facilities management including maintenance and domestic services
- Tenancy management including staff nominations, lettings, and rent collection
- Contract management with the client Royal Free Charity

Scheme highlights

- 63 en-suite residential rooms with shared facilities
- Much needed accommodation for NHS staff working at BH
- Full property and tenancy management services provided



Our impact

Pears Patient Hotel: achieved 74% occupancy, generating £1.1m in revenue and providing patient care and staff support.

Pears building: offering a relaxing and uplifting experience, and housing world-class research and patient accommodations.

“I give the Pears Building patient hotel a 100% rating. It’s a huge step up from a hotel, and it’s great to see how much it’s benefiting patients like me. I’ll recover soon enough and be back to my usual self – spending time with my grandkids and doing some DIY!”

Debbie, patient, RFH

Major projects

Pears Building patient hotel boosts care with £1.1m

RFLPS played a key role in the success of the Pears Building patient hotel, which has reached 74% occupancy and generated £1.1M to support patient care and hospital staff.

Located at the RFH, the Pears Building was developed in partnership with RFL, the Royal Free Charity, and UCL and houses the UCL Institute of Immunity and Transplantation. It includes two floors of accommodation for patients and clinical trial participants.

The Pears Building patient hotel offers a comfortable alternative to clinical wards or local hotels, enhancing patient experience and outcomes. This innovative facility reflects a major step forward in patient-centred care.

Key details

Occupancy at the Pears Building patient hotel

74%

Crucial funding for patient care and staff support

£1.1m

Services

- Full property management services
- Hotel booking management



Our impact

Scalable solution: a replicable model addressing NHS housing needs

Staff retention: secure, high-quality homes for healthcare workers

Major projects

Supporting the NHS workforce through innovative housing

RFLPS supported the delivery of a key worker accommodation scheme at FMH in partnership with NCL Integrated Care Board (ICB) and Community Health Partnerships. As part of the Homes for NHS Staff initiative, RFLPS supported the demand analysis for key worker housing in the NCL ICB area, provided strategic consultancy advice to develop a nominations process and strategy for allocation of staff to the units, and supported investor engagement. This pioneering model addresses regional housing demand and offers a scalable solution to help retain NHS staff through secure, high-quality accommodation.

Services

- Strategic consultancy
- Investor engagement
- Nominations strategy

Scheme highlights

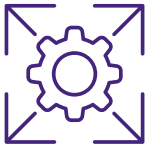
- First-of-its-kind model
- System-wide collaboration
- NHS retention supported
- Scalable for replication



Further highlights

Enhancing on-site experience at Chase Farm Hospital

RFLPS is expanding its service portfolio by introducing a new, staff- and visitor-focused retail solution at CFH. This initiative, secured through a competitive bidding process against external contractors, has garnered strong support from both executive leadership and the hospital workforce.



Strategic impact:

Strengthened internal engagement:

The project has been endorsed by hospital staff, reflecting a collaborative approach and reinforcing our commitment to enhancing the workplace environment.

Positioning for future growth: This development is anticipated to open further opportunities within the RFL and across North Central London, aligning with our strategic objectives for regional expansion.

Project timeline:

The new café and retail shop are scheduled to open in September 2025, offering improved amenities that cater to the needs of both staff and visitors.



“I like working here because of the welcoming environment and the focus on quality. I enjoy serving both patients and staff. I used to work in the kitchen, and I was recently promoted – which makes me feel really proud.”

Mekhi Evans, chef, RFLPS



Improved non-emergency patient transport

Service improvements supported by a review of the full patient journey to enhance end-to-end experience.

Key areas included the eligibility assessment and booking process, improving key performance indicators (KPI), performance monitoring, and addressing local challenges impacting KPI delivery.



