

2023-24 ANNUAL REVIEW



Delivering through change

PUTTING PEOPLE IN PLACES TO *care*

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Laura Higham - Healthcare Assistant/CSW
Oxford University Hospitals NHS Foundation Trust

Freedom Ndlovu - Healthcare Assistant
at Nottingham University Hospitals NHS Trust
Jessica Southwood - NHSP Trust Services

About NHS Professionals in 2023/24

At NHS Professionals (NHSP) we deliver award-winning workforce solutions that always put patients first, champion the NHS, support communities and create fulfilling flexible career opportunities across the country.

United by our passion for a fully staffed NHS, we work closely with 140+ NHS Trusts, and other healthcare organisations, to place an enormous variety of healthcare workers across a number of settings to deliver the best possible patient care.

We use our integrated and ever-evolving technology platforms, alongside our experienced teams, to make staffing for Trusts easier and provide better value for money. Our NHS customers benefit from NHSP's 20+ years of expertise, providing staffing solutions that add value at a lower cost than external agencies by:

- managing demand through robust processes
- reducing employment related on-costs
- implementing best practice control mechanisms

PUTTING PEOPLE IN PLACES TO *care*

We continue to work closely with the NHS to provide flexible roles and healthcare career opportunities in a number of ways. These include:

1. Engaging NHS substantive staff to pick up additional shifts and supplement their income
2. Utilising our bank of NHSP flexible workers who work "full-time flexibly"
3. Recruiting long-term placement professionals in diverse areas such as non-clinical, international recruitment and other tailored workforce solutions

As a core part of our offering, we also partner with the NHS to eliminate external agency usage, displacing millions of pounds of agency spend every year and helping to ease the financial pressures on the healthcare system. Despite a challenging market in 2023/24, we've been able to grow our order book value, gain new client wins, increase agency to bank conversion and drive bank utilisation.

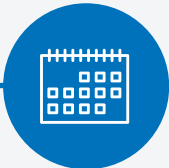
46 million

hours of patient care delivered



5 million

shifts filled



4 awards won

in the staffing industry



£688 million

of external agency spend displaced across the NHS



4 new

Managed Service Provider clients onboarded



66%

of NHS Trusts in England work with us



100%

Managed Service Provider clients retained



'Excellent'

Trustpilot score retained



Board Members



Dr Helen Phillips
Chair



Dr Kate Langford
Non-Executive Director



Maz Ahmed
Non-Executive Director



Adele Barker
Non-Executive Director



Mark Bull
Non-Executive Director
(Appointed December 2023)



Oli Blackaby
Non-Executive Director
(Resigned September 2023)



Nicola McQueen
Chief Executive Officer



Richard Shearer
Chief Finance Officer
(Appointed February 2024)

Company Secretary and Executive Committee



Tolulope Aluko
Company Secretary
(Appointed Sept 2023)



Karla Boddy
Chief Customer Officer



David Callow
Chief Information Officer



Juliette Cosgrove
Chief Nurse & Director
of Clinical Governance
Managing Director,
NHSP Academy



Helen Ives
Chief People Officer



Lisa Lewis
Chief of Staff



Mike Ruddell
Chief Commercial Officer



Elaine Thomas
Chief Operating Officer



Saleem Ahmed
Director of
Transformation



Hadrien Kieffer
Managing Director,
National and
International Campaigns



James Orr
Managing Director,
Doctors Direct and
Specialist Services

Chair's statement - Dr Helen Phillips



Looking back at 2023/24

At the time of writing, we have a new government and we're looking forward to playing our full part in delivering on the ambitions for a fully staffed healthcare system. While shifts in demand and supply across the past year need to be understood, we remain steadfast in our commitment to a bold vision that puts the NHS first, reduces staffing costs and improves the capability of its workforce, while always supporting patient care.

Of course, none of our achievements over the year are possible without our committed and dedicated NHSP teams, our client Trusts and healthcare organisations that we're proud to work with, and the thousands of healthcare professionals that work through us every day. On behalf of the Board, I extend a heartfelt thank you to you all.

A year of change

In 2023/24, we underwent a necessary organisational change to flex to the changing demands of the NHS. I want to acknowledge the people who left the organisation as a result of this and take this opportunity to also thank them for all they achieved during their time with us.

In addition, throughout the year, we made a series of important changes to our systems, as part of our transformation programme. As a result, we are delighted to have seen progress with key platforms such as our CRM database and Case and Contact Management (CCM) system, both of which enhanced the capabilities of our teams to provide the best possible service to our clients and Bank Members. This comprehensive programme will continue throughout 2024/25 and I am looking forward to seeing the benefits it will bring to all our stakeholders, internally and externally.

Outside of our own organisational changes, the biggest challenge for the NHS in 2023/24 continued to be staffing. Therefore, our purpose remains: putting people in places to care - especially through our multi-award-winning managed service offering. Across the year, our teams worked collaboratively with the NHS at system and provider-level to understand requirements, champion flexible careers and look at whole career pathways for healthcare professionals across all the staff groups we supply.

A year of collaboration

To ensure our success, I believe it's critical that we live by our values. I have been delighted to see examples of this in the organisation from our people every day, as we also strive to become an even more collaborative, inclusive organisation with equity and diversity at its core. This is especially important in a fast-changing and challenging market, but the business has maintained its natural enthusiasm and curiosity, with an insight-led approach and a desire to do more together, for the NHS.

To further support this, from a board perspective, we were delighted to welcome two new members during the year, Richard Shearer as our Chief Financial Officer and Mark Bull as one of our Non-Executive Directors. We were also pleased to welcome Tolulope Aluko as Company Secretary. With these appointments, the board continued to work collaboratively across all areas to ensure effective delivery of our business objectives.

“Our market share is now 66% across the country, maintaining our market leader status. In 2023/24, we saw key areas of growth in our core managed service business, and in strategic businesses such as our NHS Professionals Academy and National Bank, where we are proud to have welcomed several new Trusts and healthcare organisations.”

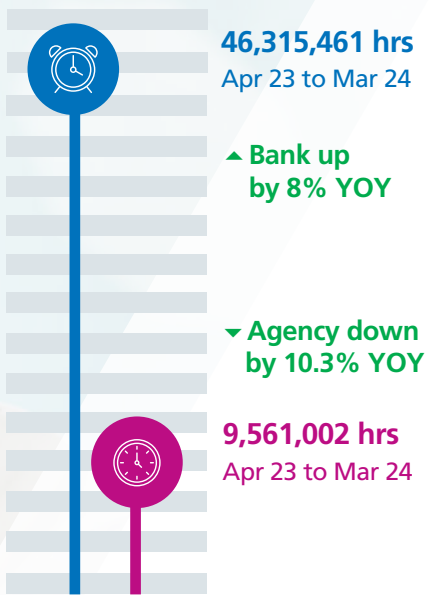
Dr Helen Phillips



Mandy Till - Midwife
Nottingham University Hospitals NHS Trust

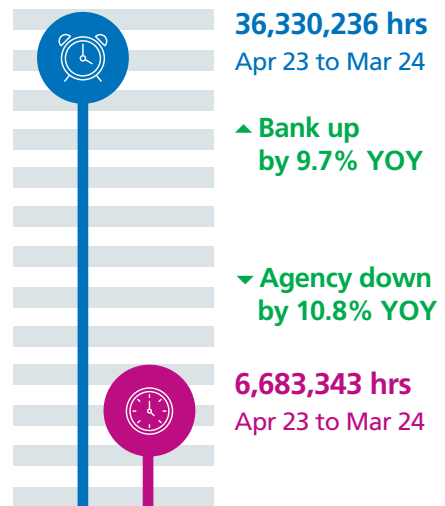
All Staff Groups

Patient hours delivered 2023/24



Nursing & Midwifery

Patient hours delivered 2023/24



Our values

Our values perfectly sum up our strengths, as well as our aspirations as a business that is committed to Putting People in Places to Care.



We care, it's personal



Smart solutions, expertly delivered



Be bold, make change



One team, 100% together

Our Awards

Following the HSJ Partnership Award that we won in March 2023 for our partnership with the Pan Mersey collaborative, we're proud to have won the following awards in 2023/24 showcasing how our staffing solutions are providing the highest quality of service.

NHS Professionals Team at Recruiter Awards 2023



NHS Professionals Team at Talint TIARA Awards 2023



NHS Professionals Team at APSCo Awards 2023



A huge thank you to all those involved in securing these accolades across both the healthcare and staffing industries – a company record.

APSCo Outsource Awards -

MSP of Year 2023



APSCo Recruitment Awards -

Recruitment Company of the Year Awards 2023



Recruiter Awards -

Recruitment Company of the Year 2023



Talint TIARA Awards -

Specialist Recruitment Company of the Year 2023



A year of enhancements

Alongside improving our systems, as part of our organisational changes, the business took the opportunity to review our Recruitment and Operational Support model. This allowed us to focus on enhancing the Bank Member engagement journey and introduce a regionally aligned structure, supporting our NHS client Trusts more effectively.

