



NHS
Professionals



ANNUAL REPORT
2019-20



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Foreword by the Chairman

"It would be unthinkable to start this foreword without thanking the NHSP team, who have worked so hard and contributed so much to the Covid-19 crisis response of the NHS as a whole."

Thank you

This Annual Report covers April 2019 to March 2020 – a busy year in its own right and one that followed on from what I described in the previous report as "a year of change for NHSP". While this context should not be forgotten, it is impossible not to comment on Covid-19 at the outset.

The way the NHS Professionals (NHSP) team responded to the crisis and the importance of what has been achieved this year simply cannot be overstated. Staff supported the delivery of our service through the most difficult of times, remaining flexible, client-focused and positive throughout. Our on-site teams based at partner Trusts went above and beyond, despite understandable concerns for their own personal safety. Our support staff worked tirelessly as service demand rose to unparalleled levels. I am grateful to every one of our staff for their efforts, and I know our Board and our shareholder is too. Thank you for what you have each done.

Looking back

As we look back to the time before Covid-19, the decisions we made in the earlier part of 2019/20 on our strategic direction and priorities helped to provide a renewed sense of purpose and operational structure. Our Chief Executive Officer, Nicola McQueen, with the full support of the Board and a refreshed and energised management team, moved quickly to get the new strategy and priorities in place as the key drivers for the organisation. This allowed NHSP to adapt and respond incredibly quickly to a surging national need as we rose to the enormous challenges of Covid-19.

The development of our strategic programme, known in the organisation as Vision 2022,

has been led by Nicola and our senior leadership team together with the input of a very large number of our staff who drew on their experiences. Vision 2022 lays out our plans to optimise and expand our service offering, support the NHS Long Term Plan and NHS People Plan, meet the market demands of Trusts and our flexible workers, and proactively address NHS workforce pressures.

Coming into the pandemic, there was already a deep engagement with this vision across the organisation. People understood the strategy and how it would be implemented. This gave them the confidence and autonomy under pressure to prioritise and scale up our service delivery in the right areas, and hold back certain planned initiatives to help free up much-needed internal capacity.



“The agency premium is a huge drain on NHS funds. We are different to agencies and proud that our efforts across all fronts have reduced agency spend to near zero in some regions.”

Additionally, recruiting nurses and doctors from overseas to join the NHS is another component of our strategy to scale up. Not just on a short term basis, but for the long term as well. From delivering practical support in the months following arrival in the UK, to ongoing engagement that builds a lasting relationship. This offering has become a real cornerstone of our business and increased nurse numbers within the NHS.

Shared vision

Our transformation programme is ambitious and we aim to go further. We plan to offer new and different services, to collaborate with new partner Trusts and to develop cross-regional and even global working. We will continue to anticipate, listen, look at what is working and not working and make changes where we need to.

As a result of Nicola and the team’s shared vision and peerless execution, we are well placed to play a key role in the continuing Covid-19 response. During the site visits I made to Trusts during the pandemic, I was deeply impressed at the service and commitment I saw from the NHSP team. Our staff are inspiring and share a commitment to client service.

NHSP’s ability to deploy staff regionally, nationally and to Trusts where we had no existing relationship has been phenomenal. What’s more, to allow us to deliver workforce solutions to the NHS at speed, we have accelerated changes to our service that were already under way. We are confident we can deliver even more as the need for flexible workers nationally continues to increase, whether in individual client Trusts or across integrated care systems. I look forward to NHSP continuing to be an integral part of this – continuing in its mission to support the NHS.

Stephen J Collier
Chairman

NHS structures

We replaced our usual management lines and started operating in the same command hierarchy as the NHS and Civil Service. This allowed us to respond at pace to the pandemic and engage immediately across all fronts. As part of the NHS family, our move to this ‘Gold-Silver-Bronze’ command structure came naturally and allowed direct interface with parallel structures operating across our client Trusts.

At the same time we learnt important lessons, such as achieving the right balance between planning and action. Initially, the response was to just get on with it. The Board opted not to get too deep into the operational detail, trusting our executive team to get that part right – a decision vindicated by the rapid and successful response. As a Board, we recognised that we couldn’t legislate from the boardroom on how to respond to every element of our response to the pandemic. So our collective focus was on the wider elements: overall response strategy; prioritisation of initiatives and actions; and, critically, employee wellness and safety. And I am proud to say that as a result, our attrition rate remains very low, despite such taxing times and the pressures on all our staff.

Core purpose

Throughout the year, NHSP has maintained its core purpose. We understand what we are here to do – support the NHS – and where and how we need to be positioned to do this. Yet, how we achieve our purpose has changed over the years and where we are now isn’t the same as when NHSP was first established. Our role is to anticipate; listen to what our partner Trusts and Bank Members need from us; plan ahead; and collaborate with them to deliver it.

In line with this, a major change for NHSP has been the separation of front line delivery from client relationships. We knew that these two important areas required very different skill sets, even though both are undertaken at the front line of working with our NHS Trust clients. But we had little idea how much the division of rapid delivery and relationship management roles would support the pandemic response of the NHS, and enable such a quick step-up in front line deployment levels.

NHSP corporate staff numbers have expanded during the year, and important team members have also retired from the organisation.



I would like to personally acknowledge the contribution of Professor Elizabeth Robb OBE, who served NHSP for more than 10 years. Liz stepped into the role of Chief Nurse when

Juliette Cosgrove was seconded to Nightingale North West.



Megan Grant, Director of Service Design & Proposition, who was with NHSP for 17 years, helped to lay important foundations for our systems and their development at scale.



Nick Kirkbride, Interim CEO and then Non-Executive Director, is also to be thanked for a very significant contribution to the organisation during his years of service.



Foreword by the Chief Executive Officer

"Today, we have a bold and ambitious vision to transform the services we provide and the integral relationship we have with the NHS."

Although this is an annual report, I think it is fair to say no one could have predicted what the last 18 months has brought the NHS and the country. As I reflect back on 2019/2020 specifically, I am also very aware of the year that's to come. This report, perhaps more than any other, will consider how the decisions we made in the earlier part of the year affected the latter, and our response to Covid-19.

From a personal perspective, this year was my first as CEO of NHSP, after taking on the role in September 2019. I was extremely grateful to have been Interim Chief Operating Officer and to have had the time to immerse myself in understanding the needs of our NHS partner Trusts and our Bank Members, as well as other stakeholders and the broader healthcare community. The insight that I gained from meeting CEOs, management teams and clinical staff all across England, enabled us to form a plan to build on the solid foundations of NHSP. Today, we have a bold and ambitious vision to transform the services we provide and the relationship we have with the NHS.

A collaborative workforce partner

When I took over as CEO with a background in recruitment, straightaway I could see the opportunities and potential for NHSP. But I was also aware of our limitations. We have always delivered a very good service managing staff banks. Our organisational structure has been developed to support the deployment, rostering and payrolling of thousands of bank members, and we return considerable sums to the Department of Health and Social Care, as well as reducing agency spend in the NHS, thereby supporting patient care.

However, what I also saw was a need to take a more strategic view and collaborate with NHS Trusts to substantially transform workforce planning - both for our existing partner Trusts and for Trusts that we don't currently partner with.

"What I hear from colleagues across the NHS is the need for flexible workers across multiple staff groups, not just doctors or nursing and midwifery."

