

2024-25 ANNUAL REVIEW



Delivering strategic and sustainable
workforce solutions across the NHS

Putting People in Places to Care

NHS Professionals (NHSP) is an award-winning, leading provider of temporary staffing solutions to the NHS. We enable medical, clinical and other healthcare professionals to work flexibly in the NHS, recruiting and providing our service through our integrated and ever-evolving technology platforms.

We're proud to deliver workforce solutions to our client Trusts and healthcare organisations that offer value for money, expertise in driving down the cost of flexible staffing, and the assurance of NHS-level clinical governance standards.

This year we've continued to work closely with the NHS at all levels to provide flexible roles and healthcare career opportunities in ways that not only put patients first and champion the NHS, but that also deliver sustainable and strategic solutions to grow the NHS workforce, in alignment with the Government's 10-year health plan.

NHSP has worked hard this year, within a fast-changing market, to retain clients, diversify our services and keep innovation high on the agenda. In 2024/25, we were delighted to welcome 15 Trusts and healthcare organisations to NHSP.





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For 2024/25

About NHS Professionals 2024/25





5,456,202

shifts filled



46,121,769

hours worked by Bank Members



76,133

whole time Equivalents provided



£794,674,000

external agency spend displaced across the NHS



5

new Managed Service Provider clients onboarded



10

new National Bank clients welcomed



12,000

net new Bank Members working in our client Trusts



140+

NHS Trusts and healthcare organisation customers



1,066

corporate employees



100%

Acute Managed Service Provider clients retained



£6.3m

approximate social value that we have delivered as a business



1 million

Bank hours worked through our Doctors Direct service



80%

shift fill average across our NHS client Trusts



640

healthcare support workers recruited



Excellent

Trustpilot score maintained

Who we are

BOARD AND EXECUTIVE COMMITTEE 2024/25

Board



Dr Helen Phillips
Chair



Dr Kate Langford
Non-Executive Director



Maz Ahmed
Non-Executive Director



Adele Barker
Non-Executive Director
(Resigned December 2024)



Mark Bull
Non-Executive Director



Helen Crooks
Non-Executive Director
(Appointed March 2025)



Martin Kirke
Non-Executive Director
(Appointed March 2025)

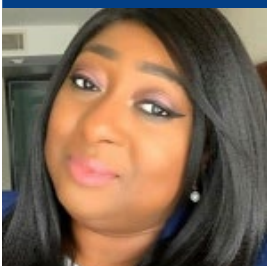


Nicola McQueen
Chief Executive Officer
and Executive Director



Richard Shearer
Chief Finance Officer
and Executive Director

Company Secretariat



Tolulope Aluko
Company Secretary

Executive Committee



Helen Blanchard
Interim Chief Nurse
(Appointed March 2025)



Karla Boddy
Chief Customer Officer



David Callow
Chief Information
Officer



Juliette Cosgrove
Chief Nurse & Clinical
Governance Director
(Resigned February 2025)



Helen Ives
Chief People Officer



Lisa Lewis
Chief of Staff



Mike Ruddie
Chief Commercial
Officer



Elaine Thomas
Chief Operating Officer



Hadrien Kieffer
Managing Director,
National and
International Campaigns



James Orr
Managing Director,
Doctors Direct, Specialist
Services & NHSP Academy



Saleem Ahmed
Director of
Transformation

CHAIR'S STATEMENT

Dr Helen Phillips



LOOKING BACK AT 2024/25

Amid a year of rapid market change, NHS Professionals' strategy was underpinned by three fundamental pillars: retention, diversification, and innovation. There was also a focus on cost reduction for our business in 2024/25. This, unfortunately, included a decrease in the overall size and headcount of the NHSP business, and I want to thank the many talented colleagues who left us in this period. These necessary changes, while difficult, meant that we could ensure NHSP remained the agile, responsive workforce partner of choice to the NHS, continuing to provide the system with exceptional, value-led staffing solutions.

Retaining and diversifying our services

I am proud to say that, while the environment continued to be challenging overall, NHSP successfully retained its managed service business across all our acute NHS client Trusts. At the same time, we continued to diversify our services in line with a fast-changing backdrop. This included moving into longer term social care staffing projects with NHS partners across Cheshire, Merseyside and Greater Manchester and the development of targeted workforce solutions for healthcare professionals who wish to return to the NHS.

Continuing to innovate

Innovation will always be found at the core of our work at NHSP. Across 2024/25, we utilised leading technology solutions and platforms in order to enhance the customer experience for all stakeholders.

Our ongoing transformation programme enabled NHSP to focus on productivity and efficiencies. For example, our new Applicant Tracking System for substantive workers, which improved the user experience, went live.

Furthermore, investment in technology partnerships, like our successful pilot with Patchwork Health, is a key development in the year. This unique collaboration enables NHSP to enhance the online platform user experience for our Doctors Direct members, as well as other associated non-medical staff groups, who currently use the NHSP:Connect platform.

This joint initiative, which gives our customers access to Patchwork's digital workforce tools, will help improve staffing efficiencies, drive up shift fill rates, and further reduce costs at a crucial time for the NHS. It was trialled successfully with our client Trusts across the Hertfordshire and West Essex Integrated Care System and I look forward to seeing its continued success.

OUR ACHIEVEMENTS

Industry recognition

We're proud to have been shortlisted for the following awards in 2024/25, highlighting the impact and high quality of our staffing solutions:

HSJ Partnership Awards:

NHSP and Buckinghamshire Healthcare NHS Trust - Staffing Solution of the Year



Recruiter Awards:

Best Candidate Care (HCSWD) and Recruitment Agency of the Year 100+



Talint TIARA

Recruitment Awards:

Specialist Recruitment Company and Business Services Team of the Year



Nursing Times Awards:

Learning Disabilities Nursing – Herefordshire & Worcestershire Health and Care NHS Trust & NHS Professionals – New to care: a learning disability pathway



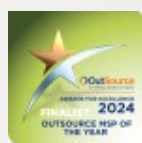
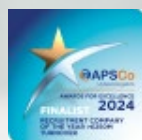
Nursing Times Workforce Awards:

Best International Recruitment Experience – NHSP International & Talent Beyond Boundaries, with the support of NHS England and the Department of Health and Social Care



APSCo Awards:

APSCo Outsource Awards for Excellence for MSP of the Year and APSCo Excellence Awards for Recruitment Company of the Year



We're incredibly grateful to all those involved in these nominations showcasing the work NHSP does across both the healthcare and staffing industries.



CHAIR'S STATEMENT

Dr Helen Phillips



Becoming an Employer of Choice: EDI, supplier and social value

I am particularly pleased that NHSP has continued to advance its commitment to Equity, Diversity and Inclusion (EDI). In particular, the ongoing work of our fantastic Staff Support Networks, comprising DoMAiN (Disability, Mental Health, Allyship and Neuroinclusion), Race Equality, LGBTQIA+ and Multi-Faith.

These groups play a pivotal role in fostering inclusion and help to provide a strong presence at events and key dates such as Leeds Pride, Disability Awareness Month and Black History Month.

NHSP's EDI objectives are centred around three strategic aims:

- to be an inclusive recruiter of choice representing the diversity of society
- to embed EDI principles across all areas of the organisation
- to maintain a safe and supportive workplace in which all colleagues can thrive

Importantly, the Staff Support Networks are also sponsored by our Executive team and a range of EDI advisors. Indeed, EDI accountability is embedded at the highest levels of leadership, with the Board, Executive Committee, and Senior Leadership Team collectively responsible for meeting defined objectives.