Outcomes to date:

- 1. Reduced wait times:** average wait times for outpatients, discharges, and dialysis are now the best on record and have stabilised at these improved levels
- 2. Enhanced patient experience:** lounge experience upgraded with complimentary hot drinks, biscuits, and daily newspapers
- 3. Faster collections:** patients waiting over four-hours for collection dropped from 150+ per month in 2023 to fewer than 20 per month
- 4. Next focus:** working with clinical teams to reduce aborted journeys and same-day bookings, and improve Make Ready times – cleaning, restocking, and checking equipment at the start and end of each shift.



Improved wait times

Over
50,000 minutes
of patient waiting saved per week

which is **15** minutes
per journey



Enhancing care, compliance, and capacity at the Royal Free Hospital

The refurbishment of the 11 West Ward at the RFH enabled the consolidation and relocation of three wards, achieving significant improvements in functionality and compliance.

The project was successfully completed within a 12 week timeframe by the Infrastructure backlog project team, with coordinated support from the estates and facilities department. Teams worked collaboratively around the clock to ensure that all key delivery milestones deadlines were met.



Structural and compliance improvements:

- Full refurbishment of ensembles for beds seven and eight
- Installation of IPS panels in beds seven and eight to meet HTM compliance requirements
- Review and upgrade of fire stopping and doors throughout the ward for enhanced fire safety

Upgrades to specific areas:

- Reception desk covered to improve aesthetics
- Full refurbishment of the pharmacy room, drug room, and pantry
- Full refurbishment of the assisted toilet

Mechanical and electrical enhancements:

- Installation of new mechanical mixing boxes in the ward for remote battery management system (BMS) temperature monitoring and control
- Installation of new medical gas terminal points
- Implementation of a wireless nurse call system to enhance patient safety
- Installation of additional electrical sockets to support clinical requirements

Additional features and finishes:

- Decoration of the 11 West Ward corridors
- Installation of a water cooler in the pantry for added convenience



This comprehensive refurbishment was critical in ensuring improved patient care, regulatory compliance, and operational efficiency for the RFH.

Supported RFH's in-house operational domestic services



Challenges

- Significant issues in meeting National Standards of Cleanliness (NSC) 2021
- KPIs underperformed for several months
- Up to 30% of workforce absent (due to planned leave, sickness, or other absence)

Action taken

- Focused on increasing workforce resilience
- Bank recruitment initiated to backfill workforce gaps and offer flexible roster support
- Additional investment made in new equipment to improve operational effectiveness



“I like working at RFLPS because patient care always comes first – and that’s what we’re all here for. Everyone does their bit to make a difference.”

Alisson Strut, domestic assistant, RFLPS



North Mid domestic staffing: a clear, group-aligned approach

A domestic staffing review was undertaken at North Mid, providing a comprehensive evaluation of the current arrangements.

For the first time, a clear picture of staffing requirements emerged, with a reviewed staffing model recommending the appropriate input hours needed for each ward. Alongside this, tailored recommendations were made to better align role requirements with those at RFH, reinforcing the ongoing commitment to a 'group' mindset and approach.

This important shift not only clarified the needs but also sets the foundation for a more integrated, multi-site strategy when planning changes and improvements in the future.



Soft facilities management three-site contract goes live



**Clear staffing
model supports
integrated,
group-aligned
strategy across
North Mid and
RFH.**



The re-tendering of the soft FM contract across WHH, North Mid, and CFH sites.

RFLPS started delivering soft FM (e.g., cleaning, catering and portering) on the 1st February 2024. This change delivered a £1.2m benefit to RFLPS in 2024/25 through service standardisation and alignment with National Standards of Cleanliness.



“Working at RFLPS is genuinely inspiring – every project we deliver makes a real difference to patients, staff, and communities. I’m proud to be part of a team that is passionate about creating lasting, positive impact across the healthcare sector.”