In response, this year, we have substantially grown our bank membership, with a particular focus across care support workers, allied health professionals and non-clinical roles. And we are planning to do more.

We recognise that we need to have a people-centric approach that delivers strategic value – to our Bank Members, our partner Trusts and across the NHS. One initiative is the transformation of our client delivery teams. There are now two distinct functions: Trust Services and Account Management. Our Account Management team focuses on the strategic workforce development for our partner NHS Trusts. Our Trust Services team focuses on the efficient day-to-day operational running of each staff bank. This approach is already showing strong returns as we seek to continue to build on these crucial relationships.

Management team

In my first year as CEO, I can see the tremendous potential to build on the foundations of NHSP's 19-year history. Our goal is to add value to the NHS in the long term, not just on the day to day fulfilment of vacancies, but to be the temporary workforce provider of choice for the NHS. Equipping Trusts across the country with a reliable and highly skilled workforce of flexible workers across all roles: from doctors to nurses, midwives to care support workers, allied health professionals, to the full range of non-clinical professionals.

Our plan was ambitious, so we needed an executive team to hone our vision, formulate our strategy and be a central part of its delivery. By late 2019, our Senior Leadership Team was complete. Together we have the background, experience and insight to deliver the transformation required. I am incredibly lucky to have a team with such a diverse set of skills and the ability to take an organisation through change at pace. Without them, and all their associated teams now numbering more than 800, we would not have been able to step up to effectively meet the needs of the NHS during the Covid-19 health crisis. It was the clarity of the vision, and the work that we completed during the year, that enabled us to adapt and respond to the pandemic.



“We want to provide the NHS with the best access to flexible workers, and we want to provide flexible workers with the best access to work.”

Our Vision

At the core of our strategic transformation programme, known in the organisation as Vision 2022, is a desire to open up our service. To offer our flexible workers the ability to easily work for more than one Trust, giving them greater access to open roles. For the NHS, our vision is to be able to satisfy demand for flexible workers from any Trust, whether they have their own Bank, an outsourced Bank or already partner with us.

We have a clear strategic ambition that is based on four transformation objectives.

1. **To become the National Bank of choice for flexible staffing and reduce the NHS dependence on agency support.**
2. **To build a membership and community model that supports and develops our nearly 200,000-strong talent pool of flexible NHS workers.**
3. **To develop new and value-adding services to clients, to truly differentiate the current service offer and to become more agile in the market.**
4. **To ensure NHSP is an employer of choice for healthcare professionals in the workforce sector.**

Each of these objectives and the services we provide are closely aligned to NHS workforce policy and the NHS People Plan in order to help address the crucial needs and requirements of the NHS, both now and in the future.

Responding to Covid-19

We can't write this annual report without addressing Covid-19. Speaking at the Chief Nurses Summit in April 2020, Chief Nurse Ruth May, said: *“We face the greatest challenge in health and social care in at least a generation.”*

We asked Ruth directly about the role that NHSP could play to support and collaborate with the NHS during the pandemic. Her response was clear. Get as many clinicians as we could to the front line. With our strategy already developed, we used this as the launch pad to formulate a plan where we could register and accredit clinical staff within 24-48 hours, rather than the traditional four to six weeks for onboarding and compliance checks.

In essence, we were creating the first version of our vision for a National Bank. It was accelerated and it was not perfect. We had to adapt our existing technology and pivot many processes through our extremely dedicated NHSP team. Our planning for 2020/21 is to improve the efficiency of our back office technology, enabling a re-engineered platform on which to build and deliver our vision.

Our Stand Up, Step Forward, Save Lives campaign attracted 24,000 healthcare professionals in just 10-days to return to the NHS to help fight Covid-19. The response was overwhelming, and since the campaign's launch in April 2020, we have been working closely with all the healthcare professionals who stepped forward to maintain their engagement and commitment to working in the NHS.

In addition, our recruitment of a workforce for the NHS Nightingale Hospital North West was a phenomenal achievement. Doctors Direct stood up doctors in Tiers 1, 2 and 3 for the 750-bed hospital. NHS Professionals recruited clinical advisors, ward managers, nurses, healthcare support workers, therapists, pharmacists and registered general nurses, as well as a range of non-clinical staff. In addition to this, we were also proud to help support staffing requirements across the other Nightingale hospitals, including Yorkshire and the Humber, London and Exeter.

Working on the NHS Test and Trace programme has also been a significant learning for us. We recruited a workforce of 10,000 clinicians in 21 days to work remotely.

We continue to support our Clinical Contact Caseworkers and Team Leaders as part of this service.

Since the pandemic began we have opened up our service so that nearly 100 NHS Trusts now have access to our bank of flexible workers. And we have the Bank Members to support this growth, having added a further 80,000 professionals since March 2020.

Banking on a better workplace for flexible workers

Putting people centre stage, we have spent time understanding the motivations and behaviours of our flexible workforce. This research has allowed us to channel a fresh approach to the type of flexible staffing that's required by NHS Trusts. Most importantly, we can better engage with and support our existing Bank Members and strive to attract new talent – to ensure availability matches demand.

At the heart of our findings is recognising that our workers want flexibility and choice. They are people who choose to work flexibly, and they deserve career development. They want the best access to work in terms of times, location and work availability. One of the benefits of being part of NHSP, is that our Bank Members have preferential treatment over agency workers and their shifts take priority. Not only does this mean they get their choice of work, but also that NHS Trusts save valuable resources.

Performance during the period

2019/2020 has been a foundation year for our transformation programme. Our growth over the period reflects the increase in demand for our flexible workers, which grew by 8%. Other key performance statistics include:

- **For our nursing and midwifery staff group, demand increased by 7%.**
- **There was an 18% increase in the number of active non-nursing staff on the NHSP bank; this group now represents 35% of our bank.**
- **The number of doctors working with Doctors Direct grew by 10%. This group now represents 7% of the active NHSP workforce.**

This growth in demand led to an increase in revenue of 13.8%. Sales and services provided to NHS Trusts and Foundation Trusts generated revenue of £639m (2018/19: £561m) and during the year we provided services to 52 partner Trusts.

NHSP recorded its tenth year of profit in 2019/20, achieving a profit before tax of £11m, an increase of £4.1m in 2018/19. As a result, NHSP reported EBITDAE (earnings before interest, tax, amortisation, depreciation and exceptional items) of £17.8m, an increase of £3.8m over 2018/19. This resulted in dividend return of £10m to the Department of Health and Social Care.



Looking forward

We knew the vision we had developed was ambitious, but the response required to meet the staffing demands resulting from Covid-19 has shown us how much can be achieved in a short period of time when we collaborate to achieve a common goal. Of course, we recognise that not every response was perfect, and it has highlighted some fundamental improvements we need to make.

Our call centres are now taking three times the number of calls than a year ago. We are looking at new technology to improve our services and to provide information, so callers have access to the information they need before picking up the phone.

While we were able to register flexible workers in 24-48 hours during the pandemic, we will be tailoring this going forward to incorporate training. However, we won't return to our previous 4-6-week compliance process. We are looking into systems where we can conduct clinical interviews online, collect references more easily and check identifications to speed up the process. This will mean that NHS Trusts can quickly access flexible talent, and workers can be deployed fast to where they are needed in the NHS.

