



2015

Annual Review

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I am pleased to report another

successful year

Our underlying revenue grew by nearly 10% to £342m, compared with £311m in 2013/14. Our financial performance has also improved with £10.2m profit before tax, 42% up from £7.2m in 2013/14.

During the year the LPP Managed Flexible Worker Services Framework agreement lapsed and there was no new procurement framework agreement available to take its place. This left many Trusts without the necessary means to procure our services. Despite this we won three new clients during the period, generating £10m of annualised revenue, and maintaining our order book at approximately £404m.

During the year we re-contracted with 24 clients who currently contribute annual revenues totalling £118m. This demonstrates the confidence many of our key customers have in our services. NHS Professionals' business model is clearly successful and well received by the market.

EBITDA margin has continued to improve to £10.6m, 34% up on 2013/14 (£7.9m). Gross margin is yet again much improved demonstrating our ability to tackle costs.



The NHS continues to face both financial pressure and increased patient demand. The demand for trained, qualified and registered staff, particularly in speciality fields, continues to outstrip available supply, both for our clients and ourselves. Increasingly we have seen substantively employed Trust staff choosing to work in the agency sector due to the escalating agency rates being charged to the NHS. We continue to help our clients and provide them with the insight and strategies to address these challenges.

Led by our Chief Executive Stephen Dangerfield, the executive team has focused on growing the business while meeting the needs of our clients. The team continues to work across the Department of Health and NHS England to investigate ways in which, with investment, we can support our clients and help them save money while improving patient safety.

Flexible workers have continued to meet the challenge by increasing their productivity to meet increased demand. I want to take this opportunity to thank all of them and our hardworking NHS Professionals corporate staff on behalf of the Board.

NHS Professionals continues to be a leader in the market for managed flexible worker services and delivers against our expectations. However, we anticipate many changes in the NHS in the year ahead. There have already been special measures suggested to cap agency rates and reduce their ability to recycle clinicians within the NHS. We believe that these measures represent an opportunity for NHS Professionals to help clients regain control of their temporary staff spend. In the meantime, we will continue to invest in our business to ensure that we can stay ahead of our clients' needs.

Robin Williams
Chairman

Providing people who

Care

for people

NHS Trusts continue to face acute challenges in meeting effective staffing levels to ensure quality of patient care, while working within tightly controlled budgets.

NHS Trusts have increased their staffing ratios to ensure the quality of patient care but there remains an acute shortage of trained, experienced recruits to fill those roles. Lack of available staff means unfilled shifts, which in turn leads to unfulfilled commitments to patients and their families.

NHS Trusts need a reliable supply of experienced staff, ready to step in and fill shifts when required. By offering a managed temporary staff bank service to acute, mental health and community Trusts across the country, we help them fill shifts with staff who meet the high standards that patients and their families expect, without incurring expensive agency fees.

Locum doctors, nurses, allied health professionals, administrative and clerical workers and other supporting staff groups registered with us can book themselves into assignments with our NHS clients through our cloud-based shift matching online system. We manage placement and payment and report on all shifts requested and filled.

NHS Professionals recruits more NHS staff than any other organisation. We typically add more than 2,000 flexible workers to our bank every month, all fully compliant with NHS Employment Check Standards. In the year between April 2014 and March 2015, our registered bank workers filled more than 2.2 million shifts for our clients.

Because we directly employ bank and locum staff, our managed service is demonstrably more cost-effective than a comparable in-house bank. We don't set pay rates, but we know that flexible workers have choices. That's why we encourage our clients to set competitive pay rates that optimise bank-filled shifts and minimise agency usage.

The comprehensive management information we provide covers every shift requested and worked across the Trust. One set of monthly reports gives clients the evidence they need to review, understand and manage shift demand across the whole Trust.

And unlike privately owned staffing agencies, NHS Professionals is a managed service provider, wholly owned by the Secretary of State for Health, so all profits are reinvested in growth to save money for the NHS.

Run by the NHS, for the NHS.

Our proposition

The service provided by NHS Professionals enables Trusts to plan their workforce requirements efficiently and cost-effectively. We give our clients accurate insight that helps them to measure, understand and control their demand for additional hours. This allows them to manage the natural fluctuations in their substantive workforce and react to exceptional or unusual demand patterns.

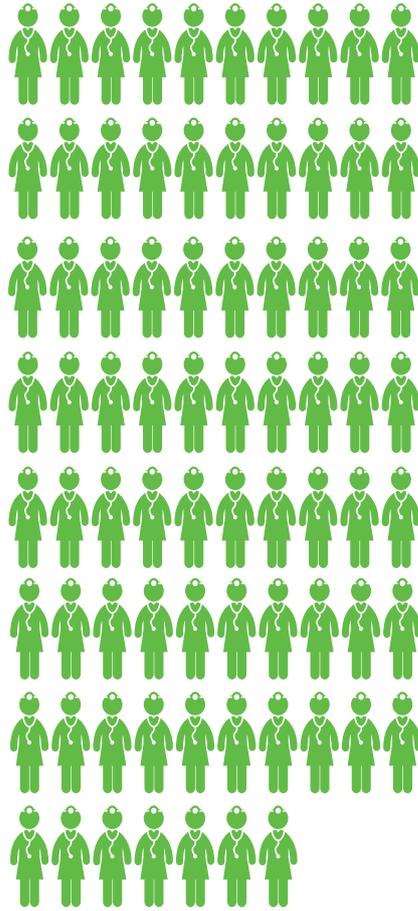
Most important of all, we provide the right people, with the right skills to fill those requirements safely. As part of the NHS, we share common values with the NHS Trusts that we serve, putting patient care above everything else. We continue to expand the people available through the bank by recruiting experienced bank staff both locally and internationally and by developing valuable healthcare assistants new to the NHS.

NHS Professionals manages temporary and flexible worker banks for NHS Trusts.

We take responsibility for recruitment, placement and payment of our clients' bank and locum staff.

Our aim is to help Trusts deliver their service improvement plans by deploying a cost-effective, reliable and safe flexible workforce that saves money for clients while improving their bank productivity and performance.

An average of
77
 flexible
 workers
 registered
EVERY
DAY
 of the year
 (about every
18
 minutes)



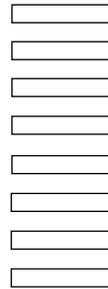
28,041 NEW BANK STAFF
 RECRUITED IN 2015



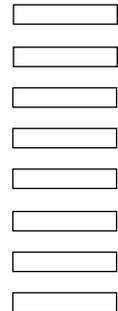
2,641 BANK STAFF TRANSFERRED
 UNDER TUPE FROM NEW
 CLIENTS DURING THE YEAR

28,041 NEW BANK STAFF RECRUITED
 DURING THE YEAR

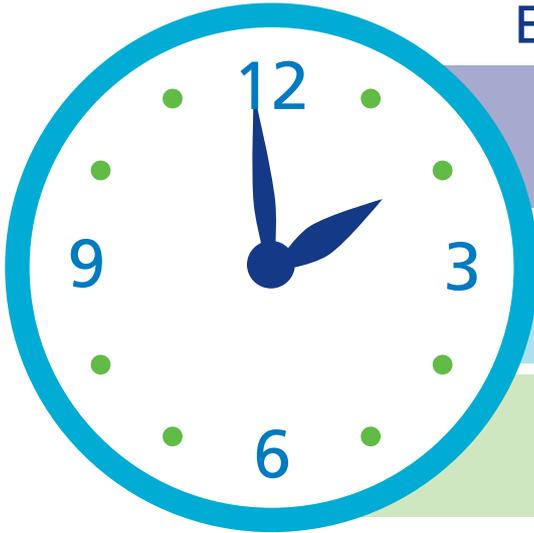
4.1
 MILLION
 shifts requested
3.3
 MILLION
 shifts filled



37.6
 MILLION
 hours requested
30.1
 MILLION
 hours filled



EU nursing bank hours delivered



2015

372,763
HOURS

2014

236,837
HOURS

2013

58,302
HOURS

Shifts worked by EU nurses

36,924
EU NURSES

2015

25,374
EU NURSES

2014

6,493
EU NURSES

2013



2015

775,501

Springboard
bank
hours
#delivered

2014

405,524

2013

22,0677

Shifts
worked
by
Springboard

92,379

2015

47,940

2014

2,763

2013

We filled

3.3 million

shifts during the year



A successful year

I am delighted to report another year of profitable growth for NHS Professionals. Revenue was up 9.8% to £341.5m (2013/14 £311.1m) and our retained surplus (EBITDA) grew 41.7% to £10.2m (2013/14 £7.2m). This increase has largely been driven by an improvement in gross profit margin which has exceeded expectations, driven by higher sales and a proportionate reduction in our cost of sales.

