

Annual Report

Summary

1 April 2024 – 31 March 2025



Purpose and activities of the organisation

[NHS Norfolk and Waveney](#) is responsible for planning and buying safe, high quality health services. NHS Norfolk and Waveney agreed and administers contracts with hospitals, community services, the mental health trust, GP practices, dentistry, pharmacy, optometry, the ambulance trust, and other organisations who provide care and treatment services, and monitored the performance of the delivery of these services.

As a result of the Health and Care Act 2022, NHS Norfolk and Waveney is responsible for the budget for the whole of the NHS landscape across Norfolk and Waveney.

2024-25 at a glance

Our mission

To help the people of Norfolk and Waveney live longer, healthier, and happier lives.

Our geographical area:

1.1 million people live in Norfolk and Waveney

We serve 1.1 million people across Norfolk and Waveney

Our ICS includes:

- 20 Primary Care Networks
- NHS Provider Collaboratives
- Place-based partnerships
- Integrated Care Board
- Local health and wellbeing partnerships
- Integrated Care Partnership

Our budget for 24/25 was £2,902 million

Our Goals

- To make sure that people can live as healthy a life as possible.
- To make sure that you only have to tell your story once.
- To make Norfolk and Waveney the best place to work in health and care.

Area of Spend and Total Spend (£m)

Area	Total Spend (£m)
Acute	£1,377.5
Community	£224.4
Continuing Healthcare	£171.1
Mental Health and LD	£284.7
Prescribing	£228.9
Primary Care	£366.3
Specialist Commissioning	£202.8
Other Commissioning	£26.7
Running Cost	£19.7

Chief Executive Officer and Chair's statement

Welcome to our 2024/25 Annual Report. This has been a year of significant change for both our organisation and the wider health and care system. We completed an organisational review, restructuring the Integrated Care Board (ICB) to reduce running costs by 30%. This period of change was challenging for staff, and we are extremely grateful for their resilience, dedication, and continued focus on delivering high-quality care. Their commitment enabled the ICB to deliver its financial plan and achieve nearly £150 million in efficiencies, helping safeguard services and resources for the future.

We have made important progress in shifting care closer to home. All three acute hospitals have opened Community Diagnostic Centres, providing faster access to tests and scans. Our Unscheduled Care Coordination Hub has prevented over 11,000 unnecessary ambulance dispatches, ensuring people are treated in the community where appropriate, while those needing hospital care access specialist services more efficiently. New mental health and therapy units, including the Rivers Centre inpatient wards and the Willow Therapy Unit, support earlier discharge from acute hospitals, easing pressure on services and helping patients transition home more smoothly.

Primary care continues to innovate, expanding appointments across GP practices, providing approximately 2,500 dental appointments each month through the Urgent Treatment Service, and delivering over 3,000 consultations monthly via the Pharmacy First service. These improvements are helping more people access timely, convenient care and reducing pressure on emergency services.

Both Queen Elizabeth Hospital and James Paget University Hospital remain in Wave 2 of the New Hospital Programme, a major step toward replacing ageing buildings with Reinforced Autoclaved Aerated Concrete (RAAC) and improving safety for patients and staff. Digital transformation continues to enhance patient care, with over 2,000 staff using the Norfolk and Waveney Shared Care Record daily, giving immediate access to critical patient information. Progress is also being made on the Electronic Patient Record system, which will replace paper-based records and improve care quality when it goes live in 2026.

Despite these achievements, financial and operational pressures remain high. The NHS and public services face ongoing challenges, and we are focused on balancing performance improvements with financial sustainability. Looking ahead, the new 10-Year Health Plan will guide our work in 2025/26, focusing on prevention, shifting care into communities, and harnessing digital transformation to improve outcomes for patients and staff.

We would like to take this opportunity to thank Rt Hon Dame Patricia Hewitt DBE for her leadership as Chair of the ICB. After eight years of service, she retired in March 2025, leaving a strong legacy of commitment to improving health and care in Norfolk and Waveney. We also thank Tracey Bleakley for her contributions as Chief Executive, and extend our sincere gratitude to all staff, health and care partners, and volunteers for their dedication and collaboration. Partnership working remains essential as we continue to deliver high-quality care, improve health outcomes, and build a sustainable healthcare system for our communities.



Will Pope
Interim Chair
NHS Norfolk and Waveney



Ed Garratt OBE
Interim Chief Executive Officer
NHS Norfolk and Waveney

Financial performance summary

The introduction of NHS Norfolk and Waveney on 1 July 2022 brought about the cessation of Clinical Commissioning Groups (CCGs) and inception of Integrated Care Boards (ICBs).

Therefore, the financial year 2024/25 represents the second full 12-month reporting period for ICBs. The following information reflects the twelve-month accounting period for the ICB to 31 March 2025.

- The total allocation for the accounting period was £2,902.0m.
- This was split between Commissioning Health Services (£2,882.0m) and Running Costs (£19.7m).

For 2024/25 Financial year, NHS Norfolk and Waveney delivered its statutory duty to breakeven, with the final reported position being a £0.6m underspend.

Within this underspend, NHS Norfolk and Waveney also remained within the allocated running cost budget and therefore delivered on all financial duties as reported in note 19 'Financial Performance Targets' of the full Annual Accounts.

A key contributor to the achievement of the overall financial position was successful delivery of £44.3m of efficiencies. The main areas of delivery were:

- Prescribing (£13.4m)
- Continuing Health Care (£11.9m)
- Corporate (£7.1m) – this included non-recurrent benefits of phased recruitment, redeployment of displaced staff and savings on corporate estate.
- Non-recurrent savings (£11.9m) – these included slippage on investments, contractual management and spend reviews.

The above efficiency delivery has enabled NHS Norfolk and Waveney to deliver its statutory financial duty, whilst simultaneously providing additional resources to support the ICS during a period of sustained operational pressure.

To read the full 2024/25 annual report and previous editions please [visit our website](#).