Furthermore, our implementation of the Equality Impact Assessment (EqIA) framework has shown how an evidence-based process ensures that our policies, procedures, and strategic decisions are fair, inclusive, and do not disadvantage any protected groups. All of our People policies are scheduled for review in line with this framework and will be updated annually.

NHSP also continues to listen and support our people, informed by employee feedback through monthly Peakon surveys, our annual EDI and Culture survey, and by insights gained through partnerships with DIAL Global and the NHS Partners Programme.

The business is also committed to providing a range of health and wellbeing resources through our Wellbeing Hub and comprehensive Employee Assistance Programme.

Finally, our supplier engagement and assessment model ensures all our suppliers follow sustainable practices for a robust, ethical supply chain which is making a real difference to the way in which we operate. Related to this, our Social Value Portal, which shows the approximate social value that we provide as a business, delivered approximately £6.3m in 2024/25. Of course, there is still much more to do, but I have been delighted to see this crucial area of the business grow.

In Spring 2025, we also applied to The Sunday Times' Best Places to Work scheme to be recognised as one of the best UK workplaces and I am delighted to say that we were successful in our application, being awarded the accolade in May 2025.

It's an honour we wear with great pride, and, despite a challenging market, both for our customers and our NHSP colleagues, I know the Board and whole team are working hard to ensure NHSP remains a great place to work.

“In 2024/25, NHS Professionals’ strategy was underpinned by three fundamental pillars - retention, diversification and innovation - as we continued to provide exceptional, valued-led staffing solutions, for the NHS.”

Dr Helen Phillips



CHAIR'S STATEMENT

Dr Helen Phillips



LOOKING AHEAD AT 2025/26

Refreshing our leadership team

Recently, we have been delighted to welcome our new Chief Nurse, Greg Dix and new Chief Finance Officer, Gordon Fowler, who both started with us during the last few months.

As Chief Nurse, Greg brings a wealth of experience and expertise, having worked for Cwm Taf Morgannwg University Health Board and also as Chief Nurse at the University Hospital Plymouth NHS Trust. He also holds two visiting professorial roles at the University of South Wales and the University of Plymouth.

Gordon has an equally strong NHS background. Having joined the NHS just under 10 years ago at Solent NHS Trust, he then spent nearly seven years building a strong foundation in NHS finance and operations, before leaving as Chief Finance Officer. Subsequently, he joined NHS Hampshire and Isle of Wight Integrated Care Board (ICB) as Director of Finance and Deputy Chief Finance Officer.

I am delighted to welcome both to NHS Professionals at a crucial time for our business.

I would also like to thank both Helen Blanchard, our interim Chief Nurse, and Richard Shearer, our interim Chief Finance Officer, for all they have done to support NHSP during their respective tenures. They have continued to ensure NHSP operates to the very highest standards of clinical and financial governance and we wish them every success in the future. In addition, I would also like to place on record my gratitude for our Non-Executive Director Adele Barker, who joined us in April 2019 and left us at the end of 2024. During her time, Adele provided exceptional levels of support and guidance as a valued member of the board.

Finally, I want to recognise the outstanding contribution of Juliette Cosgrove, who was our Chief Nurse and Director of Clinical Governance from March 2020 to February 2025.

In this period, Juliette provided her exceptional experience and clinical knowledge to support NHSP throughout COVID-19 and beyond.

As well as being our Chief Nurse, she also acted as Chief Nurse at the Nightingale North West Hospital, playing a major role in the pandemic response in the region.

Juliette spearheaded the evolution of our clinical governance function and was also instrumental in setting up our NHSP Academy. We are very grateful for the significant role she has played in our business and wish her well in her new Chief Nurse position for the Northern Care Alliance NHS Foundation Trust.



Sustainable staffing solutions

In 2025/26, we will continue to align our strategy with the Government's 10-year health plan, forthcoming workforce plan and overall direction, in order to reduce staffing spend.

We'll be applying our own unique expertise and targeted workforce solutions to support the healthcare organisations and professionals we work with to achieve these aims. We will also place a particular focus on increasing our market share, developing our core managed service offering and also expanding further into social care.

Most importantly, we will continue to support the provision of consistent, high-quality flexible staffing, across a range of healthcare settings, that always puts patient care first.

Dr Helen Phillips
Chair

CHIEF EXECUTIVE OFFICER'S STATEMENT

Nicola McQueen



LOOKING BACK AT 2024/25

Aligning with the NHS

This past year has been about reprioritising while continuing to align with Government plans and the progress of the 10 Year Health Plan. It's a critical alignment that has seen NHS Professionals respond rapidly to a change in direction and development for the NHS workforce.

The NHS has set about tackling significant cost challenges, and this has meant inevitable changes for our services, and demand levels. As a direct result, we faced a reduction in bank hours for the first time in many years.

Facing such a rapidly changing landscape, we needed to urgently pivot across this financial year in order to operate effectively. This led to a strategy of agility and diversification, which included resizing the business and reducing costs in line with demand, which fell by approximately 10% within the NHS. For instance, we rebalanced our marketing spend, removed on-boarding costs, and reduced our care support worker development programme. One unfortunate consequence was running a consultation and redundancy process, which meant saying goodbye to a number of talented colleagues. I want to thank them for their incredible contribution to NHSP and wish them well.

While this was difficult, we knew it was equally important to resize and restructure NHSP to help support the future. It became a key priority that NHSP aligned further with the areas of focus for the NHS and, equally, reduce programmes where NHS spending had reduced, such as international recruitment. At the same time, we remained committed to helping our clients eliminate their agency spending, while also creating viable solutions for driving cost savings that ultimately maintain the highest standard of patient care.



“The efficiencies that we have been driving through with our NHS customers, via a reduction in agency usage, remain aligned with the Government's mission. We're building an agile workforce, able to easily move where demand is the greatest. We're also expanding our National Bank offer in alignment with the aspirations of the 10 Year Health Plan and moving more workforce into community roles.”

Nicola McQueen



Celebrating our achievements

We were pleased to meet all of the financial targets that we set ourselves for 2024/25, reaching our profit target of £19.2 million. This was achieved largely through targeted efficiencies, along with realising some of the benefits of our transformation programme.

Most crucially, we prioritised growth and increased our market share onboarding new managed service provisions for five NHS Trusts, and worked tirelessly to pivot our services into the areas where the NHS most needed support. We also placed extra emphasis on new customer acquisition and retention of existing customers, and we're delighted that we were able to retain all of our acute NHS Trust customers last year as a result.

We've seen National Bank really take off in the last 12 months with a significant increase in sign-ups, including 10 new Trusts/healthcare organisations. The NHS has become more interested in a workforce that can be mobilised between Trusts, and, in the future, across community and social care. I'm really proud that our National Bank service has achieved so much and I look forward to further growth in 2025/26 and beyond.

We also celebrated NHSP taking the next step towards external accreditation via the Institute of Customer Service, which audited us for our customer satisfaction levels. We hope to receive final certification towards the end of 2025 - an award which is quite unheard of in public services.

Innovation, exploration and growth

Our ambition to continue to build a sustainable business has been met by an ongoing focus on innovation, exploration and growth – an approach that has always been an integral part of the fabric of NHSP. Therefore, amidst last year's demand uncertainty, careful investment was crucial.

We've continued to invest in a technology-led programme of business transformation that places productivity and the flexibility of our service offering at its core. The fact that NHSP was already on its innovative transformation journey made it far easier to be agile and pivot quickly. Indeed, a big feature of the last year was that we were able to bring through some of our transformation benefits earlier than expected. And in doing so we were able to mitigate the big changes in demand across the NHS.