In addition, recruitment and compliance for new applicants has been realigned into one function and is now an end-to-end recruitment process – from application to first shift filled. This function is driven by demand and offers a highly improved experience for those seeking to join us as Bank Members and support the NHS.

Linked to this, our National Service Centre has continued to focus their efforts on providing world class customer service to all of our stakeholders, with a First Contact Resolution rating of 71%, (which continues to increase). Supporting this, our new systems, integrated with telephony and chat, provide a single view of all customer interactions – a key part of our transformation. This is all underpinned by our new Knowledge Hub platform, which launched in July 2023. This platform acts as a single source of truth for Bank Member and client Trust enquiries alike.

Looking ahead at 2024/25

This year has been a time to refocus as an organisation, whilst still supporting the NHS. While this annual review looks back, it's always through the lens of looking forward, as with each year, we aim to achieve our broader vision to scale, strengthen and diversify our services.



A year of progress

So far in 2024/25, we have seen strong growth across our services, especially National Bank and the Academy, both of which are crucial to reducing external recruitment agency spend and increasing capacity and capability across the system, respectively.

Having seen some early benefits in 2023/24, we are progressing with our business transformation programme and our investment in technology, processes, people and systems. This will ensure NHSP retains its leading position in the market, while improving productivity and service offering flexibility, to the benefit of all stakeholders

During 2024/25, alongside our ongoing transformation programme, we will be implementing and communicating our new Five-Year Business Plan. This has been designed to align with our commercial and corporate strategy, and the objectives of the NHS. Central to this plan is the scaling, strengthening and diversifying of our services. This is an opportunity to sharpen our value proposition, whether that is National Bank or managed service, specialist services or the Academy, and ensure our offering is exactly in-step with the market. It also means we will be looking at the commerciality of these services, and in some cases, moving towards a more mature commercial model, to achieve the delivery outcomes required by the NHS.

Our Five-Year Business Plan is also supported by five new missions, covered in this annual review. These missions have been designed to implicitly support the needs of our Bank Members and client Trusts, while still supporting patient care system wide. They focus on areas such as building better bank provision, enabling collaboration, supporting staff capacity and capability and working together to identify efficiencies to boost productivity. I know the whole NHSP team are behind these missions and continue to work effectively to support them and realise the benefits they will bring.

“With the main focus now on increasing workforce productivity, we’re committed to elevating the perception of the flexible workforce as a crucial part of this. We’re also focused on being more responsive, more agile and more sustainable, with our main priority always being to reduce external agency spend in the NHS – our founding purpose.”

Dr Helen Phillips

In summary, I am exceptionally proud of all the hard work, dedication and commitment our teams have shown to the NHS across the country in 2023/24, in what have been some very challenging circumstances. As we continue to deliver for our clients and Bank Members in 2024/25, I genuinely believe that there has never been a better time to showcase the flexible workforce as a crucial part of the healthcare system of tomorrow.

Helen Phillips

Helen Phillips



The 5 Missions

Our Five Missions

We provide value for money workforce solutions that mobilise more available healthcare staff for the NHS and for patients



Build better Banks



Enable collaboration



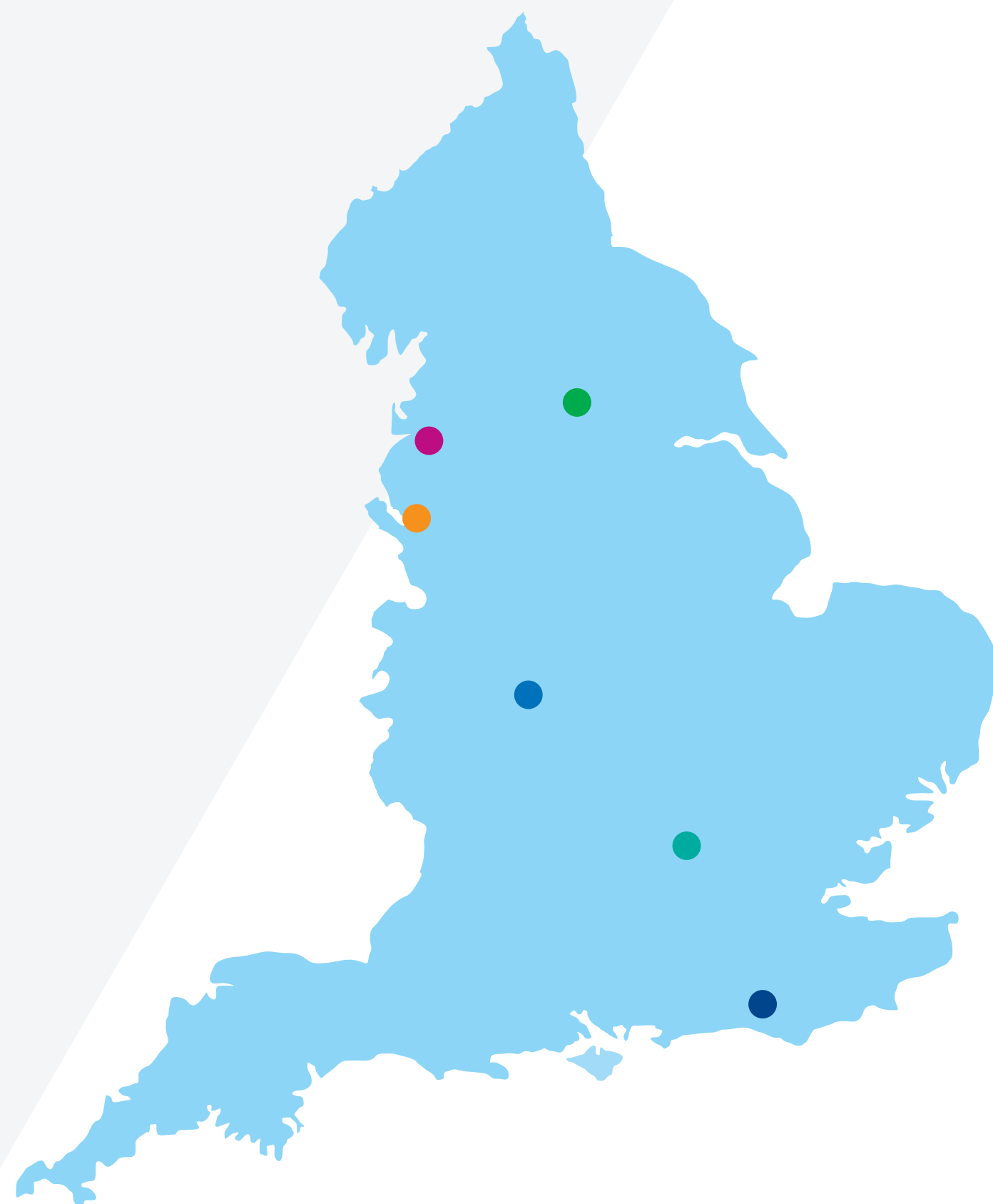
Improve capability



Increase capacity



Increase productivity



Case studies: Putting people in place to care, across the country

● Alder Hey Children's NHS Foundation Trust

CASE STUDY Alder Hey Children's NHS Foundation Trust

Upskilling Bank Members closes support worker gap

- ✓ 0% healthcare support worker (HCSW) vacancy achieved thanks to development programme
- ✓ 63 HCSWs placed from April 2021-July 2023, providing over 40,000 hours of care
- ✓ 20 HCSWs employed on a substantive basis

● Lancashire and South Cumbria NHS Foundation Trust

LANCASHIRE AND SOUTH CUMBRIA NHS PROFESSIONALS INTERNATIONAL CASE STUDY

International team helps Lancashire and South Cumbria NHS Foundation Trust solve mental health nurse challenge

- ✓ 78 Candidates placed to date
- ✓ 100% OSCE pass rate
- ✓ 60 Candidates on track for the second half of 2023

● Harrogate and District NHS Foundation Trust

CASE STUDY Harrogate and District NHS Foundation Trust

Patient Safety Support Worker Programme helps eliminate agency use in enhanced care

- ✓ 100% conversion in agency hours to Bank
- ✓ Bank fill per month increased from 300 to over 4,000 hours
- ✓ 10 agency staff migrated over to Bank
- ✓ 0% agency use for enhanced care patient safety support workers

● The Dudley Group NHS Foundation Trust

THE DUDLEY GROUP NHS FOUNDATION TRUST – NATIONAL BANK CASE STUDY

Partnering with NHS Professionals National Bank supports Agency reduction at The Dudley Group

- ✓ Forecast cost savings on average £10.00 per hour through NHS Professionals National Bank
- ✓ Flexible worker pool reduces costs and maintains safe staffing levels

● Buckinghamshire Healthcare NHS Trust

CASE STUDY Buckinghamshire Healthcare NHS Trust

NHS Professionals generates significant cost savings using administration and clerical Bank Members over agency

- ✓ Bank fill increased by over 11%
- ✓ Agency use reduced by 8%
- ✓ Over £215,000 of cost savings generated

● University Hospitals Sussex NHS Foundation Trust

CASE STUDY University Hospitals Sussex NHS Foundation Trust

NHS Professionals Academy successfully delivers phase one of leadership programme

- ✓ 70 senior Trust leaders complete leadership course
- ✓ Additional departments at the Trust request training for 150+ staff
- ✓ Psychometric testing data improves understanding of senior leaders' individual work styles and behavioural trends at team level

Chief Executive Officer's statement - **Nicola McQueen**



Looking back at 2023/24

This year was about restating our priorities and reshaping NHS Professionals (NHSP) for the future.