Three new clients joined NHS Professionals resulting in the transfer of nearly 3,000 bank workers under TUPE. We recruited more than 28,000 people, growing the bank to more than 70,000 flexible workers. Together with staffing agencies, we filled 3.3 million shifts during the year.

The market

The 'managed flexible worker services' category is now well established. We have seen many opportunities materialise where Trusts have been testing in-house service provision for "best value" against the variety of services now available in the market. However, at the end of the financial year, there was no procurement framework available for Trusts to use. This has been a significant handicap in growing and developing our client base and we anticipate a growing demand for the service which remains unfulfilled.

Demand

Demand for temporary and flexible working has been significantly affected by the many reports that were published during the preceding year. Restructuring front-line services has led to increased establishment and greater dependence on temporary staff to fill gaps during recruitment. Our NHS clients continue to face difficulties in recruiting nursing staff. Consequently, like-for-like demand from existing clients has increased by 18.5% over the full financial year.

Registered nurses and particularly nurses with specialist skills are in great demand across the country. This lack of suitably skilled nurses continues to have a disproportionate impact on service delivery and remains a key focus area for our recruitment activity.

In our National Trends market report, which covers like-for-like demand for nurses in bands 3 to 5, we have recorded an increase of 61% over the 24 months from April 2013. Over the same 24-month period, demand for nursing in Mental Health and Community Trusts increased by 54%.

Observations

With so few registered nurses available in the market place, many Trusts appear to be having difficulty recruiting qualified staff to fill these posts. Our own recruitment experience is that the supply is indeed very limited.

During 2014/15 we have implemented an internal action plan relating to the recommendations of reports issued by Francis, Cavendish, Keogh and Berwick during the year and we work closely with our clients to meet their changing needs. We have been making preparation for changes in the nursing environment, such as the implementation of the Care Certificate and the introduction of revalidation for Nurses and Midwives.

Filling gaps for clients

We have addressed the recruitment shortfall by building on our NHSP: *Springboard* programme which has now successfully recruited more than 500 registered nurses from European Union countries with equivalent nursing qualifications. NHS Professionals has been working with clients to recruit for their bank, but the vast majority go on to become full-time substantive staff at the Trust following completion of their 12-month contract.

Most of those who don't go into substantive employment either choose to remain on the bank or to relocate to another Trust in another area, often where there is an established community from their country of origin. To end March 2015, our EU nurse recruitment programme has delivered more than 373,000 hours of nursing care.

Over the past three years, we have also attracted recruited and helped train more than 1,500 Healthcare Assistants who have been successfully placed in our client Trusts. These are local people with a vested interest in their own community and an affiliation with their local Trust. They are often recruited for specific "hard-to-fill" locations and their contribution has in some cases been transformational for those units.

I am delighted that they have been so warmly received by the Trusts in which they work. In total, those new recruits have delivered more than 600,000 hours of nursing care in support of their registered colleagues.

Agency caps

We are aware of proposals by the Department of Health, Monitor, Trust Development Agency and NHS England to implement financial controls, given the current financial climate for the NHS. These proposals include implementation of a ceiling for spending on agency staff where an organisation is in receipt of financial support or breach of license; procurement through agreed frameworks, except in exceptional circumstances; and a shift-based day/hourly rate cap. We have assessed the impact of these proposals and do not feel that they will negatively impact our business.

Productivity

We have worked hard to increase the productivity of nurses registered with our bank. While we have been successful in some Trusts, there is no room for complacency. It appears that the pull of higher pay and plenty of opportunity from staffing agencies has attracted people away from the bank.

However, the introduction of the Training and Engagement Courses, which are designed to give newly registered bank workers all of the training they need, has resulted in a significant increase in the hours worked during the early engagement on the bank.

Over the course of the year we have seen evidence of an increasing number of bank workers choosing to work through staffing agencies. In some cases, we have seen Trusts so desperate for qualified nursing staff that they allow their own substantive staff to work additional shifts through a staffing agency in their own Trust. In such circumstances, the bank is not likely to be an attractive option.

Exploring New Channels

Throughout the year, NHS Professionals has developed its ability to engage with flexible workers through a variety of media of channels including social media. Approximately 10% of shifts are now booked by flexible workers through their mobile phones.

We expect to see further developments on this channel in the coming year, including release of a tool for ward managers to be able to request shifts and release flexible worker timesheets.

We have been developing tools which will allow us to promote specific work opportunities to bank workers. These are proving to be highly specialised developments, requiring application of complex business rules and we expect these to come on line during the next financial year.

Development work continues on partnership websites for each client Trust. Each will allow bank workers easier recruitment access for roles in their local area and provide a portal for the local NHS Professionals team to collaborate with the Trust.

Doctors

Our doctors business continues to make progress. We have now commissioned a procurement process to develop a new set of online tools for processing locum doctors' compliance records, experience and validation history. This will help reduce the time to recruit new doctors to the bank and speed the deployment process for Trusts.

Admin & Clerical

Admin & Clerical bank staff are an important part of what we do for clients. While not clinical in nature, many have specialist skills that can be relatively hard to find. Placements also tend to be for longer, continuous periods of work, which is not necessarily attractive to many bank staff who may be looking for work that fits their lifestyle needs. However, admin & clerical placement represents approximately 8% of our revenue and is an area we will be targeting for improvement in the year ahead.

Other staff groups

Staff banks are not nearly as well defined outside of the nursing profession. Areas such as Allied Health Professionals and Healthcare Scientists are much more used to simple overtime. So the introduction of a bank concept can bring some initial difficulty. More recent implementations have recognised this fact and sought to engage those staff groups earlier in the process.

The Partnership Websites will allow us to engage across different stakeholder groups right from the start of each new implementation. These platforms will allow Trust-employed staff easier access to join the bank and help make it clear which roles we are recruiting for in that Trust to save people wasting their time registering when there is unlikely to be work available.

The Project Management Office (PMO)

Continuous improvement is a way of life at NHS Professionals, resulting in multiple simultaneous development initiatives. Some of these initiatives have become full blown projects in their own right. To maintain control over how we prioritise projects and deploy resources, we have established a Project Management Office, coordinated by our senior project managers. This has already delivered benefits in helping us focus development effort on those projects that will support our clients and help us deliver more effectively.

Quality standards

Patient safety is not something we take lightly. Maintenance of quality standards in line with the rest of NHS is core to our business.

All new corporate staff are given a full induction programme that helps them to understand the importance of their role in maintaining standards of care. Their diligence, whether recruiting new bank and locum staff, validating timesheets or reviewing compliance records remains a vital part of our service.

Senior Management Team

During the year, it has been my great pleasure to see the emergence of a group of senior staff who are taking increasing responsibility for day-to-day running of the business, under the direction of the Executive Management Team. That team now has a clearly established remit and reporting responsibility. This new structure will allow us to be more agile in our response to client needs and expectations.



NHS Standards and Values	Honesty and Integrity	Service excellence	People	Working in partnership	Always deliver on our promises	Your Trusted Advisor
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The **NHSP WAY** was developed by the Senior Management team. It represents a set of core values that employees of NHS Professionals should demonstrate in our behaviours and interactions with all stakeholders.

These core values provide guidance for all staff and support our strategy, shape our culture and describe 'the way we do things around here'.

They are the essence of NHS Professionals' corporate identity – the principles, beliefs and philosophy of how we operate.