We're especially proud to have initiated a new technology partnership with Patchwork Health in 2024/25, via a number of pilot schemes with our clients in Hertfordshire. It's an innovation which will help support the NHS to control locum spend. It also means that NHSP can wrap our service effectively, sharing our expertise for managing large numbers of temporary staff and working on demand forecast for Trusts – an approach that will continue to evolve through 2025/26.

Three core pillars of activity developed in 2024/25:

To innovate
and deliver
on our
transformation
programme to
keep us fit for
the future.



To achieve our
mission, providing
the right workforce
and services for our
NHS, with National
Bank forming a key
part of this.



To retain our
customers
and ensure
excellence in
our service
delivery.



CHIEF EXECUTIVE OFFICER'S STATEMENT

Nicola McQueen



“Such fundamental and rapid shifts in our approach were only made possible by our ongoing transformation programme. It allowed us to continue to perform and deliver, despite all of the changes and, importantly, it meant we could remain absolutely dedicated to our mission.”

Nicola McQueen

Always listening

All through the year, we've made sure that we continued to actively listen to the needs of the health service, so we can provide the appropriate solutions and support. Our focus has never shifted from matching the workforce with access to the right opportunities and training, to ensure the very best patient care and experience.

At the same time, we've continued to raise the voice of the temporary worker, ensuring they can be confident about reporting any issues or concerns. We ran a survey across Bank Members to hear more about what they want and need, spending time listening first, before we adapted our services accordingly to suit them. Consequently, it spotlighted how our Bank Members are often not motivated by money primarily, but by the experience: where they can work, how much access they can get to work, and the consistency of their work environment. It's results such as these that reinforce the importance of resolving issues or complaints promptly and with confidence, ensuring that temporary workers can have a sense of belonging and feel part of the team that they are working in.





Looking ahead at 2025/26

NHSP will continue to lean into the priorities of the NHS and support long term decision-making in the system; making sure that the NHS has the right talent, in the right place at the right time.

The government's plan is to shift from acute to community, with earlier intervention, prevention and more care at home. It's why we spent time across 2024/25 exploring and entering into some of these new markets, providing more support in the care environment, and looking at how we will do that in the long term. We aim to continue to ensure the temporary workforce can flow in this direction, enabling them to work in a different way, whether this is at hospitals, in the home, or on virtual wards.

This past year has also shown us the importance of utilising great technology to deliver our services to better effect and more efficiently. Our transformation programme has equipped us to take a far-reaching approach – to look to the market for innovation and apply this to our own technology platform infrastructure, such as smart shift management. We've also been leaning into AI, utilising our data to inform us of where customer needs are going to be the greatest in order to better target our communications e.g., where the workforce reside and how far they'll travel.

It's successes such as these that feed into our renewed focus to invest in systems, along with the relevant digital skills and access, which can enable upskilling and transform the future of caring for everyone.



Nicola McQueen,
CEO, NHS Professionals

In response to feedback, in 2024/25 we created a pilot that presented a much easier route to return to practice for nurses, many of whom left during the pandemic. We know coming back to the NHS can be daunting for some; so, our three-week residential course enables us to reduce the time for a nurse to retrain, pass the OSCE assessment and enter back in service. It's a solution that's more cost effective and provides better access - because not everyone can give up a year to train again. We look forward to developing this innovative pilot as a pathway of return for nurses.

“It's been a challenging year with some difficult decisions to make to ensure we remain productive and efficient, while continuing to meet the ever-changing needs of our customers. The whole team is to be applauded for adapting so quickly to broader strategic challenges with such pride, commitment and passion, while also working tirelessly to find new ways to innovate and drive the business forward.”

Nicola McQueen

SERVICES & SOLUTIONS

Mike Ruddle, Chief Commercial Officer



Overview

2024/25 began with NHS Professionals' new five-year plan, while also preparing for the NHS 10 Year Health Plan and mobilising to operate in a more competitive landscape. Our National Bank service needed to respond effectively to the wider government approach, expanding the offer across different customer groups, and as a key part of the aim for supporting Government policy in removing agency usage. A key strategic priority this year was to develop the capability of our Doctors Direct service through enhanced technology and user experience.

“Our core services have never been more relevant to respond to the changing needs and future of the NHS. We're proud to remain closely aligned with what will best support the NHS and government, in terms of its wider workforce policy objectives going forward, particularly around agency displacement.”

Mike Ruddle

Highlights

We're proud to deliver a second consecutive year of record growth for our core services in 2024/25, including an expansion to our National Bank with ten new Trusts and onboarded five new Managed Service clients. In addition, we were able to secure our first ICB-wide contract with NHS Devon ICB and develop an innovative pilot return to practice service, managing the recruitment and training process for nurses wishing to come back to the NHS.

One of the big developments of the last year is our new strategic partnership agreement with Patchwork Health, a technology provider with recruitment specialisms. This collaboration with Patchwork Health is an important step

forward to help improve NHSP's capability to provide doctors and AHPs. It will also enable NHSP to utilise the latest technology to grow both our MSP and National Bank offering. The service is now being developed from pilot stage to be ready for full roll out in 2025/26.

In addition, a number of our transformation systems went live, achieving a significant impact in reducing core waiting times for queries and time spent on resolving cases for our customers. We also focused extensively on data management, creating the foundations for better self-service and improving our ability to analyse and use NHSP data in ways that were not available previously.

Due to a reduction in bank demand, we did face some significant challenges across 2024/25. However, we responded rapidly to this market shift by diversifying our service into previously untapped market areas, such as Integrated Care Boards (ICBs) and All Age Continuing Care (AACC).

We were also proud to develop a managed service for Ambulance Services, extending our existing provision into a new specialist area. Finally, we worked with the Department of Health & Social Care (DHSC) to further evolve NHSP and our National Bank service as part of the ongoing drive for agency reduction, in line with the government's commitment to take further action to reduce NHS spending on temporary agency staffing.



SERVICES & SOLUTIONS

Mike Ruddle, Chief Commercial Officer



Our Strategic Advisory Board (SAB) was pivotal in feeding into NHSP's new five-year plan, ensuring we targeted areas that will achieve most impact, including:

- More active promotion of messaging as a key part of the NHS.
- A fuller articulation of our mission, vision and business strategy – including a broader sense of our ambition for all staff groups and all parts of the system.
- Affirmation of National Bank as a strategic tool for driving down agency spending and a mechanism for deploying staff across and within systems.
- Developing opportunities in Continuing Healthcare Assessments, exploring some of the potential for models, such as Talking Therapies.

“ This past year has been about constantly adapting to the changing environment and ensuring our resources and workers can be redeployed in the areas where they're needed most. For example, we've increased our focus for service offerings, to areas like social care consultancy, where we know there is support and commitment. ”

Mike Ruddle

We proudly welcomed the following new customers in 2024/25:

National Bank clients

- Birmingham and Solihull Mental Health NHS Foundation Trust
- Blackpool Teaching Hospitals
- Cornwall Partnership
- Norfolk and Norwich University Hospitals NHS Foundation Trust
- North Central London Integrated Care Board
- Nottinghamshire Healthcare NHS Foundation Trust
- Pilgrims Hospices, East Kent
- Shrewsbury and Telford Hospital NHS Trust
- Surrey & Sussex Healthcare NHS Trust
- The Royal Orthopaedic Hospital NHS Foundation Trust

New Managed Service clients

- Barnet, Enfield & Haringey Mental Health NHS Trust (now North London NHS Foundation Trust)
- Devon Partnership NHS Trust
- East Cheshire NHS Trust
- Rotherham, Doncaster & South Humber NHS Foundation Trust
- Torbay and South Devon NHS Foundation Trust



Priorities for 2025/26

2024/25 was pivotal for rolling out the five-year plan with a focus on displacing agencies. But looking ahead now, we need to adapt and grow into specific areas to ensure we meet the requirements of the marketplace, while also driving efficiencies that can enable and support the NHS to safely provide the best patient care. As a result, we're becoming more specific and targeted in our approach, using data-led evidence to scale National Bank across 2025/26 and diversifying into new growth opportunities, such as Doctors and ICBs.