As the Chair mentioned in her statement, I also want to acknowledge those who

have left our business as a result of our reorganisation and thank them for their dedication, commitment and professionalism during 2023/24.

As well as changing the structure of our business, this year saw a continued focus within our technology transformation programme. Yet, while we've seen a lot of change across our systems, service demand, people and processes, we have never deviated from our core mission: to deliver outstanding value for the NHS, by putting people in places to care.

“We appreciate that change can be a hard journey for a business. But we've always been determined to be bold and transform, to prepare for, and journey into new horizons that will help support the NHS of the future.”
Nicola McQueen

Delivering through demand

2023/24 was a year of two halves for NHSP. In the first half of the year, demand for flexible workers remained high. This was as a result of ongoing challenges surrounding COVID-19 recovery, along with the increased demand for healthcare and persistently high vacancy and shift fill rates. Industrial action added a further dimension to pressures on the substantive workforce and consequent increasing demand for flexible workers.

Despite facing challenges in terms of recruiting skilled healthcare professionals to fill vacancies (due to workforce shortages) and retaining Bank Members (due to higher pay opportunities offered by external agencies), we still managed to maintain fill rates against a backdrop of growing demand.

The Long-Term Workforce Plan (LTWP), published in June 2023, acknowledged the importance of training, retaining and reforming the workforce for the future. This included a substantial requirement for bringing staff into new roles across the system at career entry-level, as well as increasing numbers through existing training pathways (such as apprenticeships).

This provided confirmation of our direction of travel for developing and scaling our Healthcare Support Worker Development programme, along with potential opportunities to support early career apprenticeships through our Academy. At the time of writing, we are working with stakeholders to understand the implications of the 10-year plan, announced by the new government, as we know NHSP has a key role to play in supplying and supporting workforce.

The LTWP also set out a clear mission to drive out agency spending and build more collaborative Banks that benefit from limiting pay competition and move skills across systems to where they are needed most. It meant that, once again, the plan validates NHSP's over-arching and strong ambitions and targets for bank management.

Delivering through challenge

In the second half of the year, our operating environment changed dramatically. Many of the COVID-19 recovery budgets ended, funding streams for international nurse recruitment stopped and our clients turned to 'budget-linked' staffing, with a focus on maximising cost savings.

Demand, therefore, dropped significantly. Our international recruitment business felt the biggest impact of this, with no short or medium-term prospect for recovery. Despite this, the international team continued to achieve and innovate, maintaining its 99% exam pass rate (with the average being 60-70%) on training international nurses. The international team, in partnership with the Department of Health and Social Care, NHS England and Talent Beyond Boundaries, also supported displaced talent by scaling up our recruitment programme, helping many refugees from Lebanon and the region come to the UK and start a career in the NHS. This partnership has been nominated as a finalist in the 2024 Nursing Times Workforce Awards for Best International Recruitment Experience and is something we are particularly proud of.

Although demand declined in our core bank business, this was offset by our ability to pivot and increase fill rates, satisfying demand that had previously gone unfilled. I want to express my thanks to all the teams who were key to supporting us at this crucial time.

“I want to thank our ExCo team and our whole business for their performance and professionalism in 2023/24. This rapid shift in demand in the mid part of the year demonstrated how we need to be agile and respond quickly to changing economic and budgetary conditions. While continuing to supply Bank Members remained at the core of our activity, our teams quickly turned their attention to supporting initiatives that can effectively drive down agency spending.”
Nicola McQueen



Delivering through performance

Despite these challenging conditions, overall, this was a good year for business performance and we vastly outperformed our competition. While we met spending caps from the government as it prepared for an election, we still hit 99.2% of our financial target and achieved a net customer growth record (which has already been exceeded in 2024/25).

We retained all our customers and onboarded new NHSP clients, continuing to provide flexibility, capacity and capability across the system. Our campaigns around volume recruitment and training and development continued apace and our Doctors and Specialist Services division also had a good year across multiple areas. In addition, our partnership with Interactive Manpower Solutions (IMS) grew through the year as we looked at further ways to improve and enhance our processes and customer experience, with their support.

“Our NHS Professionals Academy has evolved into a service that is about increasing the capability of workforce, alongside capacity. By focusing on getting this training right, we will become the market leaders in this area. To us, it is all about enhancing and evolving healthcare careers.”
Nicola McQueen

We have also maintained our focus on embedding Equity, Diversity and Inclusion (EDI) in our business. I have been proud to see our Staff Support Networks involved in some fantastic initiatives this past year, including representing NHSP at Leeds Pride and shining an important light on key events such as Black History Month and Disability History Month. NHSP are now also a Disability Confident Committed Employer. We continue to hold Equality Impact Assessments across our business to ensure this aspect is always considered in order to be a truly inclusive, transparent and reflective organisation.

Last but not least, we were proud to win four staffing industry awards across 2023/24, in recognition of the exceptional levels of service we provide to the NHS. We were also re-accredited as a Top Employer by the Top Employers Institute.

Delivering through partnership

We continued to put collaboration centre stage in our work with Trusts, systems and healthcare organisations across all regions, by supporting them in a range of ways and encouraging collaboration with neighbours. We celebrated four new Managed Service Provider customers and eight new customers for National Bank. Our new five-year strategy will continue to innovate staffing and increase mobilisation of the workforce to enable care and services to be taken out into the community, in line with government plans.

Delivering through transformation

We have also been busy transforming ourselves so that we can support transformation in the NHS. It has been a 64-month plan in the making, with all our structures and services transforming within a targeted operating model designed to deliver the NHSP of the future, while also providing the efficiencies and optimisations required.

Through these changes, we have also seen call volumes and waiting times reduce, with contact volumes decreasing by 19%. Customers were able to access information directly through the self-serve capability of the Knowledge Hub, delivering an improved and modern customer experience. We expect to see this decrease continue as the database of knowledge articles increases and self-serve capabilities and quicker resolution continues.

Our technology landscape has also changed as our new Case and Contact Management system (CCM) has now been embedded into NHSP. This is a big milestone and brings full visibility across all contacts and clients, with further data enhancement to support fulfilment. This means we can now identify requirements fast, respond with agility and support recruitment in the NHS quickly, where needed.

I want to show my appreciation to my colleagues for implementing these major changes, especially in a continually challenging market.