I believe every part of the NHS needs to wrap its arms around the incredible resource our flexible workers comprise. Covid-19 has shown us they are an integral and valuable part of the NHS workforce. It is clear that, if we provide the right environment and benefits for our flexible workers, more will join. We can then offer more resources to NHS Trusts across the country, enabling us all to deliver the world-class patient care for which the NHS is renowned.

Covid-19 has accelerated our transformation and our progress towards our Vision 2022. Throughout this report you will see the tremendous progress we have made during this year. It has been exceptionally hard work, but the one thing that was never an issue was motivation. Every member of the NHSP team has felt connected and part of the NHS response. The effort has been phenomenal, and I am massively grateful for the energy and dedication of my whole organisation in supporting Bank Members, partner Trusts, and the NHS as a whole, at this crucial time.

Nicola McQueen
Chief Executive Officer

Key focus: delivering workforce solutions together

NHS Professionals (NHSP) has changed since we were first established in 2001 as the managed Bank service provider for NHS Trusts. Our core purpose remains: to support the NHS, provide the greatest choice of flexible work opportunities for those wanting to work in the NHS, and help Trusts to drive savings by managing staffing levels. But we have become much more than a staff bank management service. Through a strong collaborative model, we now partner with NHS Trusts to deliver workforce solutions and through this, help forge an even closer relationship with our Bank Members.

Before the Covid-19 pandemic struck, we had already embarked on an ambitious transformation programme aligning our mission and activities with the NHS People Plan. Known internally as Vision 2022, the focus is on flexible working as a strategic solution to the increasingly complex demands placed on the NHS workforce.

A number of initiatives were already underway prior to Covid-19 and the pandemic has expedited our original transformation programme with additional solutions developed. This placed us in a strong and resilient position to deliver planned and strategic workforce solutions to existing and new partners across the NHS.

“To become a modern and model employer, we must build on the flexible working changes that are emerging through Covid-19. If we do not take radical action to become a flexible and modern employer in line with other sectors, we will continue to lose people entirely or see participation rates decline.”

NHS People Plan 2020

A Trusted Partner

More than ever, collaboration has come through as the backbone of the NHS. From the success of the partnership between NHSP and a number of Nightingale Hospitals; the delivery of Rapid Response; recruiting clinical contact caseworkers to the NHS Test and Trace service; to our work supporting partner Trusts: we are stronger if we work together.

“Covid-19 highlighted the importance of working collaboratively. We developed in-depth partnerships which we had to form rapidly and effectively and involved communicating with a wide range of individuals and organisations. As a result, it has given us a better footprint and understanding and supported us in becoming a Trusted Partner.”

Juliette Cosgrove, Chief Nurse and Director of Clinical Governance, NHSP

New workforce models

A core objective of our Vision 2022 is to develop new and added value services, which are complementary to our managed service offering. Critical to this is working with Trusts that do not outsource their Bank and supporting those that require flexible access to workforce solutions, in addition to their current Bank arrangements.

Access to flexible workers across multiple roles is just one of the challenges facing NHS Trusts today. New staff groups have been added into existing contracts with partner Trusts – including allied health professionals, healthcare scientists, admin and clerical, estates and facilities and other non-clinical roles. We are looking to collaborate with more Trusts to provide a single gateway for all temporary staffing needs. During 2019, we also began offering compliance as a service, external agency management and substantive recruitment services.

Then Covid-19 changed everything. We quickly rose to the challenge, launching Rapid Response in March 2020 to meet the escalating need for flexible workers across the NHS. All of this hard work allowed us to respond to the immediate demands of the Covid-19 pandemic. It will also help us to optimise and expand our offering for the future.



Results from Rapid Response:

- 57,062 healthcare professionals were ready to work from March – December 2020 (65% increase from previous period)
- 47 new NHS Trusts signed pandemic workforce agreements
- Candidate time to hire cut to 24-48 hours, rather than 4-6 weeks

Compliance as a Service

Our rigorous compliance and training processes ensure every Bank Member is reliable and safe to work - whether they are substantively employed by a Trust, want access to additional shifts or work solely via the NHSP Staff Bank. This robust structure helps us to provide the flexibility our Bank Members want and partner with our Trusts to source the skills they need.

The pandemic has taught us a lot and has accelerated significant improvements to our onboarding process. We have reduced the time it takes to register flexible workers. And our plans for technology-led improvements such as online interviews, identification and reference checks, will streamline the process further.

To collaborate more closely with NHS Trusts, Compliance as a Service is one of our new solutions. We will use our compliance expertise to deliver checks to in-house managed Banks and the substantive workforce. This will help to provide a safe, efficient and effective service that provides greater compliance assurance for the NHS.

“Compliance is an important part of what we do at NHSP, and it needs to be safe, efficient and deliver quality, as well as quantity. We’re constantly working to improve our compliance process and we are experts in adding value and getting the right people in the right roles.”

Juliette Cosgrove, Chief Nurse and Director of Clinical Governance, NHSP

Delivering value every day

Our teams deliver added value to our NHS partner Trusts. They provide strategic recommendations about Bank rates to attract agency staff, negotiate contracts and the best rates from agencies, and manage agencies day to day. This is in addition to the everyday behind the scenes work of recruitment, HR, payroll and more.

Working on a local and regional basis, we have collaborated with groups of NHS Trusts - an approach that has yielded good results - and we are always looking for new ways to partner with Trusts to reduce their reliance on agencies.

“At NHSP, we are well positioned to take a strategic overview of changing flexible staffing requirements in the NHS - locally, regionally and nationally. Our job is to maximise the potential we have to deliver the best value and the best governance for the NHS and for patients, while also providing exceptional agency management in the supply chain.”

Jay Patel, Agency Management Director, NHSP



CASE STUDY

North West Client User Group

“NWCUG is a unique collaborative approach and ensures a unified position with our suppliers. We have worked hard to improve fill rate, drive down unnecessary costs and ensure our suppliers have clear lines of communication. NWCUG combines everyone’s respective skills for the common good.”

Simon Walsh MCIPS, Group Procurement Director, NWCUG

A new framework with agreed agency key performance indicators implemented across 28 agencies servicing the six User Group Trusts.

Acute pay rates aligned across all agencies, **saving the Trusts £127,580 in 2019/20.**

NHS Improvement caps held in 2019, with a **cost avoidance of £780,211 for the Trusts.**

Critical pay rates aligned across three of the six Trusts, with a **saving of £782,823.**

Bi-monthly meetings to **solve strategic challenges collaboratively**, facilitated by NHSP.

Quarterly agency meetings to **review staffing supply, exchange feedback and tackle challenges.**

Improving the Trust experience

Our transformation programme will improve the service we deliver – how we interact with our partner Trusts daily and how we strategically adapt our services to move with the changing agenda.

A strategic reorganisation

A major reorganisation of our Trust Relationship Teams took place in 2019. Our Account Management team builds relationships and takes a strategic overview, while our Trust Services team manages everyday operational priorities, making sure everything runs efficiently and smoothly.

This has been a big change, both for our people and our partner Trusts, and we are upskilling and recruiting additional people where needed. Importantly, it was this change that enabled us to meet the demands of Covid-19, allowing us to deliver a quality service to Trusts, while maintaining and building relationships for the long term.

“The focus now is to delight our partner Trusts with the services we deliver: going the extra mile and delivering the high-level workforce interventions they need, and engaging Trust teams at every level, not just those involved with temporary staffing. We changed the team structure to reflect this ambition.”