Case Study

Buckinghamshire Healthcare NHS Trust:

Closing the gap between the substantive and contingent workforce at Buckinghamshire Healthcare NHS Trust

- ✓ Increased bank fill rate: Achieved a 93% Bank fill rate, eliminating the need for agency workers in Bands 2 and 3
- ✓ Reduced agency spending: Agency spending dropped to 1.4% of the overall pay bill, significantly below NHS England's target
- ✓ Successful agency migration: Reduced the agency rate for admin and clerical staff from nearly 20% to 1.5%

Find the case study online by scanning the QR code:



CLINICAL GOVERNANCE & OCCUPATIONAL HEALTH

Helen Blanchard, Interim Chief Nurse



Overview

We've worked diligently this past year in order to align our internal governance processes further with those of our client Trusts. In practice, this has meant ensuring a shared language, consistent methodologies, and an emphasis on system learning, over individual accountability. It's an alignment that has led to richer thematic reviews, more effective learning loops, and greater system-wide insight. Most importantly, it has ensured that wherever our Bank Members are placed, they are supported by a shared governance infrastructure, delivering safer outcomes for patients and putting people in places to care, within a more cohesive, agile system of care. We also provide occupational health services through a trusted third-party partner, with oversight from our Occupational Health Referral Team. This includes immunisation access, risk assessments, workplace adjustments, and fitness-to-work support.

Highlights

During 2024/25, we were proud to increase our level of response to our cases, alongside managing an increasing number of new client Trusts. Following an ISO 9001 audit, we introduced a feedback tracking dashboard, which also led to faster resolutions and improved reporting to our client Trusts.


We also welcomed new national strategies and rose to the challenge of implementing and embedding these, including the Patient Safety Incident Response Framework (PSIRF). We've worked hard to embed PSIRF and collaboratively support our clients as part of a broader cultural change within the NHS and clinical governance. Furthermore, as Trusts adopt the PSIRF system-wide approach to safety, NHSP has aligned its own methodology, tools and training to reflect the same principles, promoting consistency in expectations and shared language across the governance landscape.

We continued to use data analysis to deliver our commitment to quality improvement and support client Trusts to develop their workforce strategies and temporary staffing deployment. A particular focus this year was creating a cycle of clinical governance that is even more dynamic, and evidence led. For instance, we utilised digital models to provide real-time insight, automation and analytics that can enable early intervention, trend tracking and faster identification of future risks. As a result, our systems now align with and supports data-sharing and digital literacy.

We've been working hard on delivering new ways of managing feedback over the past year. One example is that we've developed shared learning with client operational leads to enable more timely interventions on complaints and improve incident responsiveness and insight. We also used Bank Member and client Trust feedback to directly shape learning materials and policy, alongside developing co-design initiatives with Trusts. It's an approach that ensures Trust priorities are reflected across our services.

“We're committed to a process where learning consistently leads to improvement. At the heart of this is collaboration, which is embedded across every layer of our clinical governance activity at NHSP. So, it's been critical that we facilitate and engage with a range of clinical forums, governance meetings and strategic safety groups, discussing topics from incident trends and policy refinement, to safer staffing and risk escalation. Collaboration is vital to deepen our understanding of Trust needs and allow us to adapt our service delivery accordingly.”

**Vanessa Crossey,
Director of Clinical Governance and Quality**



High-quality patient care in a flexible workforce model requires a strong and effective clinical governance structure. NHSP delivers this through experienced leadership, a skilled clinical governance team, and defined pathways for risk management, assurance and learning.

Our governance team identify risks through incident reporting, audits, workforce feedback, and regulatory change. This enables us to provide real-time tracking of incidents and complaints, allows for timely case allocation, and supports consistent classification across clinical themes.

Case in Practice:

When audit data highlighted inadequate immunisation clinic utilisation, it led to revised booking procedures for operational teams, improving speed and accuracy of bookings.

Priorities for 2025/26

Collaborating closely with the NHS and our client Trusts remains central to our clinical governance work going forward. We will continue to align our clinical governance processes, share intelligence, and co-design safety interventions that protect patients and clinical staff. This partnership approach ensures our services are not only clinically safe, but also locally responsive and system aligned.

We will also continue to invest in digital tools, including AI-assisted analytics and cross-system governance capabilities, to ensure we provide a governance model that is both robust and adaptable, nationally grounded and locally informed.



NURSING & MIDWIFERY

Helen Blanchard, Interim Chief Nurse





Overview

In nursing, midwifery and all our staff groups, clinical excellence remained a priority for NHS Professionals throughout 2024/25. There was a keen focus on continuous improvement across services that can benefit everyone. We worked hard to embed a culture of learning and accountability that can advance safe, high-quality, and sustainable workforce solutions for the NHS, and ultimately assure the highest standard of patient care.

In addition, we examined ways to drive quality improvement with our mental health client Trusts. This included designing initiatives to support continuous improvement in care delivery and enhance patient outcomes, strengthening collaboration on patient safety and quality of care. We also spotlighted our engagement with Bank Members, fostering a stronger sense of belonging and support via webinars, alongside promoting high standards of practice and wellbeing initiatives across nursing and midwifery.

“Our approach to patient safety concerns has become even more collaborative this year. We’ve worked closely with clinical teams, and shared insights, feedback and information, to help us identify and take improvement actions together, providing a safer environment for the patient. At the same time, we’ve always remained mindful of supporting Bank Members throughout the process, with open and constructive conversations.”

Helen Blanchard

Highlights

This year, we’ve ensured faster, more transparent Occupational Health processes for nurses and midwives by integrating clinical referrals, improving scheduling flexibility and providing ongoing support for workplace adjustments. We saw some key improvements based on our initiatives for 2024/25, including aligning processes and sharing data to support safer care environments. We also established Occupational Health governance plans for management referrals to improve financial oversight and clinical accountability. Plus, we were proud to make significant efficiency improvements, from the way we organise clinics, to making sure clinics are accessible and supportive environments for our nursing and midwifery Bank Members.

“We’ve worked hard this year to foster a just, learning-oriented culture where our bank staff feel safe to raise concerns and contribute to quality improvement in order to provide the very best patient care.”

Helen Blanchard

NURSING & MIDWIFERY

Helen Blanchard, Interim Chief Nurse



Across the year, it's been important to us that we make our solutions more flexible, bespoke and competitive for nurses and midwives. This has included:

- Support for the NHSP Academy to include clinical governance, incident management, quality improvement and leadership content in their service.
- Occupational health services through a trusted third-party partner, with oversight from our Occupational Health Referral team. This includes immunisation access, risk assessments, workplace adjustments and fitness-to-work support.
- Structured mechanisms to reflect on incidents, share insights, and celebrate excellence.
- Learning that leads to measurable change across NHSP services and partnerships.