Rebecca Pratten - Nurse
Nottingham University Hospitals NHS Trust

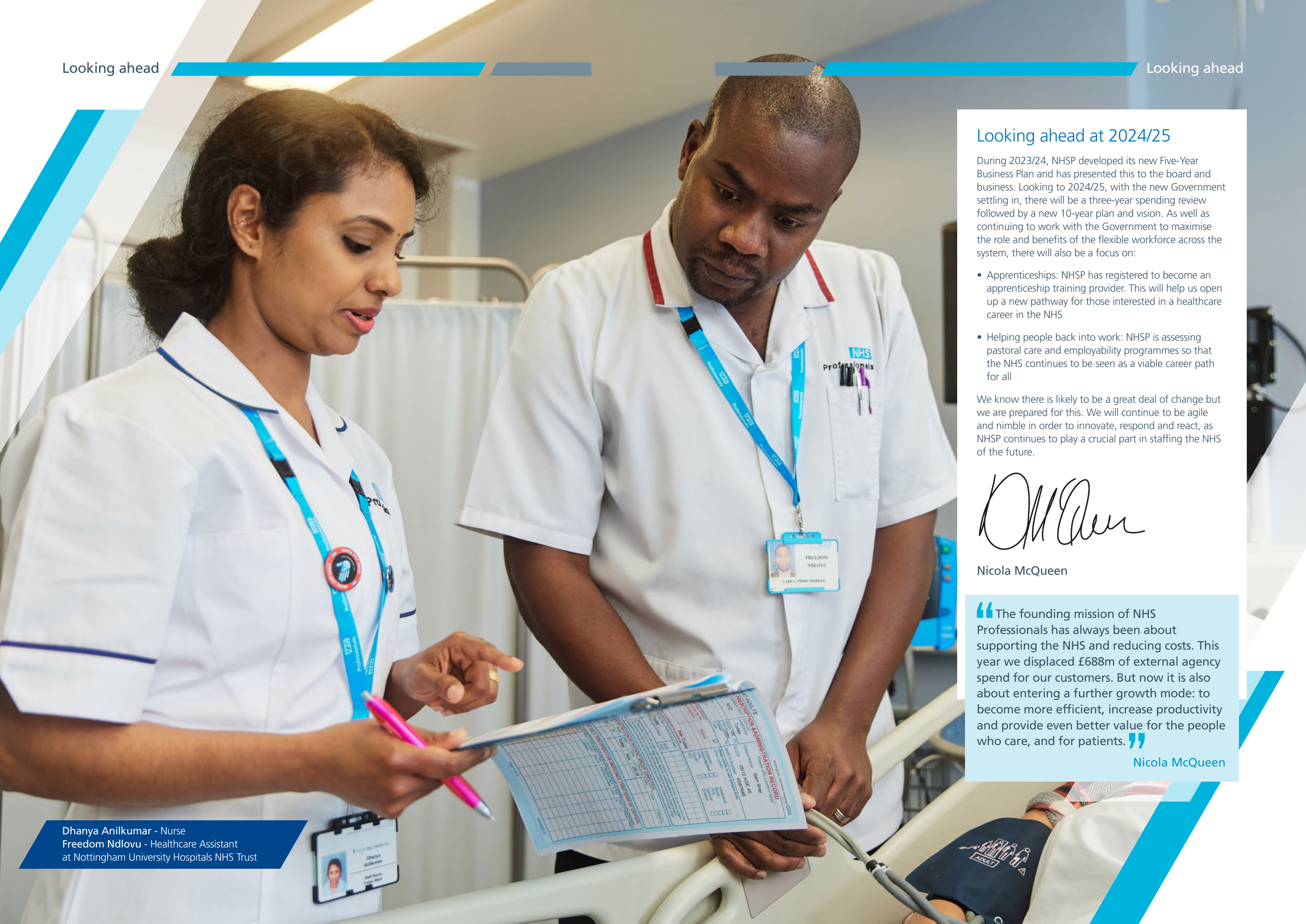
“The transformation programme is on track to deliver significant benefits to NHSP, our Bank Members and our NHS clients – as well as our teams - who support them every day. The opportunity to simplify processes, enhance services and develop improved workforce solutions for the NHS and for patients, while reducing our cost of delivery, remain the core strategic objectives of the transformation programme.”
Nicola McQueen

Beyond this, a new Workforce Management Solution (WFM), is currently in development. This will enable the migration of Trusts away from NHSP's legacy systems and transfer them to an updated inter-operative platform. This platform will allow for an improved customer experience and complete workforce visibility, helping support staff even further. I am delighted with how these key components of our transformation programme are coming together to deliver a better experience for our NHS customers and teams who work with them.

Delivering through change

NHSP's commitment to a change programme which moves our core end-to-end processes onto a modern ecosystem has met the budget and benefit requirements so far, delivering:

- A new Case & Contact Management (CCM) solution utilising Salesforce Service Cloud, allowing for the end-to-end management and visibility of support cases and queries for our internal teams and members. The new CCM system, together with the renewed and increased usage of Knowledge Hub, is resulting in positive impacts on key measures, such as a reduction in new cases and improving SLAs in case resolution.
- A new Learning Management System (LMS) was developed across the year to help simplify and improve the training and education experience of the Bank Members who work with us and in the NHS. At the time of writing, this system has been completed and is in the early go live stage. This will be soon followed by a new Applicant Tracking System (ATS) to provide a streamlined application process for those wishing to work in the NHS through NHSP.



Dhanya Anilkumar - Nurse
Freedom Ndlovu - Healthcare Assistant
at Nottingham University Hospitals NHS Trust

Looking ahead at 2024/25

During 2023/24, NHSP developed its new Five-Year Business Plan and has presented this to the board and business. Looking to 2024/25, with the new Government settling in, there will be a three-year spending review followed by a new 10-year plan and vision. As well as continuing to work with the Government to maximise the role and benefits of the flexible workforce across the system, there will also be a focus on:

- Apprenticeships: NHSP has registered to become an apprenticeship training provider. This will help us open up a new pathway for those interested in a healthcare career in the NHS
- Helping people back into work: NHSP is assessing pastoral care and employability programmes so that the NHS continues to be seen as a viable career path for all

We know there is likely to be a great deal of change but we are prepared for this. We will continue to be agile and nimble in order to innovate, respond and react, as NHSP continues to play a crucial part in staffing the NHS of the future.

Nicola McQueen

“The founding mission of NHS Professionals has always been about supporting the NHS and reducing costs. This year we displaced £688m of external agency spend for our customers. But now it is also about entering a further growth mode: to become more efficient, increase productivity and provide even better value for the people who care, and for patients.”

Nicola McQueen

Services and Solutions - Mike Ruddle, Chief Commercial Officer



Overview

Our core aim this year centred around leading and delivering the Five-Year Business Plan, along with a key objective to strengthen and diversify our services. We have continued to develop collaborative solutions that meet workforce requirements across regional systems. Other priorities included enhancing our locum doctors proposition via Doctors Direct and supporting pathway development opportunities through our proposed apprenticeship provision.

Highlights - National Bank and Doctors Evolution

We have sustained our support for NHS Trusts to reduce their external agency spend by migrating high-cost agency workers to our National Bank solution, as well as introducing a Trust-wide Cost Improvement Programme (CIP), associated with National Bank.

In July 2023, we were successfully awarded supplier status on the NHS Workforce Alliance framework. The endorsement of National Bank as a key tool for managing agency spending and transitioning agency workers onto the bank (and potentially, into substantive employment) has created a strong pipeline of clients at both system and provider level, wishing to add National Bank to their staffing toolkit.

National Bank workforce composition has grown from 100% Nursing & Midwifery last year to:

- Nursing and Midwifery (all grades) 72%
- Admin and Clerical 16%
- Allied Health Professionals 10%
- Estates and Facilities 2%

Over the past year, we are proud to have welcomed four new Managed Service clients - another record year! We have also strengthened our collaborative solutions infrastructure in line with the rapid client expansion of National Bank, including our Integrated Care System (ICS) service rollout. Additionally, the team have delivered a Doctors service review which has now led onto the wider Doctors Strategic Partnership strategy and the signing-off of our Apprenticeship business case.

“National Bank enables the mobility of a workforce between different settings, whether that is between providers or from acute trusts to social care or primary care. Our National Bank infrastructure and technology allows that mobility to happen, providing a collaborative and fully integrated healthcare system, while continuing to reduce agency usage.”

Mike Ruddle

Strategic Advisory Board

During the year, our Strategic Advisory Board (SAB) became fully established, ensuring that the voice of the customer, and the system, were fed through into our thinking around service development and client solutions. This group consists of executive level healthcare leaders from both central and provider organisations, as well as key personnel from influential healthcare organisations to help guide our strategy. I would like to thank them all for the time, knowledge and commitment to the SAB.

Delivering service excellence through satisfaction and innovation

We worked hard to ensure ‘service excellence’ was delivered consistently through NHS Professionals (NHSP) services via a range of measures, from regular customer and Bank Member satisfaction surveys, to developing new customer case studies and testimonials. We also continued to achieve an “excellent” rating on TrustPilot.

During the year, we applied innovation to overcome the challenges we faced. Better technology has enabled us to improve our service offerings, find efficiencies and become more competitive. New systems coming on stream in 2024/25 and beyond will also enable us to consolidate our data to provide real insight. As Nicola has mentioned, these include a new Applicant Tracking System (ATS) and a Workforce Management system (WFM) to support our Bank Members and clients in booking and managing shifts. Both systems will fully integrate with NHS systems and have been designed to enhance the Bank Member journey.

We’re proud to have developed new service offerings including:

- **Talking Therapies** – a specialist bank solution working with NHS England’s central team, currently being trialled in Mersey Care NHS Foundation Trust
- **Agency Managed Service** – launched as an additional offering within Managed Service and developed to provide a true Master Vendor recruitment model alternative, when partnered as a modular solution with National Bank
- **Virtual Wards & Remote Care** – a training programme and bank solution developed and designed with the NHSP Academy
- **New Healthcare Support Worker roles** – designed and developed for maternity and to enable the upskilling of HCSWDs into mental health roles
- **Service Leaver Mobilisation** – a legacy mentoring solution designed to be mobilised in line with future NHS budgets

“Our National Bank solution has a key role to play, and this is recognised by NHS England. Even at NHS England Agency Cap Rates, the National Bank workforce is more cost effective, allowing Trusts to save pounds per hour for each National Bank hour worked.”

Mike Ruddle

Priorities for 2024-25

Looking ahead, we want to focus on growth options, including the diversification of core services in line with our Five-Year Business Plan. Our core objective will be to scale up and reshape the National Bank as demand for agency significantly reduces, while also optimising our other services and innovating to meet the demands of the NHS.



Kerry Poole - Healthcare Assistant at Nottingham University Hospitals NHS Trust

Managed Service Provision (MSP) - Karla Boddy, Chief Customer Officer



Overview

Despite a year of two halves, we were able to achieve all our key objectives, including to retain all our MSP clients, grow our business, increase bank fill and reduce agency usage, along with maintaining great customer satisfaction across our 55+ NHS clients.