Anne Challinor, Executive Director of Managed Services Clients, NHSP

A new Agency Managed Service

A core purpose of NHSP has always been to manage NHS agency spend. Our new Agency Managed Service works strategically, partnering with Trusts to reduce dependency on agencies, while increasing Bank capability and maximising direct Bank fill.

This stand alone service takes a joined up approach. Using Trust data, together with NHSP insights, expertise and market intelligence, we develop strategic recommendations to reduce agency spend long term. Whether it’s rewarding Bank staff with motivational drivers, reducing agency rates, or operational decisions to move agency staff over to Bank.

These strategic recommendations can either be implemented by the Trusts themselves, or where there is not capacity, Trusts can fully transfer the responsibility for managing agency supply to NHSP.

“We want to maximise the potential we have to get the best value for NHS Trusts. Working in partnership with Trusts to drive temporary agency staffing costs down will ultimately improve the continuity and quality of patient care.”

Jay Patel, Agency Service Director, NHSP



CASE STUDY



Alder Hey Children's NHS Foundation Trust

"I am pleased to say that currently we don't use any agencies and that is absolutely down to the relationship between the Trust and the hard work of the local NHSP team. They are accessible, efficient, effective, positive and really helpful with any issues we have. They've worked hard to get fill rates up, which are currently very high. I would definitely recommend NHS Professionals to other Trusts."

Phil O'Connor, Deputy Director of Nursing, Alder Hey Children's NHS Foundation Trust

Agency usage at 0% as of June 2020.

Nursing bank fill rate at 72% and rising.

New style staffing partnership helped identify **significant savings**.

As well as domestic staffing success, NHSP has also attracted and deployed **40 international nurses for the Trust**, with more arriving in 2021.

Building a Bank Member community

Flexible workers are needed now more than ever. The NHS went into the pandemic with thousands of substantive nursing vacancies. In a time of continuing uncertainty and scarce resources, the contribution of NHSP Bank Members remains invaluable to NHS Trusts.

Banking on a better workplace

We're committed to looking after our Bank Members – making sure everyone feels valued with a level of support that safeguards health and wellbeing and satisfies career aspirations.

In late 2019, we conducted research that was aimed specifically at understanding the needs, motivations and aspirations of the different audience groups within our Nursing and Midwifery talent Bank.

Research results

"92% of mid-career nurses view work-life balance as extremely important and highly valuable."

"59% of later career and retiree nurses say helping patients was extremely important when choosing a shift and 44% said it was extremely important to help their colleagues."

Our Bank Members told us that flexibility works best when we get the basics right: improving communication during registration; induction into a new Trust; better visibility of shifts; and access to support during challenging times. A better approach will be important in attracting new talent, particularly in areas where skills are in demand, such as acute and mental health nursing roles.

"The findings in this research will inform us how we can deliver the best possible experience for our Bank Members and NHS Trusts. That means supporting NHS Trusts to provide a better working environment and shape a positive culture. It also means improving the work experience that contributes to better patient care and more fulfilled lives. Ultimately, it's about helping to improve recruitment and retention across the NHS to create an agile, inclusive and modern public service."

Nicola McQueen, Chief Executive, NHSP



Going the extra mile

We aim to provide a personal and very human service to all our Members. And we are formalising this approach with a new framework to improve member wellbeing, identify learning and development needs, and maximise shift fill.

The annual GEM (Going the Extra Mile) Awards reward our members who go above and beyond. They highlight the positive impact Bank Members have on patient care and the outstanding contribution they make to the NHS. We received an overwhelming response to our first awards in January 2020.

“So many of our members go the extra mile. That’s why we developed the GEM Awards. It’s inspirational to see such amazing examples of Bank Members and substantive staff working together during demanding times to deliver outstanding patient care.”

Mel Simmonds,
Head of Bank Member Engagement, NHSP

Joint working with Trusts

In 2019/20 we worked closely with our partner Trusts on practical workforce solutions – simple changes that can have a big impact. These developments include:

- Shifts within school hours.
- Flex talent pool where people can split or share shifts to fill gaps.
- Longer term placements to fully utilise a range of skills.
- Developing and training individuals within high need areas.
- Understanding perceptions at Trust and ward level to improve Bank Member experience.

Facing the pandemic together

Our Bank Members are integral to the front line effort against Covid-19. In our Pandemic Workforce Survey (June 2020), the main motivation for Bank Members was the “pull of the NHS in its hour of need”. We saw an overwhelming outpouring of support for our health service reflected throughout the survey.

The approach of NHSP Bank Members has been one of partnership, agility and responsiveness. This has enabled us to react at pace and adapt our services - rapidly onboarding at Nightingale Hospitals, preparing for and facing the second wave, and mobilising for the vaccination programme.

“My time at Nightingale North West as their Chief Nurse was an example of successful partnership. We were ready to meet a rise in demand that thankfully wasn’t required at the time.”

Juliette Cosgrove, Chief Nurse and Director of Clinical Governance, NHSP

“I would like to say a huge thank you! Thank you to all the Bank workers who have stepped up during this pandemic, to the nurses who have returned to practice and have worked in different roles like swabbing patients and staff. They have carried on and worked so hard. I am extremely proud of the Bank workers across North Devon.”

Lyn Green, Bank Lead, North Devon

The importance of learning and development

Key to ensuring our Bank Members feel valued is to invest in their learning and development. Our approach is focused on dual responsibility and dual benefit. Everyone will benefit if we improve learning and development. We are putting substantial effort into understanding the learning and development gaps, so we can respond effectively with future plans.