Our nursing and midwifery practices became more focused on data-led evidence this year, with greater transparency around professional concerns, shared learning and incident response. We also worked closely with client Trusts to promote the principles of a 'Just Culture', embedding a just and fair approach when NHSP bank staff were involved in patient safety incidents, particularly around decisions related to exclusion and restrictions. We advocated for balanced and proportionate responses with a focus on learning and system improvement.

Finally, we launched several successful initiatives to improve engagement and wellbeing among NHSP Bank Members, including the creation of safe spaces and the delivery of targeted webinars to enhance communication, reduce isolation, and support integration. We proudly celebrated learning milestones through awards such as Bank Member of the Month (BMOM), Going the Extra Mile (GEM) nominations, and a variety of career development stories.

“Clinical Quality Management (CQM) is not just a regulatory necessity, but a strategic enabler – ensuring that NHSP delivers safe, effective and accountable services that meet NHS priorities today and build resilience for tomorrow.

We're seeing an increased demand for clinical support, advice and guidance from our customers. Our senior clinical nurse leaders understand NHS strategies, challenges and cultures and can work with client Trusts in terms of safety and how they utilise the temporary workforce to improve patient safety and the environment in which our Bank Members work.”

Vanessa Crossey,
Director of Clinical Governance and Quality



NURSING & MIDWIFERY

Helen Blanchard, Interim Chief Nurse



The NHS Professionals Bank Member Survey 2024/25

This survey was conducted to capture the experiences of the bank-only workforce in a rapidly evolving NHS environment. It helped us identify areas for quality improvement, provided ways to enhance the Bank Member experience and strengthen the link between staff wellbeing, patient safety, and quality of care.

With over 6000 responses, this survey offered significant insight into the lived realities of flexible workers across clinical and non-clinical roles.

While respondents value the autonomy and flexibility of bank work, the findings reveal some structural and cultural issues impacting wellbeing, access to opportunities, ability to provide safe care and the likelihood to stay on the bank or transition to substantive roles. The results also highlighted ways in which Bank Members could be further enabled to provide the highest quality of care.

As demand for temporary staff reduces and the NHS seeks to build sustainable flexible workforce models, addressing these issues is crucial for both staff retention and service quality. Further improvement depends on strong local partnerships – and shared responsibility – for creating a modern, inclusive, and digitally-enabled flexible workforce. These efforts will support the national goal of reducing agency reliance, while ensuring continuity of care and staff wellbeing.

We continue to align our achievements and goals with the national 10-year health plan through:

A mental health focus. By expanding and improving mental health services through strengthened senior clinical collaboration and tailored support, we are contributing to safer, more responsive care for patients with complex needs.

Bank Member experience. We are actively working to improve the experience of NHSP Bank Members through engagement surveys, psychologically safe spaces, and targeted wellbeing initiatives – ensuring they feel valued, supported, and equipped to deliver high-quality care.

Patient safety and quality of care. We have embedded 'Just Culture' principles, promoting system-level learning from incidents, and advocating for better training and competency oversight – particularly in mental health settings where patient vulnerability is high.

Collaboration as a foundation. By building stronger relationships with Trust clinical leaders and aligning with broader NHS objectives, we are well-placed to support the delivery of the plan's vision for integrated, high-quality care.

Priorities for 2025/26

Looking ahead, we're aiming to enhance collaboration with client Trusts and keep improving support for NHSP Bank Members to ensure high-quality and safe care delivery. Alongside this, we'll continue to focus on strengthening collaboration to standardise and improve support and training. We'll also implement strategies that reduce recurrence risk and demonstrate the introduction of credible, sustainable changes.



The Patient Safety Incident Response Framework (PSIRF)

“ The PSIRF sets out the NHS’s approach to developing and maintaining effective systems and processes for responding to patient safety incidents for the purpose of learning and improving patient safety. ”

NHS England, 2025

The PSIRF remains a key priority for NHSP, establishing systems that enable meaningful involvement. We continue to align with NHS England’s guidance on engaging patients, families and staff following patient safety incidents, and our Bank Member Survey plan will be key to ensuring that PSIRF principles are embedded in our quality and patient safety processes.

Case Study

Northern Care Alliance NHS Foundation Trust:

Transforming agency usage at Northern Care Alliance NHS Foundation Trust

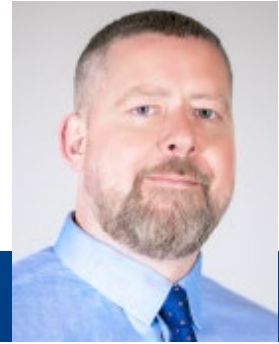
- ✓ Agency usage reduced from 16.2% to 1.1% across Nursing, Midwifery, Allied Health Professionals, Healthcare Scientists and Support Services
- ✓ Off-framework agency usage completely eradicated
- ✓ Registered bank fill of 76.6% achieved, up from 44.9%

Find the case study online by scanning the QR code:



THE NHS PROFESSIONALS ACADEMY

James Orr, Managing Director



Overview

This year's focus was very much on identifying and delivering efficiencies and cost savings in the provision of statutory and mandatory training, while also increasing our share of the marketplace.

Highlights

We were able to achieve approximately £1m of efficiency savings in our training delivery across 2024/25. These savings were generated through a number of initiatives, including:

- A campaign to increase course attendance
- Reduction of the quantity of courses and carefully matching courses with demand
- Renegotiation with all third-party training providers
- Efficiency drive in the delivery of education and clinical support for Healthcare Support Workers

While it was certainly a challenging year, with demand decreasing for international nurses and the delivery of OSCE courses, we worked to develop a pilot Return to Practice programme. Additionally, the business case for delivering the Apprenticeship programme was also signed off by the NHSP Board and the Department of Health and Social Care. This service is a key focus for 2025/26.

“The Return to Practice pilot was created successfully and we have already seen positive OSCE exam results from the first two cohorts. We're now looking into how we extend the pilot into 2025/26, with the possibility of creating a full service in 2026/27.”

Barry Porter,
Interim Director of NHS Professionals Academy

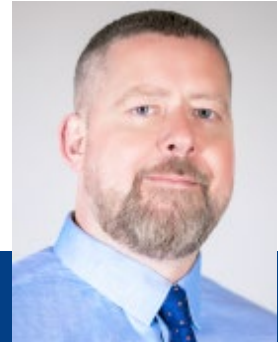
Priorities for 2025/26

We'll continue to build on our existing relationships across the system to deliver on key areas of focus such as Return to Practice. Working alongside our NHSP teams, we'll also explore the model for the delivery of Apprenticeships and gain entry onto the Apprenticeship register, as well as exciting new developments around T-levels and offering individual courses to healthcare workers.



DOCTORS

James Orr, Managing Director



Overview - Doctors Direct & Gateway

A key focus for Doctors Direct across 2024/25 was on enhancing and growing the client base, as well as increasing the number of doctors working. We were proud to increase the number of Bank doctors placed with client Trusts to 1,687 and also to deliver more than one million Bank hours. Furthermore, having started the financial year with a drive to utilise NHSP doctors by a target of 70%, we achieved 74% by March 2025.

About Doctors Direct

Doctors Direct is a leading provider of locum services to the NHS and work with partner NHS Trusts across the country, including acute, mental health and community hospitals. We recruit doctors of all grades and medical specialties to provide care.

About the Doctors Gateway Programme

The Doctors Gateway Programme offers four tailored pathways designed to provide job opportunities for doctors of all grades and experience levels who wish to gain clinical experience within the UK's NHS.

“Our focus this past year has been on building a truly dynamic workforce – because care itself is becoming increasingly adaptable across primary, social, acute and secondary care. As a consequence, one of our key priorities at NHSP is to provide workers with the shared and fundamental skills that are needed to move confidently across these wider healthcare settings.