“In 2023/24, we were hugely proud of the bank growth and agency reduction achieved, which we know brings significant benefits to all our stakeholders across the NHS. We’ve retained our business across the north by working closely with our Trusts and ensuring we continue to support their delivery of services to patients.”

Christine Wilkinson, Regional Director, North

Highlights

We have continued to support and cultivate our current managed service customers between our MSP and National Bank teams. We also celebrated new client Trusts across the country, including in Bolton, Oxford and Devon, growing our market leading position even further.

This year also saw us enter a unique partnership with fellow NHS organisation, NHS Property Services. We helped to provide them with a new non-clinical recruitment service across admin and clerical and estates and facilities. Although the market has been extremely challenging, it has seen us continue to deliver both tactically and strategically for our clients, with our onsite teams achieving fantastic results.

“This year, in the south, we have seen the growth of three MSP clients and a record number of bank hours filled. We were able to reduce agency usage by 3%, in line with government targets, increase bank fill by 10% and retain 100% of our Managed Service customers.”

Becky Rogerson, Regional Director, South

While there were some challenges to service delivery through this period of organisational transformation, we remained focused on embedding new teams and structures, ensuring we meet efficiency and productivity targets. As part of this, we have been looking at how we develop a strategy to deliver the same services in a better way, to support Trusts without disrupting patient care.

“Our onsite teams across the country have continued to work collaboratively with our Managed Service clients and Bank Members, ensuring they are able to continue to support high quality staffing. These efforts have not gone unnoticed as NHSP won four recruitment industry awards this year, including the prestigious APSCo MSP of the Year!”

Karla Boddy

The key to our work is customer experience and service excellence. As a result, we’ve put understanding the drivers of our clients centre stage, with a customer satisfaction survey in place as a baseline to measure success. This is already providing positive feedback, as well as areas where we can enhance our service.



Maria Gkovogianni - Nurse
Cindy Kwarteng - Healthcare Assistant
Nottingham University Hospitals NHS Trust

Priorities for 2024-25

Looking forward, we will be delivering the benefits of our extensive business transformation programme and its new 17 technology integrations for our Managed Service clients. The priority is to ensure we take steps to optimise delivery and customer experience at every step.

The next phase will be to more effectively onboard net new workers and evaluate how we can make this process more efficient by utilising the market-leading technology we are implementing.

These changes and new platforms will bring extensive benefits to our client Trusts, Bank Members and Client Services teams across the country. Crucially, this work will also help us to continue to support high quality patient care, reduce agency usage and deliver more shifts and more hours, every day.

Nursing & Midwifery - Juliette Cosgrove, Chief Nurse & Director of Clinical Governance



Overview

This year, we have continued to celebrate all nurses and midwives, and build on the knowledge and skills within our business to solidify our place as a trusted workforce partner. We have influenced policies, and helped shift and shape the nursing and midwifery landscape.

Our key aims and achievements for the past year were to deliver Statutory & Mandatory Training to Bank Members, develop the new Learning Management System, and to formulate and gain approval to become an apprenticeship provider.

Highlights

There have been many nurse training changes and developments in what has been another busy year. We actively spoke to chief nurses across the system about governance and compliance, and the quality and reassurance associated with the NHSP Bank.

Our key focus has been on service growth options, especially when there are finite qualified nurses. This has included looking at different roles and expanding the experience and skills of unregulated healthcare workers and regulated nursing associates. It was also important to tailor training programmes, including the expansion of apprenticeships.

We have been recruiting and building on our strong leadership team, bringing in clinical educators who are nurses and able to teach theory, and then draw on practice.

We also continue to be a supportive and proactive partner to the NHS through our professional Clinical Governance team, with a significant increase in demand for support and action.

“Our place within the NHS as a key supplier of staffing continues to grow with more people and organisations interested in more of our services. As budget constraints continue to place pressure on the NHS, Bank nurses will continue to play a significant part of the workforce model in the future. It is why we are proud of the volume of workers, the quality of our people, and the unique contribution that all nurses make to the healthcare system.”

Juliette Cosgrove

Priorities for 2024-25

We will be looking at how we work with Trusts and other healthcare organisations to make our nursing and midwifery solutions more flexible, bespoke and competitive. In addition, to off-set the temporary downturn in demand from the NHS, we are now in conversations with social care providers and local authorities who are seeking to engage healthcare professionals to support communities more widely.



Saakshi Sharma - Nurse
West Hertfordshire Teaching Hospitals NHS Trust

The NHS Professionals Academy - Juliette Cosgrove

Overview

Two key aims this year were to achieve our revenue target for the Academy's second full year of commercial business and grow a broader customer base of both MSP and non-MSP customers. We were incredibly proud to exceed our targets by 18%.

We gained approval of our Apprenticeship business case and work is now underway to secure a successful application to become an apprenticeship provider. Achieving this will allow the Academy to diversify into the government funded training that best supports the NHS and the health and social care sector.

To support the Academy further, we also developed a refreshed website presence, including a feature to enable business-to-business customers to make an enquiry – with over 1,200 client enquiries received in the 12 months since launch.

Highlights

We have been particularly focused this year on collaborative working within NHSP to better understand training demand and the Quality Assurance framework in order to standardise delivery outcomes.

During the year, we also developed a new Learning Management System and content provider to fully integrate Bank Member's My Training with their My Bank dashboard.

Over 60 customers have sought business with the Academy this year, including social care providers, private medical institutions and hospitals, local authorities, and the military. We also won two management and leadership programmes of work with the South-East Coast Ambulance Service (SECAMB) and University Hospitals Sussex.



Focused on professional development and supporting healthcare staff, the Academy has also launched a range of clinical and non-clinical programmes. We currently have more than 50 courses available on our website. In addition to Objective Structured Clinical Examination (OSCE), we have developed a Healthcare Support Worker Development (HCSWD) programme, commercial StatMand courses and Clinical Supervision courses, which are proving very popular.

We have also worked with NHS England on training for return-to-work practice nurses, designed to attract nurses back into the workplace. In addition, funding has been approved for a pilot scheme for 50 nurses to attend our test of competence/OSCE preparation course.

“With our extensive experience across the NHS, we understand the funding and operational challenges that Trusts have, especially when it comes to training. However, by remaining responsive, we are able to meet our customers’ needs quickly, offering bespoke services at both small and larger scale. Our team continues to increase their activity and diversify their approach to support our candidates and clients, in what remains a very challenging healthcare ecosystem.”

Juliette Cosgrove

OSCE accreditation

A key focus for this year was to develop a ‘best in class’ OSCE preparation course to support international recruitment and prepare international nurses for their assessments.

We proudly achieved accreditation with RCNi for our OSCE preparation training for Acute Nurses and Mental Health Nurses. If successful, they become registered with the Nursing & Midwifery Council. Delegates also receive a certificate on completion of the programme.

We have trained over 225 international nurses to date on the OSCE programme and achieved excellent pass rates of 99%, well above the national average pass rate of 65%.

“Our OSCE courses were accredited by the Royal College of Nursing and we are the only provider with this accreditation. They are also achieving great satisfaction and recommendation evaluation scores, at over 90%. Plus, we saw a 99% pass rate on our OCSE Preparation Training programme. It’s all because we know our students and we care about them and their progression.”

Juliette Cosgrove

Priorities for 2024-25

We will continue to review trends across the industry, utilise feedback from our service and develop training courses that are attractive and meet the needs of the system. We will also be creating apprenticeships at levels 2, 3 and 4 to support entry level careers.

Other key goals for the year include the continued development of our systems to support an improved customer bookings experience and building more high-quality training courses for Trusts and healthcare organisations across the country.

Clinical Governance - Juliette Cosgrove

Overview

Over this year, our team has become more forward facing with our clients. They have been fully utilised in strategic workforce planning with Trusts, drawing on their extensive experience of managing a workforce to maintain safe delivery of services.

We have also been busy delivering innovative ways of reaching a wider healthcare flexible workforce, in order to further support training in areas identified through Client Trust feedback. For our Bank Members and client Trusts, there is a robust clinical governance and feedback mechanism to ensure compliance with the professional standards relevant to clinical practice.

“As part of their roles, the Clinical Governance team deals with any clinical incidents, including any serious cases. We are really proud of how, through the breadth of skills, expertise and resilience, we help support Bank Members, patients and clients across the NHS to investigate thoroughly and resolve successfully, with lessons learned, where appropriate.”

Juliette Cosgrove

Highlights

There remains a high demand for clinical governance services and we have restructured our team accordingly, bringing in four senior nurses to support the clinical governance agenda and work closely with client Trusts. Our team of seven investigators (clinical and non-clinical) have worked with both MSP and non-MSP clients, with our case management service being delivered to around 55 Trusts, while supporting our NHSP Client Services teams.

Our clinical staff also completed training in the new national Patient Safety Incident Response Framework (PSIRF) and are now certified as Patient Safety Leads.