Laura Wilkes, programme manager, RFLPS

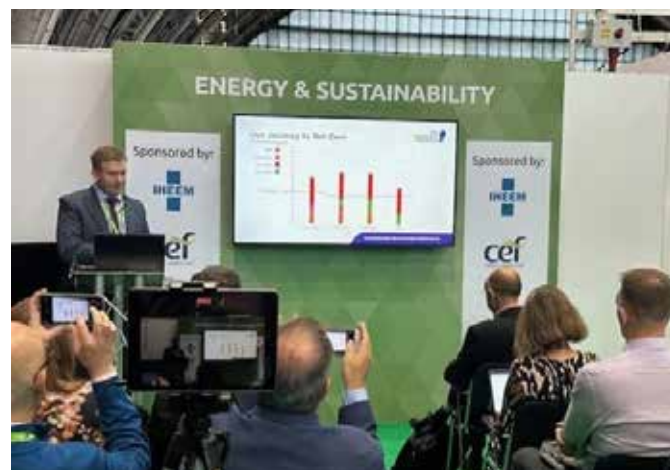


Environmental, social and governance

Our journey to net zero

RFLPS exhibited at IHEEM 2024, the UK's leading healthcare estates conference, held in Manchester. A major highlight of the event was a technical presentation by our chief engineer, Liam Commins, titled "Our journey to net zero."

Liam outlined the practical and scalable steps RFLPS is taking to decarbonise the RFL estates – comprising over 250,000m² across five hospital sites and generating around 33 kilotonnes CO₂e annually. His presentation highlighted the RFL's two-phase decarbonisation roadmap, led by RFLPS, to deliver energy-efficient solutions in line with the NHS's target of an 80% carbon reduction by 2032 and full net zero by 2040.



"This isn't just about meeting targets – it's about reshaping how estates operate in a climate-conscious NHS. We're focused on delivering tangible, practical change across the RFL estate."

Liam Commins, chief engineer, RFLPS



Phase 1 milestones already delivered include:

- New centralised cooling infrastructure
- Electrification of 15% of heat demand via Water Source Heat Pumps (WSHP)
- Heat recovery from medical school chillers to generate low-temperature hot water (85–77°C)
- De-steaming of legacy systems
- Integration of heating, cooling, and recovery circuits into a unified control system

Phase 2, currently underway, focuses on:

- Further 15% heat demand electrification using Air Source Heat Pumps (ASHP)
- Cooling resilience improvements to N+1 standards
- Phasing out the Combined Heat and Power (CHP) plant to eliminate gas dependency
- Looking ahead, RFLPS is exploring solar PV deployment, low-temp hydrogen-ready boilers, LED lighting upgrades, and innovative solutions like point-of-use methane pyrolysis.



RFLPS supports RFL in securing £10m for green energy initiatives

RFLPS has supported the RFL in securing nearly £10 million in external funding to accelerate its environmental transformation.

This includes:

- £7.3 million from the Public Sector Decarbonisation Scheme (Phase 4) to reduce heat-related carbon emissions at the RFH
- £2.5 million from NHS Renewable Energy Funding to install solar PV systems at both BH and CFH

These funds will directly support key infrastructure upgrades and renewable energy integration – critical components of the RFL's path to a sustainable, low-carbon future. RFLPS continues to drive forward energy and estates strategy that supports both clinical care and climate resilience.





Supporting employee growth and development



At RFLPS, our people are at the heart of everything we do. We are committed to creating an environment where individuals feel supported, valued, and empowered to grow – personally and professionally. In 2024, we enhanced both our employee benefits and learning and development offerings to reflect this commitment.