Ultimately, it's about putting patient care first and ensuring the very best outcomes, while supporting our workforce to thrive across the different environments that make up healthcare in the UK in 2025 and beyond.”

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



Highlights

Doctors Direct's ongoing commitment to enhancing technology played a key role in achieving an increase in the number of doctors we delivered for the NHS. For instance, our new strategic partnership with Patchwork Health enabled us to strengthen and grow the NHSP Doctors Managed Service solution. The partnership means Doctors Direct can access live gaps in rotas directly from Trust systems.

We can also respond faster with suitable candidates, increasing first-time fill rates and reducing manual data entry and duplication. It also allows for improved forecasting and deployment strategies, reducing a reliance on last-minute bookings and fostering a joined-up staffing approach with Trusts.

In December 2024, Doctors Direct also went live with the Doctors Provision service at North London NHS Foundation Trust. By the year end in March 2025, this service had delivered in excess of £250k in direct engagement savings to the Trust.

“There's a strong desire from our clients to see interoperability with NHS Trust rostering platforms. Doctors Direct's partnership with Patchwork Health directly responds to this, providing us with that capability and function. This strategic shift allows for seamless data sharing, reduced duplication, and significant improvements in workforce planning efficiency.

More broadly, it supports Doctors Direct and NHSP to grow, gain differentiation and achieve a competitive advantage in the marketplace, as well as enhancing our five-year business plan for doctors.”

Del Gill,
Director of Recruitment Services,
Doctors Direct



1,687 Bank Doctors

We continued to increase the number of Bank Doctors working via Doctors Direct to a total of 1,687, a 5% increase from the previous year.



6,288 Doctors in total

The total number of Doctors who worked through Doctors Direct was 6,288, which was an increase of 41 compared to the previous year.

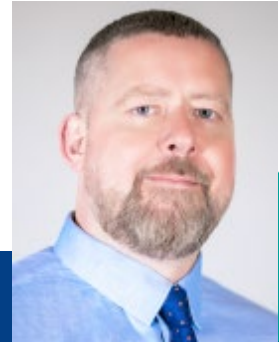


1,267,033 Doctors bank hours

A total of 1,267,033 bank hours were delivered through the Doctors Direct service this year. This amounts to £25.67m of savings for the financial year.

DOCTORS GATEWAY

James Orr, Managing Director



Doctors Gateway

Despite a particularly challenging year, we were proud to deliver the Gateway Specialist programme to market, making it available to our existing Gateway partners. The Specialist programme is aimed at senior international Doctors looking to work as a Specialist or Consultant in the NHS. It provides the doctors with structured support to complete their submission of the Portfolio Pathway, while ensuring high-quality specialist training, in partnership with the Royal Colleges.

Professional development lies at the heart of the Gateway service. Therefore, all doctors recruited and placed via Doctors Gateway start their employment with a targeted outcome at the end of the 24-month programme.

Programme in Practice:

Our Junior EU programme provides Foundation equivalent doctors with training, education and development to achieve CREST certification, which is the equivalent of the UK Foundation programme.

Our Senior Specialist programme provides doctors with the training, education and development to achieve submission of their portfolio to the GMC & Royal College, enabling the doctors to be included within the Specialist Register and work as a Consultant in the NHS.

Priorities for 2025/26

Having initiated our partnership with Patchwork Health this last year, we're now looking at how this will evolve as we start the roll out. We're also looking ahead at how we can further roster the workforce, aligning with the requirements of our stakeholders, our customers and our workers. Most importantly, we are committed to developing our services alongside the NHS and the broader healthcare landscape, with a particular focus on how we continue to upskill, train, and develop our workforce.

“The contribution of our doctors to the NHS is central to our work, and so a key focus for this past year has been how we support doctors to develop their skill set, working with the NHSP Academy on upskilling. It's critical that we look at the career pathway of our workers that aligns with the NHS, particularly as we adapt and plan for demand to fill specific gaps in healthcare, along with meeting the needs of the professionals who need temporary work.”

James Orr

Case Study

Worcestershire Acute Hospitals NHS Trust:

CASE STUDY
Worcestershire Acute Hospitals NHS Trust

Delivering doctors: innovative staffing partnership supports agency and cost reduction

- ✓ The migration of 12 agency doctors, delivering ongoing displacement of £8,500 of agency spend each month
- ✓ The transition of agency doctors to the Trust payroll, securing savings of over £21,000
- ✓ Total savings of over £68,000 secured for the Trust, including through direct engagement and agency migration
- ✓ A 16% increase in Bank fill hours within specialty and acute medicine

Find more case studies online by scanning the QR code







SPECIALIST SERVICES

James Orr, Managing Director



Overview

Our main focus over the past year has been to adapt our strategy for growing the core business amid a fast-evolving healthcare landscape, alongside enhancing operational effectiveness. While we faced fierce competition for market share, we responded to this through constant innovation and identifying new, more efficient ways to provide our services, while still supporting our specialist teams.

Highlights

It was crucial that we proactively created initiatives in 2024/25 to help optimise resource allocation. This approach meant we were able to grow Bank fill rates by 12% and also improve processes to increase productivity. In addition, we focused on the quality of our service delivery, as well as delivering an increase in cost savings to clients by approximately 4.5%.

We implemented a robust performance tracking system to monitor both progress against our goals and individual performance standards, allowing for timely adjustments. It ensured we stayed on track despite a challenging environment.

What is Specialist Services?

At NHSP, our Specialist Services function supports a range of staff groups, including:

- Allied Health Professionals
- Healthcare Scientists
- Social Workers

Facts and figures from 2024/25:

Growing the core business

- Bank fill rates grew by 12% year on year
- Agency use reduction of 5.5% on the previous year
- Unfilled hours were reduced by 25%

Improving operational effectiveness

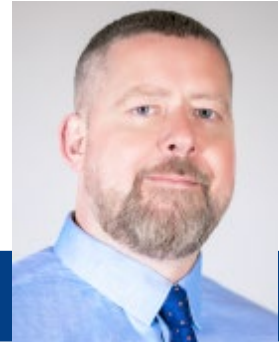
- Growth in cost savings to clients by approximately 4.5%
- A contribution of over £3m in savings

“Optimising our efficiency and productivity were two key strategic pillars for Specialist Services across the past year, while we remained focused on achieving our goals. As a result, we grew bank fill rates and reduced unfilled hours by 25%. In addition, by improving both the candidate journey and the onboarding process, we significantly reduced time and resource expenditures. Ultimately, we were able to contribute over £3million in savings to NHSP.”

James Orr

NON-CLINICAL

James Orr, Managing Director



Overview

Our key aims for the year were to expand senior hires, increase internal workforce utilisation, and to reduce agency spend. As a result, one of our clients, NHS Property Services, saw significant growth in delivery in 2024/25, with hours increasing by 52% from the previous year.

Highlights

We were incredibly proud to exceed our Estates & Facilities (E&F) budget targets by 6.5%, with a strong gross margin performance. In addition, we implemented Smart Solutions, a senior hire strategy within E&F, driving 19% growth. Through our successful senior hiring strategy, we were able to demonstrate our expertise and strengthen relationships with hiring managers across the NHS.

We also reduced onboarding costs by prioritising existing Bank Members before hiring new candidates. We streamlined processes and improved efficiency across the non-clinical team, implementing a performance dashboard to track activity and identify trends and strategic areas to focus on.