Systems development

It should be clear from the foregoing that we have been investing very large sums in our systems. We have adopted an approach which identifies those investments which are enablers that we must put in place in order to be able to deliver transformational projects.

As a consequence, it often seems that a great deal of effort has been expended for limited return; but these enabler projects deliver essential building blocks for our future. NHS Professionals is essentially an e-commerce platform for many of our clients and we simply have to be in a position to compete effectively for their business. That means the right systems, with the right user experience at every level.

Secure, robust, resilient

Right at the heart of our investment programme this year has been work on our core systems infrastructure. With 25% of the NHS depending on NHS Professionals for its bank and locum services, it is essential that we are able to maintain uninterrupted service 24 hours a day, 365 days a year. And when the unthinkable happens, our systems have to be robust enough to cope with problems and resilient enough to allow us to reinstate them with minimal disruption.

Throughout the year we have engaged specialist consultants in systems security and in business continuity. Ethical hackers have conducted probing tests on our security measures to ensure we can deal with cyber threats. In the year ahead, we fully expect to attain our 'Cyber Essentials' accreditation that will demonstrate the measures we have taken.

Business Continuity

All systems fail sooner or later. This year, NHS Professionals systems have been tested in many ways and we have identified a number of investments which we consider essential to ensure that we can continue to deliver a service to the NHS at all times.

We have stepped up our investment programme to deliver a 'military-grade' infrastructure: hardware redundancy; backup datacentres; remote working; and business continuity fallback facilities.

We believe these measures are essential to support our clients when they most need us. This is no small investment and far exceeds the capabilities of most organisations, not just our competition.

The future

In the years ahead, we expect to see the benefits of our hard work in developing new systems and better user experience for the many people who use our services on a daily basis.

Our senior staff are benefitting from investment in leadership training that will help them lead both the organisation and our clients into a brighter future, with much less dependence on agency staff.

The Secretary of State has announced plans to cap agency rates and set maximum limits on Trusts' agency expenditure. We welcome these developments and will be at the forefront of their implementation, supporting our clients, exposing the costs and guiding them to better ways of managing temporary staffing requirements.



Stephen Dangerfield
Chief Executive

NHS Professionals manages flexible worker banks for NHS Trusts. We take responsibility for recruitment, placement and payment of our clients' bank and locum staff.

Our aim is to help Trusts deliver ever more challenging service improvement plans by deploying a cost-effective, reliable and safe flexible workforce that saves money for clients while improving their bank productivity and performance.

We are immensely proud of our flexible workers, all of whom provide an important service for the NHS. They all have to be fully compliant with NHS Employment Check Standards and registered with the bank before they can book themselves into assignments requested by our clients. We help ensure that they remain ready and available for work opportunities by monitoring their continued compliance with clinical governance requirements, including mandatory and statutory training.

NHS Professionals has an excellent track record of helping NHS Trusts to merge their temporary workforce banks by harmonising policies, procedures and pay rates. Our workforce consultancy and project management capabilities are core strengths.



Why NHS Professionals

WORKS

Managing flexible workers

People are our business. NHS Professionals currently has more than 70,000 flexible workers registered to its bank. They provide essential shift cover for our NHS clients to help them deliver safe, efficient and effective health services. More than half of them are working additional hours at their own Trust. As you would expect from a flexible workforce, they don't all work at the same time. In any one week we would expect to payroll around 20,000 people.

Recruiting the best

NHS Professionals recruits flexible workers through an automated eRecruitment system. We track online applications at every stage of the process and interview all successful candidates face-to-face.

Training the best

A cloud-based online learning service helps us to meet the unique challenge of providing learning and development opportunities to a geographically dispersed workforce. It includes all of the statutory and mandatory training our bank workers need.

Monitoring behaviour

We help clients ensure maintenance of patient care standards by adhering rigorously to NHS Employment Check Standards, and making use of NHS intelligence to maintain vigilance, monitor performance and exclude unsuitable practitioners.

Encouraging self-service

We have invested in a highly efficient, online and largely self-service operations centre, manned 24 hours a day, every day of the year. This supports our expert service management teams in the field, based at client sites.

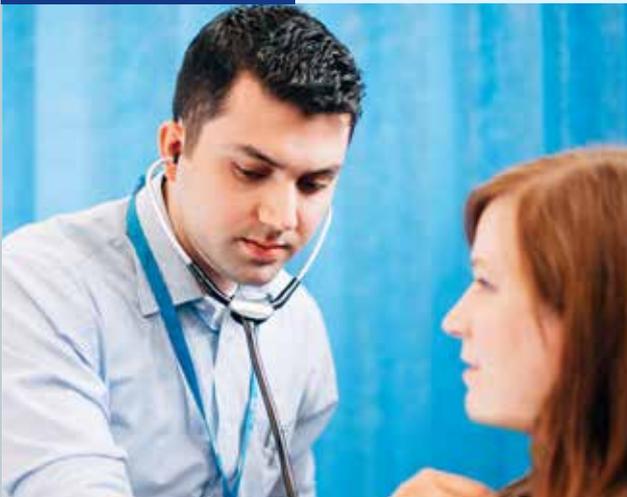
Nurses



Midwives



Locum Doctors



Allied Health Professionals & HCS



Administrative & Clerical



Ancillary, Facilities & Estate



Cost-effective staffing

NHS Professionals is not a staffing agency; we provide managed bank and locum services for NHS Trusts. As an integral part of the NHS, our business model accurately reflects the true cost of running temporary bank services and removes many of the obstacles and costs associated with commission based pricing used by staffing agencies.

Management fee

Based on the forecast cost of operating the service

Bank transaction charge

Based on the variable costs related to each shift (e.g. payroll processing charge)

Agency transaction charge

Based on the charges for verifying timesheets and processing agency invoices

This charging model offers a number of advantages for NHS clients. The total cost of running the bank is more transparent and predictable for the Trust compared with an in-house bank solution. It allows the Trust to fill unexpected demand peaks at relatively low cost and offers a single inexpensive platform for all temporary working. It also reduces administration of agency invoices and helps prevent fraud by tackling it at source.

We employ the bank

NHS Professionals employs the bank staff so that the Trust doesn't have to. This means we take responsibility for all back-office administration. Behind the scenes, our specialist teams manage recruitment, HR, payroll, income tax, National Insurance, holiday pay, sickness-absence, pensions management and performance management.

Compliance teams ensure that clinical governance compliance is maintained and manage complaints and incidents involving bank workers. We also ensure bank workers operate within each Trust's implementation of Working Time Regulations.

And because we are responsible for employment on-costs, it also means that our client Trusts save money. They save on Employers' National Insurance contributions for every substantive employee operating through the bank and reduced employer pension contributions for Bank Only workers engaged directly by NHS Professionals.

These are automatic, structural savings only available because we employ the people working through the bank.

Our strategy

Our vision for the business has been developed with the help of our sole shareholder representative of the Department of Health and with clients through the NHS Professionals Client Board.

The service that we provide to the NHS delivers considerable savings for our clients. NHS Professionals is a volume-based business, operating on lean margins. Development of our core services along with attractive value-added services has to be managed within strictly limited financial constraints.

Managing workforce costs is a key issue for the NHS and as the largest healthcare staffing business in Europe, NHS Professionals has an important part to play in both shaping the temporary workforce market and in helping our clients to reduce their need for temporary staffing to a sustainable level.

We have invested more than £1 million to ensure system reliability

Business continuity assured

In the last year, we have invested more than £1 million ensuring that the bank management systems that we use to support our NHS client Trusts are sufficiently robust to withstand both deliberate cyber attacks and hardware failure. We have also invested in business continuity infrastructure to be able to maintain our core service in the event that our primary facilities become inaccessible.



Service delivery

Nothing to install, upgrade or maintain

Our many clients have very diverse IT infrastructures, so we like to keep it simple. We believe that a cloud-based service platform helps keep infrastructure costs down. Because it is accessed over the internet via a browser, there are no systems to buy, develop or support. Consequently the Trust IT department isn't usually involved in the process.