Enhanced employee benefits

We made several significant improvements to our benefits package to provide greater peace of mind and promote overall wellbeing:

Increased employer pension contribution

We raised our pension contribution to 6% on pensionable pay, helping our employees build more secure financial futures

Group life assurance

We introduced a group life assurance policy offering cover of four times annual salary in the event of death during employment – an important step in supporting our colleagues and their families

Wellbeing and health app

Through our partnership with Unum (our group life assurance provider), all employees now have access to a dedicated Wellbeing and health app, providing tools and resources to support both physical and mental health

Learning and development

We continued to invest in developing our people through a range of structured learning opportunities – from on-demand digital learning to in-house leadership programmes and industry-recognised training. Highlights include:

FranklinCovey impact platform

Our partnership with FranklinCovey, a globally recognised leader in leadership and personal effectiveness training, gives nominated employees access to the FranklinCovey Impact Learning Platform. This on-demand resource helps colleagues grow their professional skills and personal effectiveness through self-led, self-paced learning. Employees are nominated by their line managers and granted an annual pass.

In-house development programmes

We delivered several in-house learning programmes designed to support key talent groups:

- The seven habits of highly effective people

A three-day programme for individual contributors, focused on improving personal productivity and self-management. The first two cohorts ran in July and November 2024, receiving

excellent feedback.

- The six critical practices of leading a team

This three-day programme supports first-time line managers in developing essential leadership capabilities. In 2024, we delivered three successful cohorts in March, June, and October, with 23 managers completing the training.

Knowledge Café (Lunch & Learn)

We host monthly Knowledge Café sessions – virtual 45-minute lunch-and-learn sessions open to all RFLPS employees. Covering nine sessions annually, these informal sessions explore bite-sized, practical topics drawn from both the FranklinCovey platform and internal expertise. The aim is to promote continuous learning, enhance competencies, and support personal development.

Growth Mindset Bulletin

To complement the Knowledge Café, we publish our monthly Growth Mindset Learning Bulletin,

which highlights recent learning sessions, shares programme updates, and communicates training news across RFLPS.

Knowledge Academy

We continue to fund access to external training via the Knowledge Academy, enabling employees to pursue virtual, in-person, or self-paced learning – including accredited qualifications. After discussion with their line managers, employees can request relevant courses to strengthen both individual and team capability.

Association of Project Managers (APM) Corporate Partnership

Our corporate partnership with APM enhances the professional development of our internal project professionals. It also provides access to industry-recognised tools and resources. Individual APM members can link their accounts to benefit from the full range of corporate member offerings.



Building futures through apprenticeships

At RFLPS, we are committed to developing our teams through meaningful apprenticeship opportunities that support both personal growth and service improvement across the RFL.

Our property managers have made significant progress in their professional development by successfully completed their MSc real estate management course at the University of the Built Environment, which covers essential topics such as lease management, negotiations, and rent collection – all essential to managing the buildings where RFL operates. With the MSc now completed, they are advancing towards gaining chartered status with the Royal Institution of Chartered Surveyors (RICS). This will not only enhance their professional credentials but also further strengthen the organisation’s property expertise.

- In response to staff feedback, we have expanded apprenticeships across our facilities teams:
- Facilities team leaders are undertaking Level 3 facilities operations apprenticeships
 - Over 50 domestics have joined IT skills training, with more cohorts planned
 - Eleven domestic staff are starting Level 2 cleaning services apprenticeships
 - Career development pathways for domestics, porters, and catering teams, supporting progression in english, maths, and digital skills
 - Thirteen staff from decontamination are enrolled in healthcare science – decontamination science apprenticeships



Together, these initiatives reflect our ongoing investment in fostering a workplace that supports career growth, recognises the value of lifelong learning, and prioritises the health and wellbeing of every team member.



“At RFLPS, we are inspired to be a successful organisation where we can develop leaders at every level and purposefully foster an inclusive, high-trust and high-performing culture. We are committed to supporting our people with personal and professional development and career progression. One of our goals is to help everyone develop leadership skills and professional knowledge to fulfil their potential and ensure a rewarding career at RFLPS.”

Kelly Liu, head of people, RFLPS



The Big Half: running for a cause



In September, we had the privilege of participating in The Big Half, a half-marathon event, alongside our colleagues and partners, all in support of the Royal Free Charity. Together, we raised an incredible £3,212 for the charity, contributing to its ongoing efforts to improve patient care and facilities.