New webinars and training

We have introduced a rolling programme of interactive webinars, taking training to hundreds of healthcare professionals working in the mental health sector. This has evolved into a wider virtual training programme, delivered in conjunction with NHS Trust senior clinicians to their flexible workforce.

New team members and systems

While we have successfully recruited a number of new clinical professionals into senior nurse roles, we are also continuing to focus on and support our clinical administration function, especially with the implementation of new systems this year which help manage feedback from clients.

We have been ensuring that our new Case and Contact Management system is effectively embedded for the benefit of clients, Bank Members and the supply of high quality, safe patient care, quickly resolving any issues raised.

Finally, we are proud to have completed a successful Clinical Governance Framework audit. The review confirmed that clinical governance processes at NHSP are robust in design and operating effectively in practice.

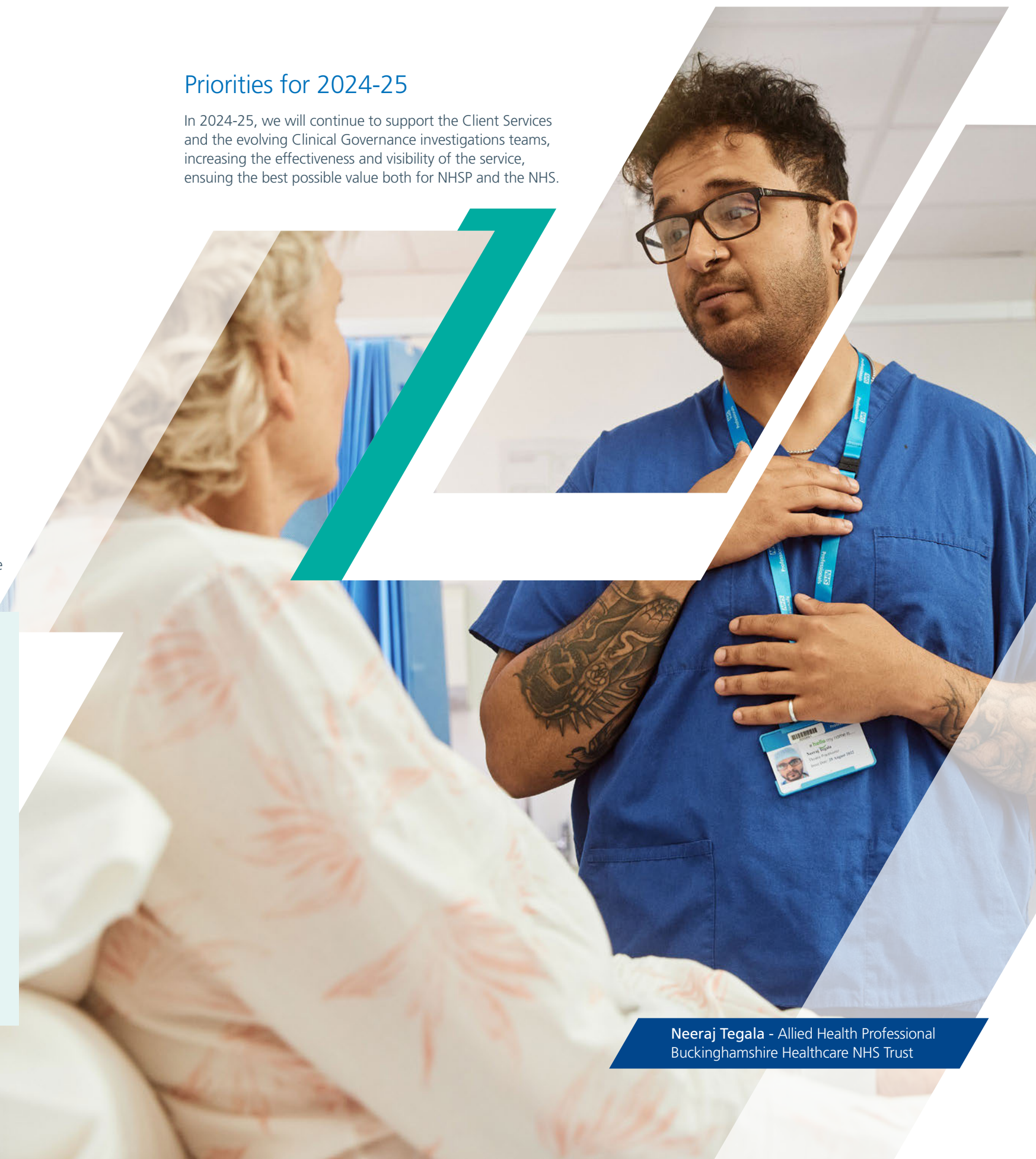
“For our Bank Members and client Trusts, there is a robust clinical governance and feedback mechanism to ensure compliance with the professional standards relevant to clinical practice. We work closely with our clients to identify opportunities for improvement and shared learning. We have implemented a new system to receive and manage feedback, which is also improving the time taken to respond.

This has led to us identifying opportunities for Bank Member education and training. Our senior nurses have delivered targeted training where those opportunities have arisen.”

Juliette Cosgrove

Priorities for 2024-25

In 2024-25, we will continue to support the Client Services and the evolving Clinical Governance investigations teams, increasing the effectiveness and visibility of the service, ensuring the best possible value both for NHSP and the NHS.



Neeraj Tegala - Allied Health Professional
Buckinghamshire Healthcare NHS Trust

International / Healthcare Support Worker Development (HCSWD) Programme - Hadrien Kieffer, Managing Director, National and International Campaigns



Overview

After five years of running a fully funded international recruitment programme, delivering 12,000 nurses to the NHS, the programme was brought to a close as government targets had been reached. As a consequence, NHS Professionals

International (NHSPi) did not achieve the expected growth, but did meet its customer funding related targets, and we are proud of the support we have given the NHS.

This year, we delivered 3,070 net new international healthcare professionals, whilst increasing the number of Trusts we work with to 35 MSP and 55 non-MSP clients. We also proudly scaled up our displaced talent programme with Talent Beyond Boundaries, in partnership with the Department of Health and Social Care and NHS England. This programme has been short-listed for a Nursing Times Workforce award in 2024, which follows our success at the HSJ Partnership Awards in 2023, where we won Staffing Solution of the Year for our work with the Pan Mersey collaborative.

Highlights

We were able to support over 250 internationally educated AHPs in niche roles, such as occupational therapists, podiatrists, operating department practitioners and paramedics. Furthermore, our HCSWD programme delivered 1,200 net new placements across new specialties, such as maternity.

We developed materials to promote our permanent recruitment programme, offering and launching our first learning disability programme, as well as an early years initiative.

During the year, we also developed a new international recruitment programme for social care services in the Cheshire and Merseyside regions. Launching in mid-2024, this will provide social care employers with a portal containing all the key information required for international recruitment, and the ability to scale this programme in different regions.

We delivered the funded Allied Health Professional (AHP) programme, and 150 AHPs provided in the first year of operation. We also worked exclusively for the Capital AHP programme in London, delivering a further 100 AHPs .

In addition to the above, we have worked collaboratively to further bolster our HCSWD programme, working in partnership with colleagues in the NHSP Academy. This programme has now been running for over 10 years, providing MSP client Trusts with healthcare support workers. Unfortunately, with challenging market conditions, we didn't deliver growth as planned, but we did deliver to client targets and maintained a retention rate of 75%.



“Nurturing partnerships is more than a service. It’s about working together and strategising to achieve a common goal. In 2023, with the Pan Mersey project, we brought Trust leaders together and led a successful, award-winning collaboration board. In 2024, we hope to do this again with our innovative talent programme, always continuing to find new ways to support staffing in the NHS.”

Hadrien Kieffer

NHS Professionals and Talent Beyond Boundaries (TBB)

This year, we were particularly proud to scale up our displaced talent programme. We scaled the pace of the programme, trialling in partnership with NHS England and the Department of Health & Social Care, and working closely with our charitable partner, Talent Beyond Boundaries.

In 2023/24, this award-nominated work has supported displaced healthcare talent in Lebanon and the wider region. So far, this programme has helped over 100 refugees to find stable employment and call the UK, and the NHS, their home.

Priorities for 2024-25

Our Healthcare Support Worker programme is in line with the future workforce plans of the new government as it is focused on adding net new workforce on the frontline in our NHS. We are looking forward to scaling up this programme in line with demand and are also in conversations as to how we can support the care sector too.

“Now is the time for new horizons, being bold in how we continue our mission to put the NHS first, and to really look at how to reduce the cost of staffing, while improving the capability and capacity of the workforce.”

Hadrien Kieffer

Doctors Direct - James Orr, Managing Director, Doctors Direct and Specialist Services



Overview

This year, we have focused on how we enhance and improve our service. We had a key aim to deliver savings of £24m to the NHS. This was achieved through driving compliance to bank rates, increasing agency migration across clients and increasing the level of shifts and placements filled by bank doctors.

We exceeded our target by 25% and achieved an average run rate of 856 working doctors a month, delivering 1.55 million bank hours (not including substantives/trust locums). We also achieved an 18% increase in the number of unique doctors working (1,660 in 2022/23 vs 1,966 in 2023/24).