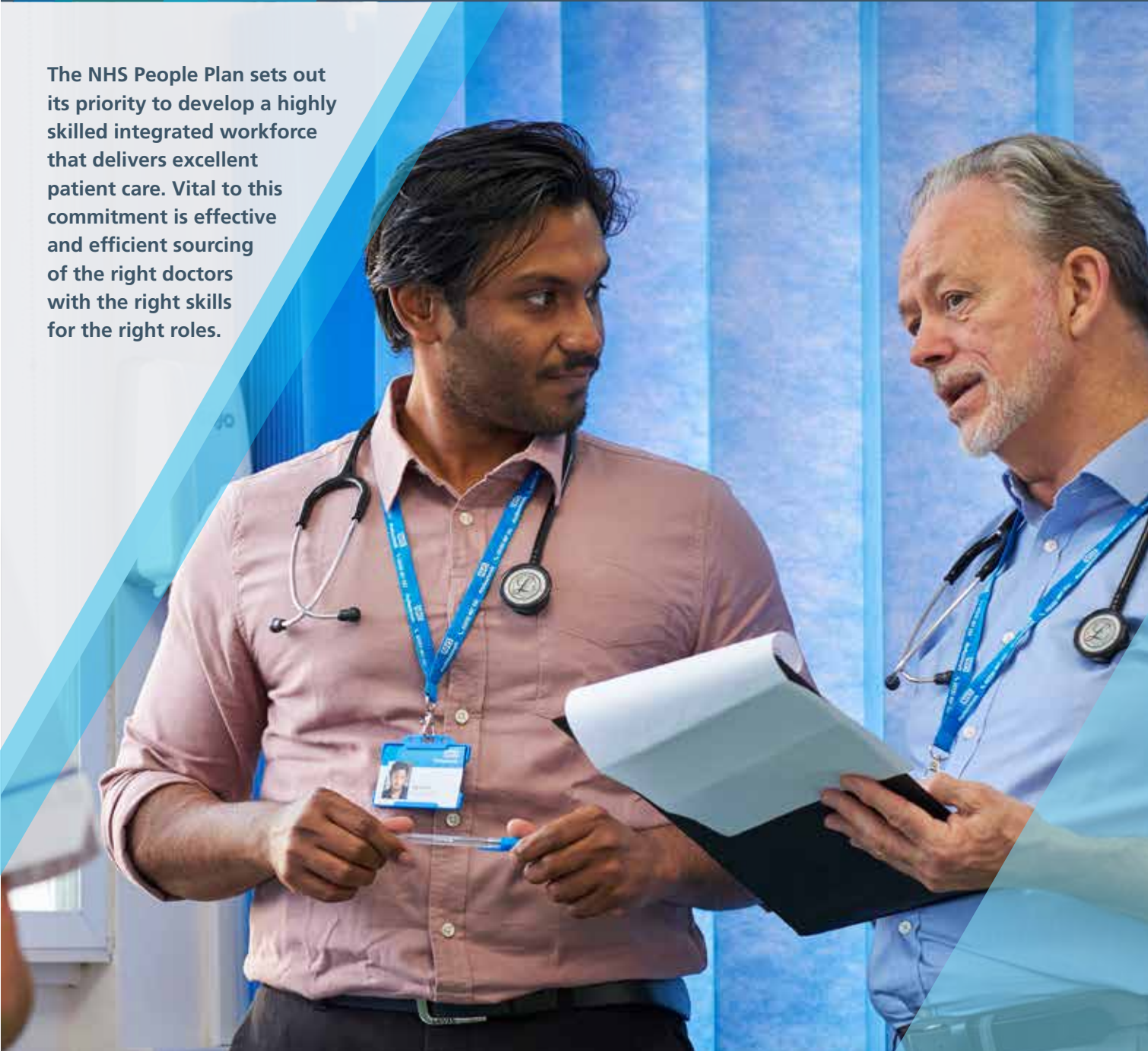
“It is vital that we continue to attract and retain dedicated and skilled health professionals who need or choose to work on a flexible basis. To do that, we need to structure ourselves to meet the needs of this valuable workforce.”

Juliette Cosgrove,
Chief Nurse and
Director of Clinical Governance,
NHSP



Supporting doctors throughout their career

The NHS People Plan sets out its priority to develop a highly skilled integrated workforce that delivers excellent patient care. Vital to this commitment is effective and efficient sourcing of the right doctors with the right skills for the right roles.



"I have been working as a locum junior-grade doctor in Psychiatry at GMMH for Doctors Direct on a Direct Engagement basis for seven months, after completing a training post in Psychiatry within the same Trust. The rates offered are fair and transparent. The staff at Doctors Direct are approachable, helpful, responsive, and understanding of the needs of their locum doctors. The payroll process is prompt and reliable with digital access to e-Payslips. I would recommend working locum shifts with Doctors Direct and I am pleased to support its ethos of cutting flexible workforce costs to the NHS."

Dr Courtney Lawson, Greater Manchester Mental Health NHS Foundation Trust

Doctors Direct

Doctors Direct has rapidly evolved and it is an integral part of NHSP. Our priority is to balance the needs of a Trust with those of a doctor – across regions, specialisms and settings.

"Doctors Direct offers a workforce solution, adding understanding and expertise to support our diverse community with continuity of service."

James Orr, Managing Director, Doctors Direct and Allied Health Professionals

Gateway Programme

The Doctors Direct Gateway Programme creates opportunities for doctors from the UK who have trained abroad, giving them a simplified route to bring their skills back into the NHS. It provides a range of benefits and considerable value to all involved – individual NHS Trusts, doctors and the broader NHS.

This innovative programme enables doctors who have completed their medical degrees in Europe to gain the relevant, hands-on experience needed to start a career in the NHS. Junior doctor training can be completed at a choice of programme partner Trusts across England, with further training offered. The purpose of the programme is to fill permanent and training roles.

The Gateway is a fundamental workforce solution and it is evolving quickly. The first cohort of doctors returned to the UK in November 2019 from three source countries: Poland, Estonia and Bulgaria. We are now taking key steps to establish a similar programme for nurses and other healthcare workers who have trained abroad.

"The Gateway Programme has been an incredible journey so far. The programme helped me build my portfolio and enabled me to secure a job in the very Trust I wanted to work in. The support we have received has been extremely beneficial; from the monthly catch up calls with our programme director, to the mentors we have been allocated."

Dr Aista Subba, Gateway doctor, East Kent Hospitals University NHS Foundation Trust

Taking a specialist approach

Our core aim is to become the medical partner of choice throughout a doctor's career, working across Bank, permanent and Gateway programmes to service different specialties within the NHS.

With a growing and immediate need around care for long term mental health and wellbeing, Doctors Direct is now providing seven Mental Health Trusts with access to specialist doctors. We have recognised the need for specialist recruiters in this area and planned for this through the year. These recruiters understand the complexities of working in a mental health setting and support doctors across sub-specialisms including children, adolescents, substance abuse and elderly care.

We are now taking this learning into the provision of doctors for acute specialisms, with recruiters focused on medicine, oncology and radiology.

Continuous professional development – the Lockdown Lectures

Our dedicated team works alongside doctors during the appraisal and revalidation process. We also work with a Medical Advisory Group of senior doctors and consultants to identify areas where doctors might need support. This was apparent more than ever during the first Covid-19 lockdown.

Opportunities for continuous professional development (CPD) and to earn the CPD points required for revalidation were extremely limited. We devised a series of Lockdown Lectures to provide support in key areas, as well as the opportunity to earn a CPD certificate.

Covering topics such as Covid-19 in children, end of life care, and appraisal and revalidation, the lectures were chaired by our Medical Director Dr Helen McGill. We hosted lectures from high-profile speakers from the GMC, NASA, and specialist consultants from across the NHS. The Lockdown Lectures proved so popular that we are continuing them on a fortnightly basis.

“Our Lockdown Lectures have featured an array of eminent speakers including Dr J.D Polk, the Medical Director of NASA; Dr Ashley Reece, a consultant paediatrician; Professor of Leadership Megan Reitz, who spoke on the subject of ‘speaking truth to power’; and Dan Wynn, GMC Liaison Advisor.”

James Orr, Managing Director,
Doctors Direct and
Allied Health Professionals

“It was inspirational to think of the frontiers of medicine and understand that we can see solutions for problems on the ground come from investigations in space. It will encourage lateral thinking in my practice.”

Attendee feedback from Doctors Direct webinar hosted by Dr J.D Polk, Medical Director, NASA, held on 20 August 2020



Key focus: innovative international recruitment

Overseas workers are an incredible asset to the NHS. Some 98.5% of NHSP international nurses remain in post as substantive members of staff after three years, demonstrating a high level of retention.

People come from overseas to work for the NHS for a range of different reasons including economic, social and career development. In 2019/20, NHSP International recruited 700 experienced, qualified nurses across all specialties into 13 partner Trusts with a wide geographical spread. International recruitment is predominantly from India and the Philippines and is growing at a rate of approximately 200 nurses per month.