Joining us in this meaningful challenge was Carl from MW Systems, who also ran alongside us. The idea for participating in the event came from the desire to support the charity while engaging in a fun and fulfilling activity. As a team, we felt it would be a great opportunity to raise money and give back to an organisation that we have worked closely with over the years.

Running together brought a sense of camaraderie that made the event even more motivating. Supporting each other every step of the way – whether through encouragement or just sharing the experience – made all the difference. The collective energy and sense of purpose kept us pushing toward the finish line, knowing that every mile run was helping to fund vital healthcare initiatives.

Our connection to the Royal Free Charity goes beyond fundraising. We have had the privilege of working with the charity on several impactful

projects, such as the PET CT scanner, the Rare Disease Hub Roof Garden, and the ICU Roof Garden at RFH. These initiatives are just a few examples of how we're committed to improving healthcare spaces and enhancing the experience for patients and staff alike.

The Big Half was not only a great way to raise funds for a good cause but also a reminder of the power of teamwork and the positive impact we can have when we come together. We're proud to continue our partnership with the Royal Free Charity and look forward to supporting them in future projects.



Healing heights: a tranquil retreat for ICU staff

Staff working in the intensive care unit (ICU) at the RFH are now enjoying a new rooftop retreat – The Cecil Rosen Intensive Care Unit Sky Garden, “Healing Heights.” Created as a peaceful haven for staff to unwind from the pressures of critical care, the garden was made possible through the generosity of the Royal Free Charity and its donors, including the Cecil Rosen Foundation, the Heathside Charitable Trust, and the North West London Jewish Community.

The project was a collaborative effort from the outset. RFLPS were involved at every stage – from supporting and advising on the choice of location and design, managing the town planning process (including engaging with neighbours and ensuring planning permission suited the garden’s intended use), to facilitating the construction process through to final hand-over to the department.

The capital team played a key role in bringing the garden to life, supporting its development as part of a donation-

funded initiative. Extensive roof repairs were first undertaken to make the space viable for landscaping.

Designed by WILLIAM TOZER Associates and landscaped by Kate Gould Gardens, the sky garden features vibrant Mediterranean flowers and herbs such as rosemary and thyme, offering a sensory and calming atmosphere. Although the space is primarily for ICU staff, other hospital teams are welcome, and feedback from staff has been overwhelmingly positive.

“We are hugely grateful for the generosity of all donors who have made the creation of this garden possible. Working in critical care can often be very demanding and stressful. This space offers our staff a peaceful haven that they can enjoy at any time of the day.”

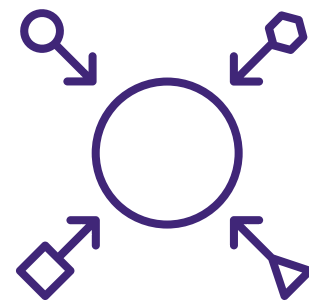
Mohammad Noor, head of nursing, RFL

“This garden is ultimately a way of saying thank you to the incredible staff and their remarkable efforts every day and through the COVID-19 pandemic.”

Jon Spiers, chief executive of the Royal Free Charity



Building a more equitable and inclusive RFLPS



At RFLPS, we believe that equity, inclusion, and belonging are not optional extras – they are essential to creating a thriving, forward-looking organisation. As a specialist NHS-owned consultancy committed to investing in the future of health, we recognise that building a workplace where everyone can thrive begins with ensuring every voice is heard, every contribution is valued, and every individual has the opportunity to flourish.

That belief underpins our DEI&B (Diversity, Equity, Inclusion and Belonging) programme – a people-led, leadership-sponsored initiative that is shaping a more inclusive culture at every level of RFLPS.