“The first half of the year was positive with 35.28% growth, which then stabilised to 10-15% growth in an incredibly challenging market. Our focus now is to accelerate the growth in doctors to continue to support the NHS, every day.”
James Orr

Highlights

This year, we have been working to improve delivery to our doctors and clients, while also keenly developing our people and culture. This includes ongoing training and development of our leaders and teams, and career opportunities across all functions.

Through improved reporting and analysis, we have now standardised our reporting for clients, complemented with a comprehensive implementation plan to suit the Doctors Direct service and requirements.

Our service improvements mean that we consistently onboard doctors within 25 days, with 68 agency doctors migrating to bank within the financial year.

From a structural perspective, our recruitment teams are split into four key areas, all led by our Managing Consultants, north, south, midlands and mental health. These teams have worked hard and I am proud they have achieved an improved customer service score of 91%.

This year, the teams also delivered an average saving of £19.50 per hour, when compared to average external agency rates. In addition, the 1.55 million bank hours delivered equate to estimated savings of £30.2 million for our clients and our Direct Engagement throughout sat at over 90%, delivering further savings.

Programme growth

As you will see on page 37, we have had fantastic growth in our Gateway programmes and now have doctors at the following Trusts and healthcare organisations:

- Birmingham Women’s and Children’s NHS Foundation Trust
- James Paget University Hospitals NHS Foundation Trust
- Jersey General Hospital
- Leeds Teaching Hospitals NHS Trust
- Manchester University NHS Foundation Trust
- NHS Borders
- NHS Fife
- NHS Grampian
- Northern Care Alliance NHS Foundation Trust
- North East London NHS Foundation Trust
- Royal Free London NHS Foundation Trust
- Royal National Orthopaedic Hospital NHS Trust
- The Mid Yorkshire Hospitals NHS Trust
- The Princess Alexandra Hospital NHS Trust
- The Shrewsbury and Telford Hospital NHS Trust
- Wirral University Teaching Hospital NHS Foundation Trust

I am also pleased with the growth the team has had with our work with two Ambulance Trusts (North East and East Midlands), delivering over 100 call handlers into permanent placements this financial year.



“Doctors did see an increase in demand on a number of occasions in 2023/24, most notably during winter pressures and the doctors rotation in August 2023.

Ahead of entering these periods, the team conducted intensive candidate generation and regeneration activity to ensure we maximised the availability and subsequent utilisation of our workforce. This was delivered effectively by being able to pivot and redeploy existing headcount from the wider team quickly and successfully.”

James Orr

Facts & figures

- Average saving of £19.50 per hour when compared to average agency rates
- Delivered 1.55 million bank hours equating to approximate savings of £30.2 million
- Direct Engagement throughout at over 90%, delivering further savings to our clients

Priorities for 2024-25

Effective rostering is crucial for NHS Trusts to gain operational efficiency. The rostering market for medics is accelerating and becoming more mature, and for most of our customers, it is a priority area. There are two key steps to diversify our service to meet customer needs.

The first is to ensure our technology is interoperable with rostering providers. Secondly, there is a real opportunity to provide much needed consultancy and support for NHS Trusts to achieve effective rostering, which includes change management and moving away from current booking behaviours.

We are also looking to grow the client base further, with a dedicated focus to identifying new opportunities for the Doctors service, including opportunities across Integrated Care Systems and to drive strategic partnerships to grow market share.





Doctors: Gateway & International - James Orr, Managing Director, Doctors Direct and Specialist Services

Overview

Across 2023/24, the market remained incredibly challenging and the financial constraints of some of our existing Gateway partners impacted delivery. However, in anticipation of this, the Gateway service was diversified. During the year, we introduced a new middle grade programme, which has been offered successfully to all existing partners, with positive feedback.

Highlights

- **The Doctors Gateway Plus programme** has worked with a team based in India to increase the number of viable candidates using new attraction techniques. We also updated all our service material to promote Gateway in the UK and internationally. The new collateral reflects how the service has evolved and aims to broaden our presence in India, the Middle East and the Caribbean, in line with ethical recruitment guidelines.
- **The Doctors Gateway: Access programme** has continued to work with internal and external stakeholders to understand more about supporting displaced talent doctors, alongside international nursing. We have also worked to raise the profile of Gateway Access in the refugee community.
- **The Doctors Gateway EU programme and Specialty programme** has adapted its offering in response to a changing market, to increase the numbers of UK graduates and pivot to the devolved

nations. We have worked to build our specialty offer to attract EU Doctors into the programme after their initial 24 months, as a logical next step in their career.

- We have also developed a new, targeted recruitment offer for the Gateway Plus service and are currently working on hard-to-fill recruitment opportunities in eight clinical areas, for four existing Partner organisations.

Priorities for 2024-25

In the coming year, we want to fully develop and deliver a Specialist programme for Gateway Doctors into GP settings. We will also be working with NHS England to develop and deploy a programme to support the increase of staff and resources into GP settings.

In addition, we are working with NHS England and the Department of Health and Social Care to develop and deploy the Specialists Oncology programme, alongside the Radiology programme, supporting Government priorities around Community Diagnostic Centres.

We will also be partnering with the Royal College of Psychiatry to understand where the Gateway Specialist programme can be diversified into this area.

Despite a challenging market, we know there is still a huge amount of support our teams can provide to the NHS now, and in the future.

Our Doctors Gateway programmes

Grade	Programme	Candidate sourcing	Clinical Assessment	Engagement Programme	Education & Development
FY equivalent	EU Gateway	✓	✓	✓	✓
FY2 and above	Gateway Access	✓	✓	✓	✓
JCF/SHO	Gateway Core	✓	✓	✓	✓
ST4 & above	Gateway Plus	✓	✓	✓	✓
ST6 & 7	Gateway Specialist	✓	✓	✓	✓
CT1 - Consultant	Gateway International	✓	✓		
ST7+	Gateway Academy				✓

Specialist Services: AHP, HCS and PSS - James Orr, Managing Director, Doctors Direct and Specialist Services

Overview

This year, we focused on growing the market share of our core business within our existing client base, with a key objective to reduce agency spend and replace agency workers with Bank Members. We had a target to fill in excess of two million bank hours and drive savings for our client Trusts to exceed last year's £9.3 million saving.

We were able to support this growth by expanding the team, where appropriate. This was both in size and via individual development, to be more effective, alongside improving operational effectiveness.

“By driving forward our customer centric culture, we were able to reduce agency hours and improve the bank filled hours – 2.07million in the year. We also increased savings to our Trusts by over £1 million to £10.3 million.”

Ana Skerrett, Director, AHP, HCS and PSS

Highlights

We improved and increased targeted recruitment activity, with over 700 more Bank Members working than the previous year. Technology was also improved to provide better management of an unrecruited talent pool, and support faster onboarding. As a result, the time to hire was reduced from approximately 100 days to just 27 days. We also removed the costs associated with external vetting services.

Another key priority was to develop our people. We created two new management posts which were filled with internal promotions and also worked to grow a culture of continuous development across the team. One example of this was the hiring of a specialist recruitment sales trainer to support team member development and retention.

We used data driven decisions to create more effective advertising, supporting NHSP's brand promotion and attracting the best talent to support patient care. We further developed our existing recruitment technology platforms to increase efficiencies, improve the applicant experience, and increase the pace of deployment of new Bank Members. This included expanding our in-team vetting service too.

This year, we also developed close partnerships and relationships with the Royal College of Occupational Therapists, The Chartered Society of Physiotherapy, the British Association of Social Workers and the Professional Standards Authority, as we increase our influence and profile further in the market.

Facts and figures

In 2023/24, we supplied Allied Health Professionals including Theatre Practitioners, Healthcare Scientists and Personal Social Services (AHP, HCS, PSS) staff into a total of 53 NHS trusts.

New trusts included:

- Bolton NHS Foundation Trust
- Tameside and Glossop Integrated Care NHS Foundation Trust
- The Royal Devon University Healthcare NHS Foundation Trust

We saw an increase in demand for our services by approximately 83,000 hours. We were able to meet 100% of this increase by bank provision and subsequently were able to reduce agency fill by another 74,000 hours.

Priorities for 2024-25

We aim to continue to grow our core business, improve our market share, reduce Trust reliance on external agency fill, and consequently increase savings on each clinical hour worked.

We will also be working to further improve operational effectiveness, with an ongoing review of our standard operating process and a continual focus on marginal gains.

Our service offering will continue to grow, developing further specialist programmes into more clinical areas, including psychiatry, emergency medicine and paediatrics. We also expect to deliver our specialist programme in radiology and work in line with the government's plan to drive new opportunities for the AHP, HCS and PSS staffing groups.

Finally, we want to continue to align opportunities for individual team members, through development plans, ensuring that the team feel invested in the service, and that their skills match the needs of the service, as we grow our market share and support our customers.