“We were very much aware of the national picture of shortages when commissioning NHSP International. We could see that our vacancies weren’t really reducing and spiked to more than 100. We now have a steady stream of international nurses arriving on a monthly basis, which has dramatically improved our position.”

Andrea Stubbs, Head of Nursing, Midwifery & AHP Workforce and Role Development, South Tyneside and Sunderland NHS Foundation Trust

By heavily investing in international recruitment campaigns and innovation in systems, NHSP has been able to double delivery year-on-year, and make sure we’re on track to deliver our recovery plan of 1,500 nurses this next financial year.

CASE STUDY

University Hospital Southampton NHS Foundation Trust

“International recruitment with NHSP International is going to remain an absolute part of our pipeline for the foreseeable future.”

Rachel Palmer, Divisional Lead, University Hospital Southampton NHS Foundation Trust

With hundreds of posts they were unable to fill locally, the Trust approached NHSP International to **source nurses from the Philippines.**

Committed nurses arrived quickly, with a **greatly reduced time to hire.**

More than 130 nurses were welcomed into substantive posts.

Strong relationships have resulted in an **almost 100% retention rate.**

Fast-track service

We started to recruit nurses by video interview in 2019, meaning NHSP can contract at the pace Trusts require with a fast track, on-demand delivery service. It also makes the service more cost-efficient with significant savings going back into the NHS.

“We ask Trusts how many nurses they need, and we will interview those nurses three months ahead of starting. This means all Trusts taking part have a steady flow of nurses ready to come and work. We make sure we can offer choice to international nurses to accommodate their location and life choices. It’s bespoke recruitment, and it helps with retention.”

Hadrien Keiffer, International Director, NHSP

The future for international recruitment

The future for international recruitment remains positive with Trusts able to apply for £40 million funding from government, announced at the end of 2020. We’re collaborating closely with our partner Trusts and we have established a robust and supportive way of working on international recruitment.

NHSP is also now represented on an international nursing advisory group to support work led by NHS England and NHS Improvement on how international recruitment should grow.

Recruiting through the pandemic

Following the travel restrictions and impact of Covid-19, all international recruitment ceased. We were able to quickly pivot. All interviews were conducted via video. We assisted with preparations for visas, liaising with government departments to make sure nurses were able to get flights. Preparations were made in the UK with online shopping deliveries organised for quarantine periods and online groups established to support nurses. This work helped newly arrived nurses to feel welcome, safe and secure.

As travel restrictions eased in July 2020, we were able to organise flights to the UK for overseas nurses. As a result, some 1,000 nurses joined the NHS in a time of need, saving £500,000 in costs.

“Onboarding in a pandemic has been challenging because all the nurses had to arrive in London and then quarantine. We’ve worked hard to quickly get them to their place of work and make sure they had everything they needed while they isolated. It’s about forming positive relationships from the beginning that will pay dividends in the future. It’s all about delivering good service to Trusts while also treating people fairly.”

Hadrien Keiffer, International Director, NHSP



CASE STUDY

East Suffolk and North Essex NHS Foundation Trust

“We needed nurses that were able to hit the ground running and we definitely got that.”

Lynda Keating, Specialist Senior Nurse, East Suffolk and North Essex NHS Foundation Trust

“I think the nurses stay because of the communication NHSP International has with them before they arrive here. Staff develop a relationship with candidates and that contributes to unprecedented retention rates.”

Gennine Pelayo, Recruitment Partner, East Suffolk and North Essex NHS Foundation Trust

Eight in-country **recruitment campaigns with the Trust in the Philippines, India and the UAE.**

230 nurses employed into substantive posts.

Interviews restarted at speed from October 2020 with an estimated **delivery of 103 nurses** between December 2020 and February 2021.

Working solely with NHSP, the Trust is on track to deliver its requirement of **214 nurses before the end of September 2021.**



CASE STUDY

South Tyneside and Sunderland NHS Foundation Trust

"The shortage of nurses in the UK isn't going to go away and I think we need to triple our international recruitment over the next 18 months. We've never been disappointed with the number of nurses we've been able to attract through the campaigns with NHSP International."

Andrea Stubbs, Head of Nursing, Midwifery & AHP Workforce and Role Development, South Tyneside and Sunderland NHS Foundation Trust

Successful recruitment of 320 nurses.

170 nurses employed to date, with more than 150 further nurses to arrive at the Trust in the near future.

NHSP International routinely places **20 nurses a month from the Philippines.**

Focus on Clinical Governance

Good clinical governance is at the forefront of everything we do. NHSP's Clinical Governance teams work collaboratively with our partner Trusts, adhering to strict guidelines when recruiting, training and managing Bank Members. Giving our Trusts the confidence that NHSP members and doctors are safe to work and placed in the right job in the right Trust is key.

In February 2020 we were delighted to welcome NHS Chief Nurse and clinical governance leader Juliette Cosgrove to head up the department. Her team works in an advisory capacity to the wider NHSP business, managing evaluations as part of our ongoing ambition to deliver continuous improvement.

Our response to Covid-19, and the way in which we were able to rapidly adapt our processes, is a reflection of our dynamic clinical governance strategy, allowing us to mitigate risk, while supporting the changing needs of the NHS.

"Our future priorities for clinical governance are compliance, the fair and equitable treatment of our Bank Members, and a shift from governance to improvement."

Juliette Cosgrove,
Chief Nurse and
Director of Clinical Governance,
NHSP



Development opportunities

Historically, Bank Members have not had the same development opportunities as their substantive colleagues. We know that NHSP Members have more to offer our partner Trusts. We are looking into how to support the career development and pathways of Bank Members - especially those who choose to remain outside of the substantive workforce - and assess how we can develop the specialist nature of the flexible roles available.

This project involves looking at the core skills involved for these specialist roles and how we can develop a pathway for Bank Members to become a nurse in charge. In doing so, we aim to make NHSP a supplier of choice, and a 'Bank Only' career a rewarding option.

“Professional development is an important part of the psychological contract we have with our Bank Members. We want to improve the development opportunities we provide, to demonstrate to our members that we are investing in them – and how much we value them.”

Juliette Cosgrove, Chief Nurse and Director of Clinical Governance, NHSP

Learning from feedback

Feedback provides an invaluable opportunity for us to learn and adapt what we do - whether it's identifying where the skills of our members need to be developed, or creating resources that build knowledge of specific areas.

We have conducted research into the experiences of our members, in particular those from Black and Minority Ethnic (BAME) communities. These findings are informing strategies to improve the experiences of all our members, reducing discrimination and improving patient safety.

“Responding effectively to feedback is key to good clinical governance. It's how we learn and ensure we don't see the same things happening again. Bank Members must be allowed to operate in the same way as substantive staff. Anything that gets in the way of that is simply less safe. We are collecting evidence to help us understand this better so we can do something about it.”

Juliette Cosgrove, Chief Nurse and Director of Clinical Governance, NHSP



Diverse services delivered in partnership



Our thorough understanding of the health and social care landscape means NHSP can focus on a planned and strategic approach, adding value through insight and sharing good practice.

Through partnerships with other bodies, including NHS England and NHS Improvement and Public Health England, as well as our many partner Trusts, we have been able to help deliver complex service improvement plans through our flexible workforce, saving Trusts £137 million in 2019/20 and ensuring continuity of care for patients.