A culture where everyone belongs

Our vision is simple but powerful: to build an equitable and inclusive organisational culture where everyone can be their authentic self, feels a strong sense of belonging, and succeeds together. At RFLPS, we want every team member to know:

- You are valued for what you bring to RFLPS
- You have a fair opportunity to grow and succeed
- You are empowered to speak out on the issues that matter to you
- You are deeply connected to our mission – and to each other



Strategic goals backed by action

To make this vision a reality, our DEI&B group has developed a clear 12-month roadmap focused on five strategic targets:



From developing inclusive training workshops and reviewing staff feedback, to identifying new opportunities for engagement, every action is designed to embed equity and inclusion into the fabric of RFLPS.

Powered by people

What makes our approach distinct is that it is driven by our people, at every level of the organisation. While the senior leadership team champions and sponsors the programme, the DEI&B group is made up of employees from across RFLPS who are passionate about making a difference – shaping our culture from within.

Their work ensures that we're not only delivering excellent consultancy to the NHS and public sector but doing so in a way that reflects the diversity, empathy, and collaboration that define the very best of public service.

The future of health starts here

We are proud of the progress made – and more determined than ever to keep moving forward. A truly inclusive culture doesn't happen overnight, but with commitment, courage, and collective effort, we are building a better, fairer RFLPS. One where everyone belongs, and everyone thrives.

“Committed to building a workplace where everyone can thrive.”



ISO success reflects RFLPS quality commitment

ISO 9001 and 14001 Accreditation achieved

In July 2023, RFLPS initiated the process to achieve ISO 14001:2018 accreditation for our consultancy services, underscoring our commitment to occupational health and safety. Following a comprehensive gap analysis led by safety and compliance manager Shirley Allen-Fletcher, we successfully passed the Stage 1 audit on 20th January 2025 and we passed the final stage audit on 7th, 8th and 9th April 2025. We have been successful in achieving accreditation against both standards.

It is almost unheard of to achieve accreditation without having further corrective actions – so this was particularly notable. Our next surveillance audit will take place in April 2026.



“What a great achievement – well done! This always involves a huge amount of work, and success is reliant on commitment and dedication. Our journey towards ISO 9001 and ISO 14001 is not just about meeting standards; it’s about ensuring we provide the best for our customers and partners.”

Andrew Panniker, managing director, RFLPS

Achieving this certification will enhance our health and safety framework, improve workplace conditions, and promote internal collaboration.

RFLPS remains steadfast in delivering high-quality, sustainable, and safe services, with these awards and accreditations serving as a testament to our unwavering commitment to excellence.



Celebrating recognition and excellence

Recent awards and accreditations highlight the outstanding work of our teams across sites and services.

Triple exemplar status – first in the UK

Successfully achieved exemplar status for portering, domestic and cleaning services at RFH.

The RFH became the first NHS hospital to achieve triple exemplar status for fully in-house services including portering, cleaning and catering services leading to improved operational efficiency and service quality.

HSJ Partnership Awards recognition

The Finchley Memorial Hospital Community Diagnostic Centre project, supported by RFLPS, achieved Bronze for Healthcare Infrastructure Project of the Year at the HSJ Partnership Awards. This accolade highlights our role in transforming unused inpatient facilities into a successful outpatient diagnostics centre, bringing care closer to home for local residents.



Catering excellence recognised

Our catering team at the RFH has been shortlisted for the Hospital Caterer Award at the Public Sector Catering Awards 2024. This nomination reflects our dedication to providing high-quality, sustainable, and nutritious meals to staff and patients.



“I am so proud that the Royal Free Hospital became the first NHS triple exemplar site in the country for the delivery of soft FM services delivered by an in-house team. The recognition highlights RFLPS’s commitment to proactive, patient-centred, and best-in-class catering, portering and cleaning services.”

Jeremy Sharp, director of customer experience, RFLPS

INVESTING IN THE FUTURE OF HEALTH

Our impact

2024
2025

Let's talk

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