Specialist Services: Non Clinical - James Orr, Managing Director, Doctors Direct and Specialist Services

Overview

Our key objectives this year were to reduce the time to hire, enhance and improve our service, drive best practice with reduction of agency usage, and deliver an increase in senior appointments. Despite tighter budget controls and challenges, costs remained low enough that all these targets were achieved, and indeed, exceeded by 7%. It has led to a very positive contribution to the NHS.

“Our specialist team has seen a significant area of growth this year, focusing on upskilling our people to recruit at the senior level. With ongoing coaching and training, our client satisfaction rating has improved, with over 90% of our customers saying they would be happy to recommend us.”

Ruth Middleton,
Head of Non-Clinical Recruitment

Highlights

This year has seen us working with 52 Managed Service Provider clients and national organisations, such as NHS Property Services. We have also started to work with new Trusts, including Bolton, NHS Hertfordshire & West Essex ICB, Royal Devon and Tameside.

Our Estates and Facilities division, set up as a stand-alone business, had 3% growth due to bank hours filled. In addition, our NHS Property Services team was also established, servicing 950 sites across the country for this new client.

We are proud that the specialist Senior Appointment division saw a 7.5% growth on the previous year, alongside a reduction in agency usage by 38%. In addition, we supported National Bank service growth, with net new admin and clerical placements.

During the year, the Shift Fill team became an integral part of the service, supporting 19 clients, and delivering 690,000 hours, contributing 42% to the overall bank fill.

Facts and figures

- Time to offer: 7 days, reduced by 3 days
- Time to hire: 15 days, reduced by 3 days
- Agency hours: reduced by 32%
- Bank hours: 6.4 million filled, delivering 87% of demand - up 5%
- Bank Members worked: 20,435 MSP Clients
6% Bank Member growth
- 4,484 placements filled
- Client feedback satisfaction survey:
90% would recommend NHSP Non-Clinical
- Bank engagement satisfaction survey launched in August 2023: 98% would recommend us
- Cost savings to the NHS: £16.5 million

Priorities for 2024-25

Looking ahead, we aim to increase our core business and diversify to focus on areas of skills shortage. This is particularly important as roles change as the NHS becomes more digital, and with a higher focus on cyber security. We also want to review how we can upskill our Bank Members, drive more permanent recruitment and offer a full recruitment partnership.

Additional goals we will focus on include:

- Bank Member engagement - by improving the utilisation of our existing bank, to increase our client base outside of MSPs
- working strategically across the business to support non-MSP clients with non-clinical recruitment

Crucially, we also want to continue to invest and train our people to be multi-skilled across various departments. This includes providing training and support to ensure talent gaps are filled and to deliver a clear structured development plan for all team members, all to the benefit of the NHS.



Tarrick Saleh - Domestic
Sheffield Children's NHS Foundation Trust

Summary - Continuing to deliver through change: We are ready



While we look back in this review, we are always looking forward. Although 2023/24 has been a challenging year for our teams, Bank Members and clients, it has also been one of incredible achievements and success too.

“Our mission is to deliver flexible workforce solutions that always put the NHS first, support communities and create fulfilling flexible career opportunities.”
Nicola McQueen

What we have already achieved this past year has led to us being able to respond differently, react quicker, and innovate new solutions. This is all with the dual goal of reducing the cost of the NHS workforce, while increasing its impact.

While we have seen a year of two halves, our business has never failed to deliver for the NHS throughout. Working with our healthcare clients and Bank Members, our expert teams have continued to support patient care, and deliver more shifts and more hours - all with the goal of continuing to reduce external agency spend across the system. I am incredibly grateful for everything they have achieved.

Priorities for 2024-25

We are now focused on delivering our Five-Year Business Plan, a strategy that was set out, developed, researched and analysed in 2023/24.

The plan supports the retention of skills in the NHS by:

- building better bank provision
- delivering targeted recruitment services and providing education and training
- enabling Trusts to collaborate and work together on staffing, by sharing resources and improving working experiences

Looking ahead, we will also continue to deliver for the NHS with our core services, while at the same time creating new, market-relevant offers and partnerships in areas such as doctors and apprenticeships. We know this work will support our future growth and company objectives, and aligning with the building, recruiting, retaining and training mantra of our business plan.

With a new government and a new direction, we are facing new horizons. But we are ready.

- Ready to provide more patient care
- Ready to reduce agency spend
- Ready to deliver transformation
- Ready to continue to support the NHS



Financial Statements

Income Statement for the year ended 31 March 2024

	Year ended 31 March 2024	Year ended 31 March 2023
	£000	£000
Revenue	1,206,307	1,089,975
Cost of sales	(1,096,703)	(990,895)
Gross profit	109,604	99,080
Administrative expenses	(106,480)	(90,652)
Operating Profit	3,124	8,428
Finance income	612	94
Finance Cost	(51)	(67)
Profit on disposal of fixed assets	7	33
Profit before taxation	3,692	8,488
Tax expense	(884)	(1,663)
Profit for the year	2,808	6,825
Profit and total comprehensive income for the year	2,808	6,825

The total comprehensive income for the year relates to continuing operations.

The company had no recognised gains or losses other than those shown in the Income Statement and therefore a separate Income Statement has not been presented

Statement of Financial Position
as at 31 March 2024

	As at 31 March 2024	As at 31 March 2023
	£000	£000
Non-current assets		
Property, plant and equipment	1,202	1,551
Right of use assets	1,108	1,431
Intangible assets	2,552	2,816
Assets under construction	9,365	–
	14,227	5,798
Deferred tax	1,114	1,129
Total assets	15,341	6,927
Current assets		
Trade and other receivables	96,000	115,551
Other current assets	89,113	54,616
Cash and cash equivalents	63,340	71,043
	248,453	241,210
Total assets	263,794	248,137
Current liabilities		
Trade and other payables	(62,671)	(82,063)
Current tax liabilities	(701)	(642)
Lease liabilities	(317)	(525)
Other liabilities	(125,982)	(93,665)
Provisions	(1,943)	(2,016)
Total assets less current liabilities	72,180	69,226
Non-current liabilities		
Provisions	(124)	(124)
Lease liabilities	(935)	(789)
Net Assets	71,121	68,313
Equity		
Ordinary shares	20,000	20,000
Share premium	3,369	3,369
Retained earnings	38,452	35,644
Capital reserve	9,300	9,300
Total equity	71,121	68,313

Statement of Changes in Equity for the year ended 31 March 2024

	Ordinary Shares	Share premium	Retained earnings	Capital reserve	Total Equity
	£000	£000	£000	£000	£000
Balance at 31 March 2022	20,000	3,369	38,819	9,300	71,488
Profit for the year and total comprehensive income for the year	–	–	6,825	–	6,825
Dividend payable			(10,000)		(10,000)
Balance at 31 March 2023	20,000	3,369	35,644	9,300	68,313
Profit for the year and total comprehensive income for the year	–	–	2,808	–	2,808
Balance at 31 March 2024	20,000	3,369	38,452	9,300	71,121

Statement of Cash Flows for the year ended 31 March 2024

	Year ended 31 March 2024	Year ended 31 March 2023
	£000	£000
Cash flows from operating activities		
Cash generated from operations	2,799	(10,359)
Tax paid	(671)	(3,152)
Net cash generated from operating activities	2,128	(13,511)
Cash flows from investing activities		
Payments for intangible assets	(9,365)	(1,776)
Payments for property, plant and equipment	(856)	(901)
Proceeds from sale of property, plant and equipment	7	(33)
Net cash used in investing activities	(10,214)	(2,710)
Net cash inflow before financing	(8,086)	(16,221)
Cash flows from financing activities		
Bank Interest received	612	94
Dividends Paid to Shareholders		(10,000)
Payment of lease liability	(178)	(2,007)
Payment of lease interest	(51)	(67)
Net cash outflow used in financing activities	383	(11,980)
Net increase in cash and cash equivalents	(7,703)	(28,201)
Cash and cash equivalents at beginning of year	71,043	99,244
Cash and cash equivalents at end of year	63,340	71,043

NHS Professionals Limited

NHS Professionals Limited annual review and financial statements for the 12 months ended 31 March 2024 have been prepared in accordance with the International Financial Reporting Standards (IFRS) as adopted by the European Union, IFRIC Interpretations and The Companies Act 2006 applicable to companies reporting under IFRS.

An extract of these financial statements is included in this document.

Full notes to these statements can be found in our annual report via the Companies House website.

On 1 April 2010, the assets, liabilities and rights of NHS Professionals Special Health Authority transferred to NHS Professionals Limited, a public body and company guaranteed by shares held 100% by the Secretary of State for Health and Social Care. The objective of the transfer was to implement the optimum trading form for NHSP, its clients and its flexible staff, while giving the company greater financial independence in order to ensure the continuity of its services long term.

NHS Professionals Limited is now self-funding from operations and no longer receives financial support from the Department of Health and Social Care.

It is funded through charges to Clients within the NHS that cover the costs of acquiring flexible worker services, plus an amount to contribute to the operating costs of the organisation.



Professionals

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