Capital investment in IT systems is difficult for NHS Trusts. Because our services are cloud-based, the Trust has no capital investment in the bank service platform, and pays no licence fees, no upgrade costs and no on-going maintenance fees. We continually invest in our service delivery platform, regularly upgrading and developing our systems to ensure that they continue to meet our clients' needs.

No bank team to manage

Our front-line service team is focused on satisfying our client's temporary workforce needs. We hire them for their service ethos, train them in the NHSP service methodology and embed them within our clients. We support them with on-site client management teams and our National Service Centre manned 24 hours a day, every day of the year.

Maintaining continuity of service

I am pleased to report that despite intermittent issues, no serious system outages were visible to our clients or bank workers during the year.

Recommendations on our business continuity plans have been implemented and tested.

Robustness of our IT delivery platform and resilience of our business processes is now sufficient to cope with identified risks.

Across the full year, NHS Professionals core systems were available 99.56% of the time, with an average response time of 0.53 seconds. However, we are not complacent. We will do our utmost to keep our systems operating at all times. But should there be a problem, we are now in a much stronger position to maintain and restore service and support our clients.

Reducing costs

The NHS Professionals employment model, the management information and guidance we provide and the Agency Support Service are all designed to help NHS Trusts contain and reduce the cost of meeting their contingent workforce need. However, saving money is only part of the equation.

NHS Professionals service is not mandated, but is available to all NHS Trusts. Members of our business development team are skilled in looking for ways to help prospective clients engage their existing bank service. We want to help improve clinical governance assurance for the Trust while identifying opportunities to reduce demand for expensive agency staff.

Workforce Insight

Since 2012, we have seen a steady increase in the demand for temporary staff across our NHS clients. We understand the many reasons behind this, but part of our remit is to help Trusts ensure that their temporary staffing requirements are necessary. At the heart of this issue is the quality and effectiveness of the substantive staff roster.

Recently we have invested our extensive knowledge of workforce issues - substantive, bank and agency - into a Workforce Consultancy service. Operated and managed by senior clinicians and supported by trained project managers, the Workforce Insight team provides advice and support to NHS Trusts concerning their roster quality. Early indications are that the team have been successful at identifying underlying roster issues that not only contribute to increased demand for temporary staff but could also be the key to releasing significant savings.

Commitment is everything

Everything we do, we do for NHS clients. Every penny we invest, we invest for our NHS clients. And every improvement we make helps our clients get the best from their bank and locum service. We believe that a single centralised booking platform across the NHS, supported locally by local people, is the key to a successful bank operation. That's our core business - we do it so that our clients don't have to.



Investing for the future

Over the last two years, we have continually invested in development of our core systems to improve the way they support clients, ward managers and flexible workers. Many of the developments were proposed by our Client Board.

In the past year, we invested in:

- Keeping flexible workers informed about relevant work opportunities
- Improving the service experience of Trust-based users
- Improving recruitment and retention of bank and locum staff
- Expanding our international nurse recruitment
- Growing our development programme for Care Support Workers
- Rolled-out face-to-face training and education centres for new bank recruits

- Development of a new CRM platform to improve engagement with flexible workers
- Development of localised partnership websites focused on individual NHS Trusts
- YourView 360° feedback for client Trusts
- Integration with eRoster systems used by our clients
- Enhanced substantive recruitment processes

Some of these developments have already been deployed, some are still in progress and some are being tested in pilots with clients. Over the course of the year we have established a Project Management Office to ensure that developments to processes and systems are synchronised and aligned with our business needs and available resources.

In the year ahead, we will continue our investment with more than £1 million ear-marked to improve how we engage with clients, ward managers, flexible workers and recruitment candidates in all areas but particularly in recruitment and placement of locum doctors.

These investments are translated into specific projects, all of which are fully provided for in our business plan:

- Improve our engagement with and relevance to bank and locum staff registered with us
- Develop new mobile applications for ward managers
- Introduce self-service reporting tools for Trust leads
- Enhancing our ability to monitor rates and performance of preferred staffing agencies to ensure compliance
- Development of a new locum doctors platform



Clinical Governance is recognised throughout the NHS as a fundamental part of delivering safe and effective care and services. The principles of clinical governance apply to all who provide or manage patient care, including the staff who deliver those services.

Maintaining a governance culture in NHS Professionals provides assurance to both our clients and flexible workers and is a core focus for our Board. Our Clinical Governance Strategy demonstrates our commitment to providing a high quality, safe and accountable service.

One of NHS Professionals' key roles is to lead the development of clinical governance across the flexible worker provision to the NHS. We do this by developing robust clinical governance for the services we manage and by using our experience to influence standards across the whole NHS wherever possible. Our clinical governance targets have been maintained during a year of the highest demand for our services to date.

Our strategy also supports client Trusts by providing assurance of our clinical governance systems, helping them to meet the requirements of Regulators and their safe and compassionate care objectives.

This year we have built on the achievements following the implementation of the Francis Report recommendations and continue to embed the 6Cs in all we do.

NHS Professionals will continue to work in partnership with NHS Clients as trusted advisor, developing the strategic partnership model of relationships which support their needs.

Professor Elizabeth Robb O.B.E
Non Executive Director

Anne O'Brien
Director of Clinical
Governance & Operations

Clinical Governance in NHS Professionals

The Clinical Governance Strategy demonstrates a continued commitment to clinical governance and the desire to provide a high quality, safe and accountable flexible worker managed service across our client Trusts.

It brings the quality and commercial agendas more closely together by integrating this ‘binocular’ view more deeply into the organisation’s people and also supports governance processes across the organisation. We see this integration of agendas as a ‘twisted rope’; each strand coming together to combine to make a stronger entity better able to meet the demands of the wider NHS and care system.

Care Certificate

NHSP has introduced a health care support worker (CSW) development programme which provides an opportunity for people without formal care experience to receive training and supervision and so become a flexible worker CSW. NHSP is ensuring, using guidance and support from Skills for Health, that this programme includes all 15 standards of the Care Certificate.

Currently there is no requirement to train existing CSWs and so NHSP are reviewing the assessment criteria used during the recruitment process to demonstrate that all candidates have met the requirement.

The Knowledge Based Assessments (KBA) and the content of the Training and Engagement Centre (TEC) have been mapped to the standards of the new care certificate. This enables assessment of new applicants (other than joining NHSP via the CSWD route) thus making sure that the skills and attributes brought by previous experience meet the required Care Certificate standards.

NHSP will be providing all CSWs with the care certificate workbook provided by HEE on registration with NHSP. We are also developing a competency checklist using the practical aspects of the 15 standards which CSWs will complete during assignments.

Strategic clinical governance aims

To ensure that all **corporate NHS Professionals’ staff** are aware of their particular contribution to patient safety and provide a high quality service.

To ensure that **clinical staff** who enter the flexible staffing market, and are placed in patient care through NHS Professionals, are deemed safe and fit for purpose.

To ensure that appropriate **flexible workers** are placed to fulfil requests for staff, and that those workers are, and remain to be, **competent practitioners** in whom managers in Trusts can have confidence.

To assist **client Trusts** in the achievement of their clinical governance objectives and assessments by demonstrating the quality assurance of NHS Professionals’ services and using the unique insights flexible workers have into the quality of services to support organisations in **identifying areas for improvement**.

Clinical governance principles

Clinical governance is integral to all our activities, processes and procedures

NHS Professionals must be a transparent, open and learning organisation where incidents are fully investigated to prevent recurrences and ensure that people are dealt with fairly and appropriately

NHS Professionals works collaboratively with client Trusts to protect patients and improve their care.

NHS Professionals continues to lead thinking on all aspects of clinical governance

Nurse Revalidation

The Nursing and Midwifery Council (NMC) are currently piloting the proposed model for revalidation for registered nurses (RNs) and midwives (RMs). The learning from the selected pilot sites, which began earlier this year, will guide the national implementation for revalidation. This is currently scheduled for 31 December 2015.

NHSP is making sure it is ready for this important development by developing a placement testimonial document and ensuring that all flexible workers who receive positive feedback via our performance evaluation system receive a congratulatory letter which can then be used as supporting evidence.