Facts and figures from 2024/25:

Growing the core business

- 581,039 Bank hours delivered
- 8% agency usage reduction
- 1,930 Bank Members supported
- 5% year on year increase of E&F shift fill
- 80% utilisation rate of candidates across NHSP Bank Members.
- 5% growth in senior hires across Non Clinical
- 19% growth in E&F senior hires
- 3% growth overall across the E&F sector
- 100% of E&F budgeted hours achieved
- 95% of budgeted hours achieved for Non Clinical roles

Case Study

Oxford Health NHS Foundation Trust:

CASE STUDY
Oxford Health NHS Foundation Trust

Partnership success:
Innovative collaboration between NHS Professionals and Oxford Health NHS Foundation Trust cuts agency hours by over 50%

- ✓ **Significant reduction in agency hours:** Agency hours were reduced from nearly 58,000 per month to around 27,000, showcasing a substantial improvement in workforce management.
- ✓ **Successful recruitment and onboarding:** 830 healthcare professionals were recruited and onboarded, including over 500 Nursing staff, enhancing the Trust's staffing capabilities.
- ✓ **Enabling collaboration:** Building trust through shared values and collaborative problem-solving led to measurable improvements and a successful implementation of new processes and technology, benefitting all stakeholders.

Find the case study online by scanning the QR code:





INTERNATIONAL / NATIONAL / HCSWD

Hadrien Kieffer, Managing Director



Overview

This year was about realigning our priorities to meet the NHS change in strategy for NHS Professionals International (NHSPI), with a particular focus on the social care sector and securing further international social care consultancy work.

Our Healthcare Support Worker Development (HCSWD) programme has continued to deliver stable growth, with demand at approximately 600 placements a year. The programme also expanded into the social care sector, achieving a presence with two ICBs. In addition, we launched our first recruitment programme in a social care organisation, and introduced new specialisms across Early Years, Learning Difficulties and Maternity.

“2024/25 has been about refocusing our efforts on other priorities yet building from the tremendous work that NHSP International has done to support the NHS. We’re really proud to have navigated a challenging year with strategic clarity, ensuring the business remained resilient and future ready. As we realign our priorities, we remain ready to support the NHS.”

Hadrien Kieffer

Highlights - International

We continued to maintain operational readiness across 2024/25 and were also able to sustain our client base via an expansion into new areas. We also increased direct sourcing to 75%, a rise from 40% in the previous year, by boosting efficiency and profitability.

A new international recruitment programme was successfully launched in the Cheshire and Merseyside region, which is the first to align social value delivery and reporting across the ICS, and aimed at supporting safe and ethical international recruitment. In addition, we forged key relationships with Skills for Care, enhancing our credibility and the potential for future collaboration.

We’ve continued to work with the Talent Beyond Boundaries programme this past year, and we’re really proud to have helped over 100 refugees to settle into their lives in the UK. We also celebrated reaching the finals at the Nursing Times Workforce Awards for Best International Recruitment Experience.



Healthcare Support Workers Development (HCSWD) programme

HCSWD further diversified across 2024/25 delivering the first successful implementation of a maternity programme at Liverpool Women's University Hospital, with a small number of trainees. They have since been offered substantive positions within the Trust's maternity services. As a result of this success, we are now working with Liverpool University Hospitals NHS Foundation Trust to provide a further maternity programme.

Highlights - HCSWD

We saw our highest number of new client Trusts in 2024/25 with six new Trusts running HCSWD campaigns:

- Bolton NHS Foundation Trust
- East Cheshire NHS Trust, Liverpool Women's University Hospital
- North Tees and Hartlepool NHS Foundation Trust
- Royal Devon University Healthcare NHS Foundation Trust
- Torbay & South Devon NHS Foundation Trust

Additionally, HCSWD has maintained its MSP contracts and recruited 640 healthcare support workers, which exceeded our target for the year.

We also developed and launched a permanent recruitment solution for HCSWD. We ran our first pilot recruitment campaign with a new social care client, Older Care, who provides secure mental healthcare for NHS patients.

We've continued to strengthen stakeholder engagement with the Department of Health and Social Care (DHSC) and NHS England, forming new and important relationships within the social care landscape. We also ran our first Learning Disabilities campaign successfully for Herefordshire and Worcestershire Health and Care NHS Trust. The curriculum for this was developed and written by our Academy team, in collaboration with the Trust – a partnership that was highlighted at the Nursing Times Awards as a nominee.

Our Early Years initiative for University Hospitals Southampton NHS Foundation Trust was another innovative solution, aimed at supporting the need for nursery workers for their on-site nursery. We also supplied ADHD support workers to Alder Hey Children's NHS Foundation Trust.

MANAGED SERVICES

Karla Boddy, Chief Customer Officer



Overview

Over the past year, we continued to deliver our service across 30 MSP contracts in the South, and 28 in the North. In addition, we onboarded a total of 12,000 net new workers across 2024/25. We proudly grew our current client base, welcoming five MSPs, including a mental health Trust:

- Barnet, Enfield & Haringey Mental Health NHS Trust (now North London NHS Foundation Trust)
- Devon Partnership NHS Trust
- East Cheshire NHS Trust
- Rotherham, Doncaster & South Humber NHS Foundation Trust
- Torbay and South Devon NHS Foundation Trust

“Our priority this year has been to retain and support our clients, and we’re proud to have achieved this through a series of successful contract renewals. Alongside this, we consistently grew the business by working with new Trusts and initiating cost-reduction strategies, where possible.”

Christine Wilkinson,
Regional Director, North

Highlights

In 2024/25, we achieved an average shift fill rate of 80% - an increase of 3% over the previous year.

In the South region, we retained two significant groups of Trusts. We continued to work with Buckingham, Oxfordshire and West Berkshire ICS, who cover five Trusts, delivering six million hours of patient care in the last year alone. We also retained the Hertfordshire consortium, following a competitive tender exercise where we demonstrated our innovative approach to service excellence and operational relationships. This consortium covers four Trusts, delivering around three million hours of patient care across the county each year.

In addition, we successfully expanded in London, welcoming Barnet, Enfield and Haringey Mental Health NHS Trust (BEH), and also grew our customer base in Devon, through the strategic partnership with One Devon ICS.

While we faced reduced demand from our clients and changes in booking practices due to a shift in NHS strategy, we managed demand in advance to support Bank Members. We also reduced onboarding numbers to maximise our ability to fill shifts for existing Bank Members and fulfil their choice of work.

We were particularly proud of the ICS survey results in the year, which showed improved customer satisfaction amongst our NHS client Trusts.

“Agency fill rates were reduced by 4.5% this year and delivered 1.2 million less hours, significantly reducing the reliance on agency over the year and demonstrating the real value of an outsourced bank.”

Karla Boddy

Priorities for 2025/26

Looking ahead, we're committed to providing a service that can support NHS Trusts and healthcare organisations through their significant cost reduction programmes and delivery of the NHS operational and performance guidelines.

We will continue to place a significant focus on further agency reduction and migration of agency workers to the Bank. We'll also keep prioritising client retention, along with developing new relationships and services to support the NHS and patient care.

CASE STUDY

West Hertfordshire Teaching Hospitals NHS Trust:



CASE STUDY
West Hertfordshire Teaching Hospitals NHS Trust

Reducing agency costs at West Hertfordshire Teaching Hospitals NHS Trust

- ✓ **Significant reduction in agency spending in one year:** Agency costs fell from £4.9 million to £2.7 million by March 2024, **reduced by 45%**
- ✓ **Decrease in direct bookings:** Direct agency bookings cut from **25% to 9.4%**
- ✓ **Continuous improvement:** Ongoing reduction in monthly agency expenditure, **reducing by 40%** from February 2024 to February 2025

Find the case study online by scanning the QR code:



SUMMARY

Nicola McQueen, CEO



Delivering strategic and sustainable workforce solutions, across the NHS.