“The changes we have made to our services at NHSP means we can now navigate quickly, with the ideas and energy to drive through our transformation programme that will benefit all our stakeholders across the NHS.”

Mike Ruddle, Chief Commercial Officer, NHSP

With the NHS moving into more Integrated Care Systems (ICS), NHSP is offering a diverse portfolio of services to meet changing needs. From acute and mental health to general practice and care homes, we are engaging to meet healthcare requirements at a regional rather than an individual Trust level. We are therefore providing more opportunities for our Bank Members and continuity of provision and patient care for the NHS.

Professional development for care support workers

As the NHS strives to bring more people into the service, many of these will start as care support workers. From cleaning and personal hygiene to logistics support, these crucial roles improve patient safety and staffing levels on wards.

NHSP's Care Support Worker Development (CSWD) programme plays a vital part in identifying candidates and training them to become qualified team members to join front line staff in NHS Trusts.

This programme has already recruited and trained 3,500 people within 39 NHS Trusts. Collectively, our care support workers have delivered three million hours of care.

Alongside the urgent need for such roles, we are also facing an employment market where many people have lost their jobs. NHSP aims to take people out of unemployment and place them into an NHS valued-added role, with good career prospects. This programme helps the NHS and also supports people whose livelihoods have been affected by the pandemic.

"Our aim now is to grow this service, adding increased value and developing it into a world-class offering that we can scale up. Reducing the time it takes to recruit, onboard and train without losing any quality is key."

Anthony Law,
Director of Non-Clinical Recruitment, NHSP

CASE STUDY

Nottinghamshire Integrated Care System pilot

"We already had a strong relationship with the Nottingham University NHSFT and were keen to collaborate on this pilot, to demonstrate the effectiveness and how this service can be rolled out to other areas. There is a shortage of nurses in nursing homes and agency spend is currently high. These roles provide Bank Members with responsibility, autonomy, reward and satisfaction. We want to change the perception of nursing in nursing homes as we move towards more Integrated Care Systems."

Fay Toms, Head of Business Development, NHSP

Nursing homes are contracted to have a **minimum of one Registered Nurse on duty 24/7** – some are reliant on agencies to meet this.

In December 2020, **NHSP launched a 12-month pilot to 11 nursing homes** within the three Nottinghamshire Clinical Commissioning Groups.

The pilot placed flexible specialist Registered Nurses into nursing homes.

The impact will **reduce calls to 999 and GP surgeries and enable a smoother discharge from hospital.**

Investing in infrastructure

Investing in process and infrastructure at NHSP is the key to creating solid foundations. It's never a case of job done. The NHS is constantly evolving, and we will always continue adapting in response.

When it comes to technology, our continuous investment programme maintains the robust systems needed to support our Bank management offer. Ongoing investment in business continuity infrastructure makes sure we are able to maintain our core services, whatever the circumstances.

Our ability to do things differently when faced with the first national lockdown in March 2020 is testament to this investment. Our people were able to pivot quickly to home working and many were seconded to fill the urgent need in the operations team. The contact centre increased seven-fold, and teams based in our partner Trusts maintained business continuity. We are immensely grateful to these individuals who stepped forward to support our very own front line.

"During the first wave of Covid-19, most of us were working long hours, seven days a week. Trusts were busy and the team here at NHSP responded. It was rewarding for our people to step up to this challenge and be part of the national response."

Nicola McQueen, Chief Executive, NHSP

A strategic approach to technology

While Covid-19 accelerated improvements, it also highlighted barriers we are addressing with investment and hard work. Most significantly, the technology needed to reduce manual processes and provide a seamless experience for all our stakeholders.

Our focus is to fully develop our IT infrastructure into a business partnership function. One that helps us to realise and deliver our strategic objectives, and improves how we turn data into insights that our partner Trusts can use to make better decisions.

It is critical we understand both what our Bank Members and our partner Trusts require. By putting people at the centre of what we do, NHSP technology is improving how people interact with us, and ultimately gives our stakeholders more choice to suit their needs.

“Our strategy is to make technology work for the individual and what they need at any point in time. Technology can’t be a chore. It’s most successful when people want to use it rather than being made to use it. It’s got to be a happy user experience.”

Dave Callow, Chief Information Officer, NHSP

We have already made significant progress on technology projects through the year:

- Omnichannel communications – across email, web chat, telephone, social media – to case-manage individuals with an efficient and effective service.
- Developing applicant tracking systems for international, domestic nursing and midwifery, and care support worker recruitment. This has also been accelerated into place by the National Vaccination Programme
- Technology to support new and expanded service offerings, including compliance as a service for NHS Trusts.
- Improved systems for shift surfacing and fulfilment, reviewing how our technology integrates with the diverse systems used at Trusts.



Brilliant Basics

Delivering flexible workforce solutions is more than the latest technology. It’s about getting the basics right. We are relaunching and scaling many of our existing services to become best in class so we are able to increase our delivery levels and build credibility to attract new Trusts and Bank Members.

“Our ambition is to cater for all the workforce planning needs of the NHS. This will be enabled through technology, our people, and our engagement and partnership with clients.

Nicola McQueen, Chief Executive Officer, NHSP

New services for 2020/21

During the initial Covid-19 response, we supplied flexible workers to NHS Trusts who were not currently our clients, as well as newly created NHS organisations such as the Nightingale Hospitals, the NHS Test and Trace service and the National Vaccination Programme. As a result, we were able to attract motivated flexible workers from a wider group.

The go-to option

With this experience and our robust clinical governance systems, the next logical step is to establish a National Bank. One that allows any Bank Member to access shifts at any Trust, and one that becomes the go-to option for flexible workers.

We have a large pool of professionals who stepped forward to join our Rapid Response service after its launch in March 2020. Not all of them were required during the first wave of Covid-19, but now is the time to review what the NHS needs and re-engage with the many people who stepped forward. This is an ongoing piece of work and we are applying our learnings as we look forward.

By increasing our understanding of why people stood up, and the measures that made them feel valued, we are encouraging them to stay. Developing a National Bank that is more cost-effective than agency supply, supported by data, accessible via technology and integrated with Trusts’ own systems will mean better opportunities, safer staffing and better patient care.

A digital Member platform

We are also developing a membership community model to retain and develop the flexible talent pool. It will be a digital platform to support our community, with increased access to job choice, development opportunities, training and support. Providing a more personal service for our Bank Members, while improving engagement and utilisation rates for Trusts.

Aligned with our plans for growth, this platform will support our International Gateway programme. Helping us find and keep track of international talent, as well as promoting new pathways into the NHS through apprenticeships and Care Support Worker roles.

Ultimately, through this platform, our Bank Members will have a digital passport for compliance and continuous professional development that will be with them throughout their career. Increasing the supply of Bank Members, streamlining and improving compliance and clinical governance for Trusts, and delivering more intelligence to improve workforce solutions for the future gives us a clear way forward for 2021 and beyond.



Investing in our team

We celebrate every one of our employees and we strive to ensure NHSP is a great place to work. We aim to recruit the best people and develop them, to make NHSP somewhere people can grow and be the best they can be, whatever role they are in. It's an exciting time to join and be a part of NHSP with a host of employee engagement initiatives underway and a range of opportunities for improving skills.



NHSP Institute of Learning

In September 2020 we launched NHSP's very own new digital online learning platform, the NHSP Institute of Learning.