Supervision on assignments will continue to be the responsibility of the Trust as is currently the case. NHSP will support any targeted clinical supervision which the Trust may wish to implement. Once the revalidation model is finalised by the NMC, we will review any further implications for NHSP and the Trust - such as the requirement for third party sign off. The challenges of this requirement for the flexible workforce were fed into the consultation process in 2014 and we have established links with the Revalidation Lead at the NMC to ensure that this is considered during the current pilot phase.

Performance Evaluation

Underpinning the clinical governance strategy are the behaviours reflected in our Flexible Worker Values system. These values are assessed in our recruitment process.

Caring

The Flexible Worker...

- 1. Maintains the dignity of patients**
- 2. Meets the physical needs of patients**
- 3. Keeps patients safe from harm**
- 4. Engages with and talks to patients**
- 5. Anticipates the needs of patients**

Reliable

The Flexible Worker...

- 1. Attends on time for shifts**
- 2. Does not cancel booked shifts**
- 3. Demonstrates awareness of their limitations within their role**
- 4. Reports any concerns promptly**
- 5. Can be trusted to carry out tasks with only indirect supervision**
- 6. Maintains a good standard of record keeping**

Professional

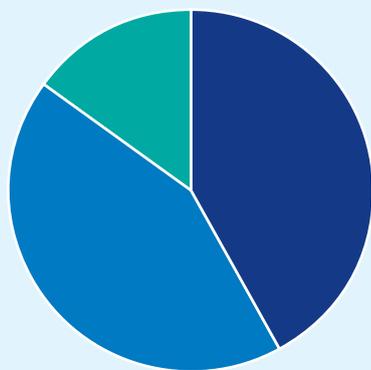
The Flexible Worker...

- 1. Arrives for duty wearing appropriate uniform**
- 2. Is calm and approachable when dealing with difficult situations**
- 3. Acts as a role model for others**
- 4. Demonstrates a high level of knowledge and skills**
- 5. Is willing to learn and develop new skills**

NHS Professionals has an online performance evaluation process developed to support our value system for flexible workers being caring, reliable and professional based on the Knowledge and Skills Framework. It enables Trust staff to provide feedback on areas where flexible workers are performing to a high standard, as well as those needing further training and support.

A robust programme of remedial action is available to support individual development and personal responsibility such as completion of a communication self-assessment tool, reflection or completion of the "Compassion and Dignity for All" online module.

The following chart demonstrates the volume of feedback received during the year, with 99.88% described as satisfactory, good or excellent:



About Clinical Governance in NHS Professionals

- Our purpose is 'to provide the people who care for people' and that safe and high quality patient care is paramount.
- Clinical governance has a board level focus, and is a focus for the organisation's entire workforce.
- We never sacrifice safety and quality for cost considerations. We combine NHS values with financial value for clients.
- NHS Professionals has 'gold standard' compliance with NHS clinical governance requirements in the recruitment and management of flexible workers, endeavouring only ever to engage the right people.
- Our own governance standards are coterminous with those of our NHS Trust clients.
- NHS Professionals is continually learning and improving and welcomes all feedback from all sources. We develop new means and measures to capture safety and quality data.
- As part of the NHS brand, our organisation proactively learns from national safety and quality reports, embedding relevant recommendations in the development of our services.

Locum Doctors

Locum doctor competence issues are investigated by the Clinical Governance Manager for Doctors, with support from the Medical Director (Responsible Officer), often in partnership with the Lead Consultant or Clinical Lead of the department in the Trust where the concern has been raised.

NHS Professionals aims to monitor contemporaneous performance by the End of Placement Reporting system.

'End of placement' reports are important in monitoring the medical locum workforce by the GMC as part of revalidation. We will encourage more NHS clients to follow this process in the year ahead. We work in close collaboration with the GMC and other health organisations, sharing information through responsible officer networks and refer Locum Doctors to the General Medical Council (GMC) where appropriate.

In 2014, we enhanced our Medical Advisory Group (MAG) of senior consultant clinicians covering specialities in many key areas from Trusts across England. The MAG consultants were chosen for both their clinical expertise and also for experience at Royal College and Deanery level.



| Each NHS Trust has its own unique

complex workforce and its
contingent workforce needs are
also unique

Staff groups

Nursing, locum doctors, admin & clerical and allied health professionals remain our core staff groups. Increasingly we provide a growing number of support staff covering estates, kitchens, cleaning and security. Our core markets continue to be our key focus. Our locum doctors business is now beginning to develop according to plan and we will continue to invest to ensure that we have a strong bank to support clients as part of an "all staff groups" model.

Client sectors

We support secondary care providers delivering acute services, mental health and community services across the country.

Mental health and community Trusts

We currently support 14 mental health and community client Trusts, representing approximately 25% market share.

Acute trusts

At the end of March 2015, NHS Professionals supported 41 acute client Trusts representing approximately 25% market share.

Advising on pay

NHS Professionals does not set pay rates. We advise each client Trust on local recruitment market conditions and implement the pay rates they set for specific roles in their Trust, consistent with the NHS Agenda for Change pay structure.

Trusts have been experimenting with changing bank pay with mixed results. It is clear that increasing pay rates can be effective but only as part of an overall recruitment and retention strategy combined with a range of other supporting measures.

As trusted adviser, supported by our regional teams with experience across a range of health economies, the local NHS Professionals client teams are ideally placed to provide this support.

About flexible workers

Every worker who is registered to the NHS Professionals Bank has a choice of whether to work additional hours, where to work and when. To meet the growing demand for bank and locum staff, our offer must remain attractive to allow us to recruit and retain the kind of people needed to support our NHS clients and their patients.

We strive to differentiate NHS Professionals from the flexible worker perspective. We aim to provide them with the best possible flexible working experience we can deliver. Our engagement with our bank workers is continuously improving, to help them find work opportunities that meet their individual needs. We are committed to improving the experience of new recruits, reducing attrition and enhancing the relevance of our offer to bank and locum staff.

Developing our supply chain

Throughout the financial year 2014-2015, we have continued to increase the supply of clinical staff working in the NHS through our advanced workforce programmes.

We recruit qualified nurses from selected EU countries and have developed Trust-supported training programmes to develop new healthcare support workers.

At the end of the financial year we had recruited 216 (2013/14: 196) non-UK trained nurses into the NHS, working fixed-term placements on behalf of clients.

NHSP: *Springboard* helps Trusts whose local supply of trained and experienced care workers has been exhausted. We recruit, screen and place candidates in tailored development programmes for more than 20 participating NHS Trusts. We recruited 589 new candidates to the programme during the year (2013/14: 365), and by the end of March 2015 a total of 424 had successfully completed the *Springboard* programme and were deployed in client Trusts.

The programme has been successfully extended to include trainees for mental health services. NHSP: *Springboard* continues to provide our clients with a steady flow of trained, experienced health care support workers.

Working with staffing agencies

In an ideal world, agency staff should represent a relatively small part of the NHS temporary workforce, covering around 5%-10% of available shifts in hard-to-fill areas, subject to seasonal pressures. Changes in the staffing requirements of NHS Trust clients since 2013 have led to a surge in substantive recruitment and a rapid increase in demand for temporary staff. This demand has created new opportunities for staffing agencies. Along with inflated pay rates they are able to virtually guarantee shifts for agency staff. The attraction of higher hourly rates, paid expenses and readily available work has created compelling opportunities for NHS staff to work outside of the NHS.

It is part of our role as service provider to understand the dynamics of the local recruitment market and help direct clients towards pay rates that will discourage NHS staff from working through staffing agencies. But these have the best chance of success when supported by a range of other local actions recommended by the local NHS Professionals team. Their knowledge and access to wider experience can help tailor workforce programmes to meet the Trust's specific needs.

But it's not just about pay rates: bank workers are volunteers who can choose where and when they work, and for whom. The quality of the work environment and their personal job satisfaction are important factors in the decision of where to work. Bank workers who are recognised as part of the Trust team, whose work is valued and who have access to local benefits are easier to retain and less likely to choose agency work in another Trust.

There is no doubt that, at March 2015, staffing agencies have now become an integral part of the NHS workforce. We work with them to support our clients, to provide some reassurance that agencies are fit for purpose and confirm that their invoices are accurate.