2024/25 has not been without its challenges – both for our NHS customers and healthcare professionals we work with – and also for our own corporate staff too. But it has also been a year of exceptional achievements and firsts.

With an ever-changing environment, I am exceptionally proud of the way the whole NHSP team have come together to meet this fast-moving market, head-on - and I want to take this opportunity to thank everyone across our staff for their efforts.

Whether it is building on our core managed service provision or driving innovation through our National Bank and Academy offerings, all underpinned by our ongoing technology transformation, this year has underlined the essential role that NHS Professionals (NHSP) plays.

System-wide support



Pictured L-R: Nicola McQueen, Chief Executive, NHS Professionals, Karin Smyth, Minister of State for Health, Dr Helen Phillips, Chair, NHS Professionals and Yvonne Christley, Chief Nursing Officer, Oxford University Hospitals NHS Foundation Trust

This special and unique position was underlined for me with the level of support NHSP has received from our colleagues and partners in our client Trusts, NHS England (NHSE) and the Department of Health and Social Care (DHSC) over the year.

For example, in March 2025, I was delighted to meet Health Minister, Karin Smyth MP, with our client Trust Oxford University Hospitals NHS Foundation Trust at the John Radcliffe hospital in Oxford and at the Warneford Hospital, which is part of Oxford Health NHS Foundation Trust.

During the meeting, which was also attended by our Chair, Dr Helen Phillips, Simon Crowther, Deputy Chief Executive at Oxford University Hospitals NHS Foundation Trust (OUH), Yvonne Christley, Chief Nursing Officer at OUH and Julian Emms, Chief Executive Officer at Berkshire Healthcare NHS Foundation Trust (BHT), we discussed how NHSP can continue to support a reduction in agency spend, an upscale in our National Bank service and the key role of technology in supporting sustainable staffing in the NHS.

The discussions underlined how NHSP is fully aligned with Government policy, saving money for NHS Trusts by eliminating agency use through effective migration strategies and its award-winning managed service offering.

Playing our part, at the heart of the NHS

Just a few weeks later, I was also pleased to see statements from the Right Hon. Wes Streeting, Secretary of State for Health and Social Care, in relation to the Government's focus on reforming agency spend across the NHS. The position signalled a new era for the NHS flexible workforce – an era for which NHS Professionals was already prepared.

The Secretary of State has since gone further, issuing a system-wide letter from himself and Sir James Mackey, Chief Executive of NHS England, underlining the Government's commitment to agency reduction and also signposting both NHS Professionals and our agency migration service, National Bank, for the key role we play in this aim. This marked a new level of support and engagement for NHSP.

Following on from this, I have also been delighted with the ongoing conversations with our colleagues at NHS England. The collaborative way in which they have engaged with our Board and leadership team, as we have outlined the significant agency savings we are able to make at ICB and Trust level, has been very constructive. Discussions have particularly focused on our National Bank service, across medical and non-medical staff groups, which has been incredibly positive, at what is a challenging time for organisations across the NHS.

Looking forward

From our own experience, we know that there will continue to be challenges around issues such as payrate management, deeper bank collaboration, technological integration and efficient rostering – and we continue to work with all stakeholders to solve them.

I know that our range of market-relevant services, from managed service and Doctors Direct to National Bank and NHSP Academy, will deliver a workforce model that supports sustainable, system-wide staffing for the NHS of the future.

In conclusion, 2024/25 has demonstrated that it is important to remember why NHSP was set up - to reduce NHS spending on external agencies. As is stated at the beginning of this report, in 2024/25 alone, we displaced over £794 million of external agency spend - and we will never waiver from that purpose.

In 2025/26 and beyond, we will continue to support the goal of increased workforce productivity, drive further cost savings and, importantly, create a workforce where permanent and flexible staff work even closer together, as we continue to play our part, putting people in places to care.



Financial Statements

Income Statement for the year ended 31 March 2025

	Year ended 31 March 2025	Year ended 31 March 2024
	£000	£000
Revenue	1,202,540	1,206,307
Cost of sales	(1,104,479)	(1,096,703)
Gross profit	98,061	109,604
Administrative expenses	(87,400)	(106,480)
Operating Profit	10,661	3,124
Finance income	784	612
Finance Cost	(61)	(51)
Profit on disposal of fixed assets	(1)	7
Profit before taxation	11,383	3,692
Tax expense	(2,959)	(884)
Profit for the year	8,424	2,808
Profit and total comprehensive income for the year	8,424	2,808

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 Statement of Income Statement and therefore a separate Income Statement has not been presented.

Statement of Financial Position as at 31 March 2025

As at
31 March 2025

As at
31 March 2024

	£000	£000
Non-current assets		
Property, plant and equipment	707	1,202
Right of use assets	866	1,108
Intangible assets	6,352	2,552
Assets under construction	10,465	9,365
	18,390	14,227
Deferred tax	1,011	1,114
Total assets	19,401	15,341
Current assets		
Trade and other receivables	107,752	96,000
Current tax receivable	4	-
Other current assets	72,742	89,113
Cash and cash equivalents	45,000	63,340
	225,498	248,453
Total assets	244,899	263,794
Current liabilities		
Trade and other payables	(59,650)	(62,671)
Current tax liabilities	-	(701)
Lease liabilities	(84)	(317)
Other liabilities	(103,101)	(125,982)
Provisions	(1,593)	(1,943)
Total assets less current liabilities	80,471	72,180
Non-current liabilities		
Provisions	(124)	(124)
Lease liabilities	(802)	(935)
Net Assets	79,545	71,121
Equity		
Ordinary shares	20,000	20,000
Share premium	3,369	3,369
Retained earnings	46,876	38,452
Capital reserve	9,300	9,300
Total equity	79,545	71,121

Financial Statements

Statement of Changes in Equity for the year ended 31 March 2025

	Ordinary Shares	Share premium	Retained earnings	Capital reserve	Total Equity
	£000	£000	£000	£000	£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
Dividend payable	–	–	–	–	–
Balance at 31 March 2024	20,000	3,369	38,452	9,300	71,121
Profit for the year and total comprehensive income for the year	–	–	8,424	–	8,424
Balance at 31 March 2025	20,000	3,369	46,876	9,300	79,545

Statement of Cash Flows for the year ended 31 March 2025

	Year ended 31 March 2025	Year ended 31 March 2024
	£000	£000
Cash flows from operating activities		
Cash generated from operations	(9,678)	2,799
Tax paid	(3,587)	(671)
Net cash generated from operating activities	(13,265)	2,128
Cash flows from investing activities		
Payments for intangible assets	(5,224)	(9,365)
Payments for property, plant and equipment	(298)	(856)
Proceeds from sale of property, plant and equipment	(1)	7
Net cash used in investing activities	(5,523)	(10,214)
Net cash inflow before financing	(18,788)	(8,086)
Cash flows from financing activities		
Bank Interest received	784	612
Payment of lease liability	(302)	(178)
Payment of lease interest	(34)	(51)
Net cash inflow used in financing activities	448	383
Net decrease in cash and cash equivalents	(18,340)	(7,703)
Cash and cash equivalents at beginning of year	63,340	71,043
Cash and cash equivalents at end of year	45,000	63,340

NHS Professionals Limited

NHS Professionals Limited annual review and financial statements for the 12 months ended 31 March 2025 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.



NHS
Professionals

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