The **Agency Support Service** and **Agency Partner Programme** are designed to address these issues.

National Agency Rules have been recently discussed by the Secretary of State that might impose caps on agency expenditure. This would create a compelling event for all NHS Trusts enabling them to take control of escalating agency costs by working together within a set of agreed national agency rules. We look forward to seeing this enacted.

Agency Support Service

This is designed to ensure that staffing agencies use accurate timesheets to create accurate invoices. Used properly, NHSP:Online has visibility of all shifts worked by both Bank and agency. The system automatically generates agency e-timesheets for authorisation by the requestor. The timesheets are used to generate agency invoices which can then be easily validated for accuracy prior to payment. Agency invoices are consolidated and presented to the Trust for payment.

Agency Partner Programme (APP)

This allows client NHS Trusts to benefit from reassurance on participating agency's clinical governance standards as NHS Professionals will calibrate their recruitment processes in line with NHS Employment Check Standards. They will also offer competitive charge rates to Trust clients participating in the programme. Participating agencies not only benefit from greatly reduced administration expenses, but also better visibility of key opportunities to support our clients.

Trusts in the North West of England have been using APP very effectively since 2013 to create local market conditions that control agency costs in general nursing resulting not just in significant savings for each of the five Trusts involved but also stabilisation of the bank and agency workforce.

Enhancing patient safety

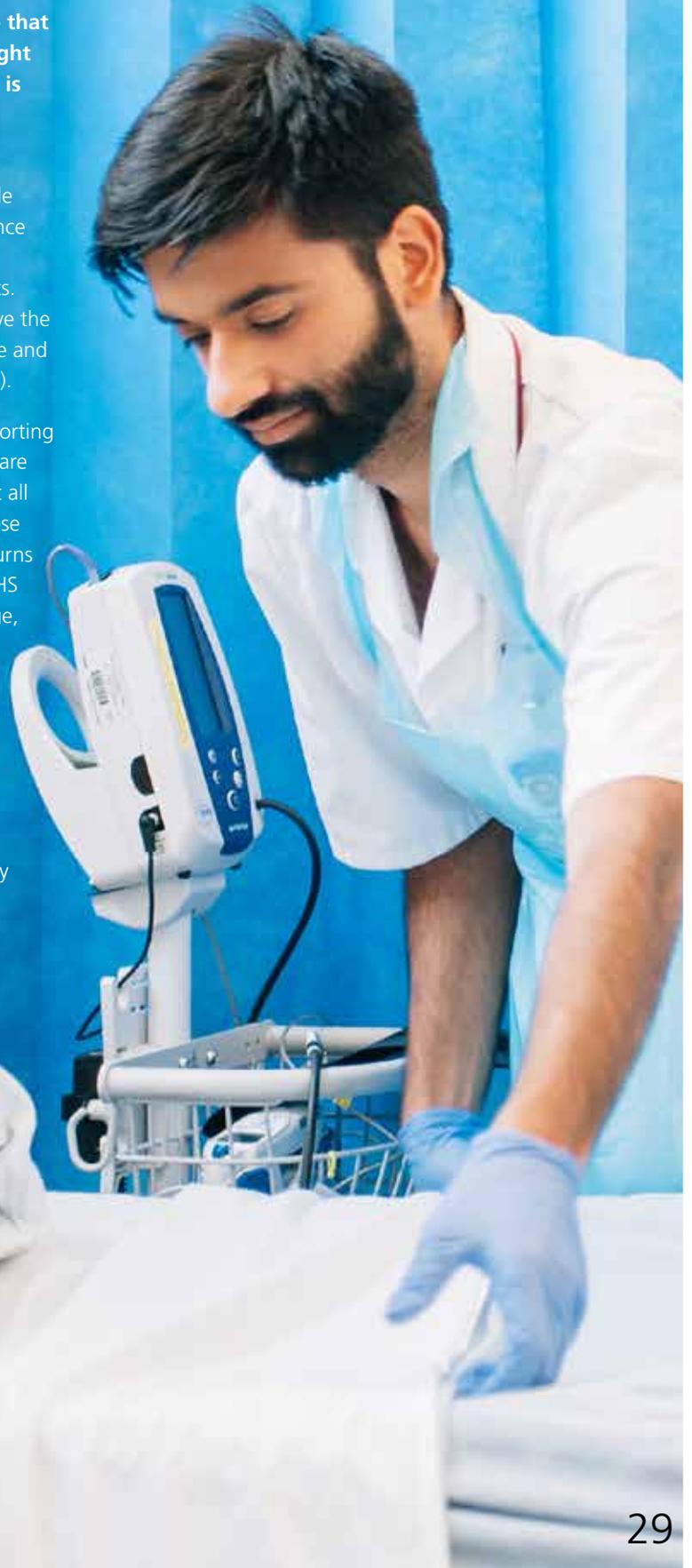
As the biggest employer and recruiter in the NHS, patient safety is our primary concern. We want to make sure that the people we place are the right people, with the right skills and experience. In a clinical environment, there is little margin for error.

Our registration process closely follows the published NHS Employment Check Standards. This ensures that the flexible workers we recruit have the appropriate skills and experience for the role in which they will be placed. Most will require Occupational Health clearance and knowledge assessments. We also check regularly to ensure that flexible workers have the right to work in the UK and maintain up-to-date Disclosure and Barring Service checks (previously Criminal Records Bureau).

A bank worker's presence in the Trust should help by supporting the Trust's patient care requirements. All of our bank staff are expected to be professional, compassionate and reliable at all times and our interview process is designed to confirm these values. We can't always be there when the bank worker turns up for work, but we do expect that when they wear an NHS Professionals' tunic, or carry an NHS Professionals' ID badge, their behaviour will reflect these values.

Keeping patients safe

Once cleared to work through the bank, every flexible worker's statutory and mandatory training is checked before they can book a shift. In addition, their working hours are continuously monitored to ensure compliance with European Working Time Regulations, local Trust policy and Home Office visa restrictions.



Executive directors



Stephen Dangerfield, *Chief Executive Officer*

With NHS Professionals since 2007, Stephen was appointed CEO in April 2011 after a period as Chief Operating Officer where he led the changes that improved client satisfaction and led NHS Professionals to maiden profits.

Previously Stephen worked as Finance and Accounting and Payroll Director for NHS Shared Business Services, the joint venture between the Department of Health and Xansa (now Steria). Stephen's previous experience encompasses shared services operations, retail, communications, and IT.



Anne Challinor, *Director of Client Relations*

Previously Regional Director, Anne was appointed Director of Client Relations in July 2007 to ensure that the front-line service delivery meets clients' needs in today's fast-moving NHS environment.

Anne has previous experience as Operations Manager for the MATCH Group.



Rob Clarke, *Director of Finance*

Rob was appointed Director of Finance for NHS Professionals in 2008, having previously been Finance Director of Thames Valley Strategic Health Authority, South Central Strategic Health Authority and Royal Berkshire Hospital.

Rob is a Fellow of The Association of Chartered Certified Accountants and a member of The Chartered Institute of Public Finance Accountants.



Anne O'Brien, *Director of Clinical Governance and Operations*

Anne joined as Director of Clinical Governance in 2008 and was appointed Director of Operations in 2012.

Anne's previous roles include clinician, programme management and policy development at a national level. She was previously Director of the Northern Ireland Clinical and Social Care Governance Support Team, the NHS Clinical Governance Support Team in England and the NHS Modernisation Agency.

Directors



Stewart Buller, *Director of Marketing and Communications*

Stewart joined NHS Professionals in 2010 and has more than 20 years' experience in managing communications strategies for organisations that specialise in outsourcing and managed service provision. He has held senior positions at major organisations including BT, Phoenix IT Group and Groupe Bull. Stewart is a Chartered Marketer and member of CIPR.



Georgina Dwight, *Commercial Director*

A registered nurse and registered midwife, Georgie joined NHS Professionals as Commercial Director in June 2012. She holds a Master of Public Health and has a clinical background in accident and emergency and intensive care. She moved into general management at the Royal Free Hampstead NHS Trust and became Director of Nursing at Hammersmith Hospitals NHS Trust. Georgie was subsequently appointed to the Department of Health as Director of International Recruitment for England. In 2001, she founded Translocation UK Ltd specialising in worldwide recruitment and workforce consultancy. Georgie has also held non-executive posts on the boards of Network Housing and London Strategic Housing.



Keith Nash, *Director of Human Resources*

Appointed Human Resources (HR) Director in 2009, Keith has previous board-level experience with Inchcape plc, Cable & Wireless Europe, Coca-Cola Enterprises, Land Securities Plc and MPS Group International. Keith's expertise is in leading complex change programmes, including mergers, acquisitions and joint ventures, with national and international governments.



Helen McGill, *Medical Director and Responsible Officer*

Helen was appointed Medical Director and Responsible Officer in 2011. Helen is trained in dentistry, medicine and law. She has recently retired from a large general practice where she was also a member of the Primary Care Trust executive. She was on the board of Bedfordshire and Hertfordshire Local Medical Committee and has been involved in representing local views at a national level.

Non-Executive Directors



John Flook FCCA, BA

A Fellow of the Association of Chartered Certified Accountants, John worked for the NHS from 1970 to 2003, including twenty years as a Director of Finance in North East England. John is a Lay Member for Governance of Darlington Clinical Commissioning Group, an independent Director on the Board of British Orienteering and an independent member of the Audit Committee of Sport England. He previously held Non Executive Board positions in several Health and Education entities, including the General Pharmaceutical Council and Counter Fraud and Security Authority.



Jill Robertson MBA, DipM, PGCE, BA (Hons)

Jill has held senior roles with major companies in the staffing sector. She was Chief Executive of three businesses within the Barkers Norman Broadbent Group (BNB Plc). Previously Jill held the position of Managing Director of Healthcare Recruitment for Select Plc, Strategic Marketing Director for Adecco UK and Divisional Director for Reed Employment Plc.



Prof. Elizabeth Robb O.B.E MA, BA (Hons), ADM, PGCEA, RN, RM

Elizabeth is a registered nurse and midwife, holds an MA in Nursing and is a registered midwifery teacher. She is a Visiting Professor of Leadership and Nursing Practice at London South Bank University. In 2009, she was awarded an Honorary Doctorate by Thames Valley University. Formerly Director of Nursing and Clinical Governance and Deputy CEO at East Somerset NHS Trust, and subsequently Director of Nursing and Deputy CEO at North West London Hospitals NHS Trust, Elizabeth is currently Chief Executive of the Florence Nightingale Foundation.



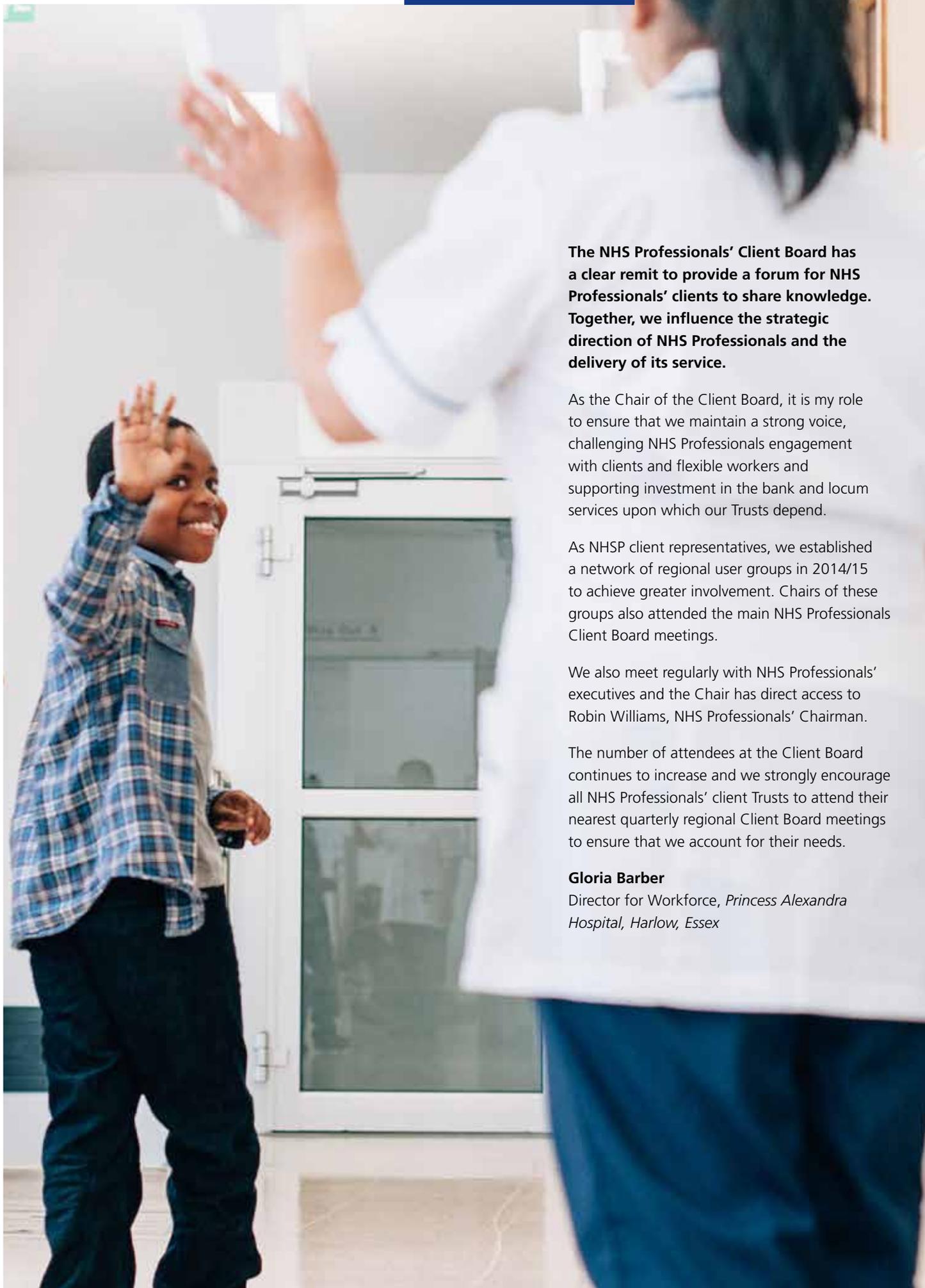
Keith Russell

Keith has held a number of senior positions including the roles of CEO for Transcom Worldwide (a publicly listed, global outsourced services business) and Operations Director for BSKyB. Prior to this, he worked for PolyGram Records and Electronic Data Systems and has developed his own IT business. He currently has a portfolio of non-executive, advisory and consulting positions.



Robin Williams MA, ACA (Chairman)

Robin co-founded Britton Group plc and was a director of Hepworth PLC with a leading role in its sale. Since 2003, he has had a number of Chairman and NED roles with private equity-backed, public and family owned businesses in a range of industries. He is on the Board of Xaar plc and other businesses and was Chairman of Bio Products Laboratory Ltd and DCI Biologicals Inc., both owned by the Secretary of State for Health, until their sale in July 2013. Robin was appointed chair of NHS Property Services Ltd in April 2014.



The NHS Professionals' Client Board has a clear remit to provide a forum for NHS Professionals' clients to share knowledge. Together, we influence the strategic direction of NHS Professionals and the delivery of its service.

As the Chair of the Client Board, it is my role to ensure that we maintain a strong voice, challenging NHS Professionals engagement with clients and flexible workers and supporting investment in the bank and locum services upon which our Trusts depend.

As NHSP client representatives, we established a network of regional user groups in 2014/15 to achieve greater involvement. Chairs of these groups also attended the main NHS Professionals Client Board meetings.

We also meet regularly with NHS Professionals' executives and the Chair has direct access to Robin Williams, NHS Professionals' Chairman.

The number of attendees at the Client Board continues to increase and we strongly encourage all NHS Professionals' client Trusts to attend their nearest quarterly regional Client Board meetings to ensure that we account for their needs.

Gloria Barber

Director for Workforce, *Princess Alexandra Hospital, Harlow, Essex*

Our performance - financial review

NHS Professionals delivered strong revenue and profit growth during the year. Turnover increased by 9.8% to £341.5m from £311.1m (restated) in 2013/14. We have re-contracted with 24 of our clients through the year, currently contributing annual revenues totalling £118m.

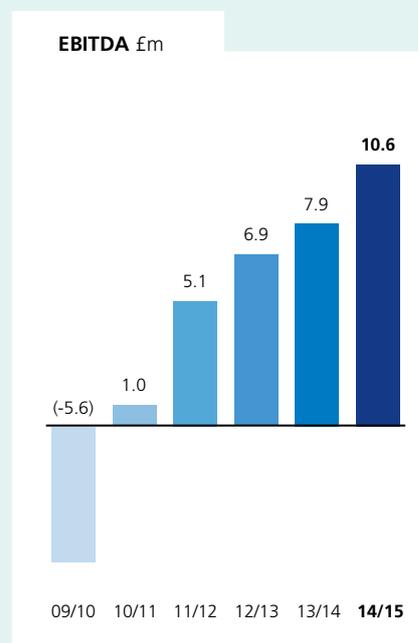
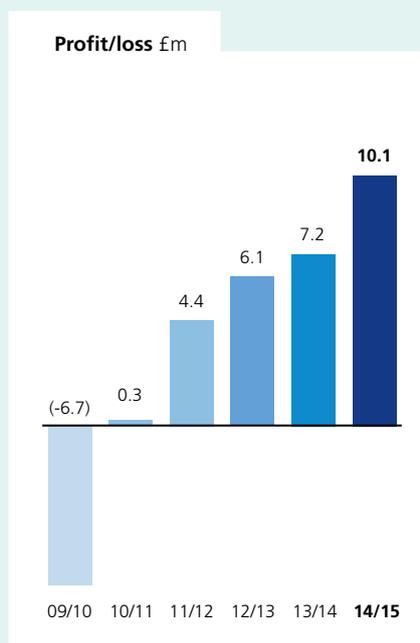
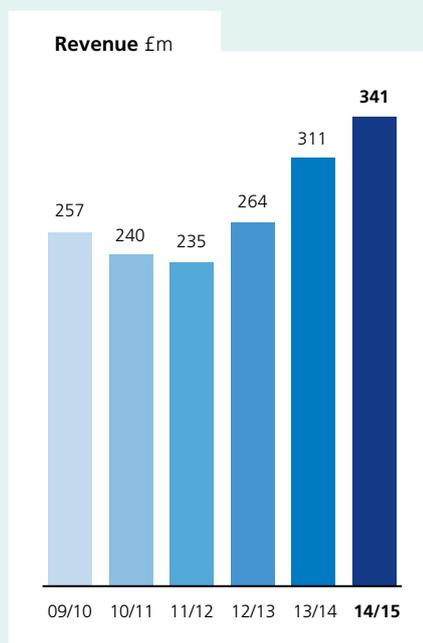
The rise in revenue contributed to higher profits. Gross profit increased from £39.8m to £45.6m, a rise of 15%. As a result, NHS Professionals reported earnings before interest, tax depreciation and amortisation (EBITDA) of £10.6m, an increase of £2.7m from 2013/14. This represented an EBITDA margin of 3.1% (2013/14 2.3%). Continued control of our administrative expenses led to profit before tax increasing by an exceptional 42%, from £7.2m to £10.2m.



The following statements give a summary of the financial performance of NHS Professionals Limited for the year ended 31 March, 2015. These are extracts from the full financial statements, which have been audited by Pricewaterhouse Coopers LLC and are available from Companies House or via the Company's registered office.

- Statement of comprehensive income for the year ended 31 March 2015
- Statement of financial position as at 31 March 2015
- Statement of changes in equity for the year ended 31 March 2015
- Statement of cash flows for the year ended 31 March 2015

Six-year financial performance improvement



Statement of comprehensive income for the year ended 31 March 2015

	Notes	Year ended 31 March 2015	Year ended 31 March 2014 Restated *
		£000	£000
Revenue	3	341,497	311,087
Cost of sales	4	(295,892)	(271,256)
Gross profit		45,605	39,831
Administrative expenses	4	(35,790)	(32,652)
Operating profit		9,815	7,179
Finance income	6	350	20
Finance costs	6	(8)	(3)
Profit before taxation		10,157	7,196
Tax expense	17	(2,134)	(1,602)
Profit for the year		8,023	5,594
Profit and total comprehensive income for the year		8,023	5,594

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

* Restated due to a change of accounting policy.

Statement of financial position as at 31 March 2015

	Notes	As at 31 March 2015	As at 31 March 2014
		£000	£000
Non-current assets			
Property, plant and equipment	7	1,445	1,290
Intangible assets	8	507	607
		1,952	1,897
Deferred tax	17	121	188
		2,073	2,085
Current assets			
Trade and other receivables	9	69,145	65,867
Other current assets	9	53,736	42,218
Cash and cash equivalents	10	20,172	11,806
Inventories	12	255	251
		143,308	120,142
Total assets		145,381	122,227
Current liabilities			
Trade and other payables	13	(41,835)	(24,554)
Current tax liabilities		(1,100)	(658)
Other liabilities	13	(57,683)	(49,467)
Provisions	14	(249)	(1,057)
Total assets less current liabilities		44,514	46,491
Non-current liabilities			
Other payables	13	(400)	(400)
Total assets employed		44,114	46,091
Equity			
Ordinary shares	11	20,000	20,000
Share premium	11	3,369	3,369
Retained earnings		11,445	13,422
Capital reserve	20	9,300	9,300
Total equity		44,114	46,091

Statement of Changes in Equity for the year ended 31 March 2015

	Notes	Ordinary Shares	Share premium	Retained earnings	Capital reserve	Total Equity
		£000	£000	£000	£000	£000
Balance at 31 March 2013		20,000	3,369	7,828	9,300	40,497
Profit for the year and total comprehensive income for the year		0	0	5,594	0	5,594
Balance at 31 March 2014		20,000	3,369	13,422	9,300	46,091
Profit for the year and total comprehensive income for the year		0	0	8,023	0	8,023
Dividend payable	11	0	0	(10,000)	0	(10,000)
Balance at 31 March 2015		20,000	3,369	11,445	9,300	44,114

Statement of Cash Flows for the year ended 31 March 2015

	Notes	Year ended 31 March 2015 £000	Year ended 31 March 2014 £000
Cash flows from operating activities			
Cash generated from operations	19	10,763	6,209
Interest paid	6	(8)	(3)
Tax paid		(1,626)	(2,001)
Net cash generated from operating activities		9,129	4,205
Cash flows from investing activities			
Payments for intangible assets	8	(185)	(47)
Proceeds from disposal of intangible assets		0	0
Payments for property, plant and equipment	7	(578)	(151)
Proceeds from disposal of property, plant and equipment		0	0
Net cash used in investing activities		(763)	(198)
Net cash inflow before financing		8,366	4,007
Cash flows from financing activities			
Proceeds from other borrowings		0	0
Net cash proceeds from financing activities		0	0
Net increase in cash and cash equivalents		8,366	4,007
Cash and cash equivalents at beginning of year		11,806	7,799
Cash and cash equivalents at end of year		20,172	11,806

A service in the public interest

Statutory background

Accounts for the 12 months ended 31 March 2015 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.

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. The objective of the transfer was to implement the optimum trading form for NHS Professionals, 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. It is funded through charges to clients within the NHS that cover the costs of acquiring flexible workers' services plus an amount to contribute to the operating costs of the organisation.

Impact on the environment

NHS Professionals has continued to invest in its programme of technology advancements this year, which limits the organisation's impact on the environment. Not only does technology make the service easy to use and accessible, it also limits our use of resources such as paper. The move to eTimesheets and ePayroll, in particular, further limits the use of non-sustainable resources. Our move to a single base also reduces our impact on the environment.

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