The Institute is a first for NHSP and a big step in our commitment to enable all of our staff to own their professional development. We now have a vision and robust insights of what makes a compelling employee journey. The Institute of Learning will support employees on that journey, with all the resources and learning opportunities our people need.

As part of this, we have created development plans for every role across the organisation so that managers are having meaningful conversations about individual personal development.

Wellbeing with Covid-19

Since March 2020, and the start of the first lockdown, our learning and development function shifted to focus more on the wellbeing of our employees.

While our field-based staff continued to work within NHS Trusts and support our clients across England, approximately 90% of our office-based staff moved to home working. This comes with its own challenges and we supported managers to remotely manage their teams. We also looked at how to help our people, many of whom were juggling other care commitments.

Initiatives to support employees included a calendar of events, a wellbeing newsletter, links to practical information, light-hearted content and signposting to other resources. We also ran a weekly webinar series, "We're not in the same boat", to talk about mental health and wellbeing and share experiences in a confidential setting.

"We're all in the same storm but we're not in the same boat. Everyone's story is different in a crisis. We want to hear everyone's story and make sure no one feels alone."

Helen McMullan, Head of Talent Management and Development, NHSP

"People who work at NHSP feel like they're giving something back. This year they have delivered for not only our partner Trusts, but as part of the national response to save our NHS."

*Helen McMullan,
Head of Talent Management
& Development, NHSP*





Conclusion: collaboration, communication and innovation

In what has been an incredibly challenging year for everyone working in the NHS and across the country, NHS Professionals has truly stepped forward to be part of the national solution. From improving our Bank Member experience, to working with partner Trusts and new Trusts in a more collaborative way, we are building our capabilities, systems and processes, as well as investing in our people, to ensure the highest quality of staffing and patient care.

As we seek to expand our service offering, we know how important the Bank Member experience is and making sure we have the most effective recruitment methods for our partner Trusts. Alongside this, we have made distinctive efforts to improve communications with all our stakeholders so we are able to grow, learn and move forward as an organisation.

As a result, we have been focused on matching the right people to the right roles in order to meet the fluctuating demands of the NHS, especially during the pandemic. Our dynamic workforce model and the lessons we have learnt from it give us an excellent foundation to build on as we continue to solidify our position as the workforce provider of choice for the NHS.



Other engagement initiatives included ‘My Time’, where we encouraged staff to put aside an hour a week to use on learning and development. This could range from spending time within our Institute of Learning or on a YouTube session for any personal development, or perhaps just sitting in the garden and having a chat (socially distanced!) over the garden wall with a neighbour. We also provided helpful links to home schooling for staff who are parents or carers, and assured them it was okay if children (or pets!) sometimes interrupted calls.

We hope we made all our staff smile when our Chief Executive Officer, Nicola McQueen, posted a thank-you card to everyone in NHSP to let them and their families know how much we appreciate their support, energy and efforts.

“External training was provided around resilience and how to manage conflict. Many NHSP staff were overwhelmed with the amount of people they needed to interact with, especially when we rolled out the Rapid Response service. We needed to offer a lot of support to drive collaboration and how to resolve issues when you’re working from home alone.”

Helen McMullan, Head of Talent Management and Development, NHSP

We were also honoured to win the Tiara Recruitment Innovation Award - an accolade within the recruitment industry - for our design and deployment of our Rapid Response pandemic workforce service for encouraging health workers back to work.

Future investment in our people

We are launching three engagement programmes in 2021:

1. Aspiring Manager Programme – to build skills and allow access to additional opportunities and prepare for management roles.

2. Management Essentials Programme – for newly-promoted managers or as a refresher for long term managers.

3. Leadership Programme – to prepare employees who will be stepping into leadership roles.

Financials: how did we do?

Income Statement for the year ended 31 March 2020

	Year ended 31 March 2020 £000	Restated Year ended 31 March 2019 £000
Revenue	638,861	561,193
Cost of sales	(573,889)	(505,241)
Gross profit	64,972	55,952
Administrative expenses	(54,210)	(49,303)
Operating Profit	10,762	6,649
Finance income	369	275
Finance Cost	(99)	(3)
Loss on disposal of fixed assets	(13)	0
Profit before taxation	11,019	6,921
Tax expense	(2,126)	(1,454)
Profit for the year	8,893	5,467
Profit and total comprehensive income for the year	8,893	5,467

Statement of Financial Position as at 31 March 2020

	As at 31 March 2020 £000	As at 31 March 2019 £000
Non-current assets		
Property, plant and equipment	2,894	2,922
Right of use assets	4,523	0
Intangible assets	1,929	1,356
	9,346	4,278
Deferred tax	662	568
	10,008	4,846
Current assets		
Trade and other receivables	57,337	65,107
Other current assets	43,724	34,714
Cash and cash equivalents	87,352	56,286
	188,413	156,107
Total assets	198,421	160,953
Current liabilities		
Trade and other payables	(68,837)	(42,370)
Current tax liabilities	(1,023)	(304)
Other liabilities	(62,577)	(56,262)
Provisions	(1,399)	(610)
Total assets less current liabilities	64,585	61,407
Non-current liabilities		
Provisions	(311)	0
Other liabilities	(3,974)	0
Net Assets	60,300	61,407
Equity		
Ordinary shares	20,000	20,000
Share premium	3,369	3,369
Retained earnings	27,631	28,738
Capital reserve	9,300	9,300
Total equity	60,300	61,407

Statement of Changes in Equity
for the year ended 31 March 2020

	Ordinary Shares	Share premium	Retained earnings	Capital reserve	Total Equity
	£000	£000	£000	£000	£000
Balance at 1 April 2018	20,000	3,369	23,271	9,300	55,940
Profit for the year	-	-	5,467	-	5,467
Balance at 31 March 2019	20,000	3,369	28,738	9,300	61,407
Profit for the year and total comprehensive income for the year	-	-	8,893	-	8,893
Dividend payable	-	-	(10,000)	-	(10,000)
Balance at 31 March 2020	20,000	3,369	27,631	9,300	60,300

Statement of Cash Flows
for the year ended 31 March 2020

	Year ended 31 March 2020 £000	Year ended 31 March 2019 £000
Cash flows from operating activities		
Cash generated from operations	44,538	16,068
Tax paid	(1,501)	(2,653)
Net cash generated from operating activities	43,037	13,415
Cash flows from investing activities		
Payments for intangible assets	(1,084)	(798)
Payments for property, plant and equipment	(812)	(2,245)
Net cash used in investing activities	(1,896)	(3,043)
Net cash inflow before financing	41,141	10,372
Cash flows from financing activities		
Interest received on overdue receivables	369	275
Dividends Paid to Shareholders	(10,000)	(10,000)
Payment of lease liability	(345)	0
Payment of lease interest	(99)	0
Net cash outflow used in financing activities	(10,075)	(9,725)
Net increase in cash and cash equivalents	31,066	647
Cash and cash equivalents at beginning of year	56,286	55,639
Cash and cash equivalents at end of year	87,352	56,286

Introduction to our people

Our Executive Team



Nicola McQueen
Chief Executive Officer



Simon Hall
Chief Finance Officer



Anne Challinor
*Executive Director
Managed Client Services*

Our Non-Executive Team



Stephen Collier
Chairman



Adele Barker
Non-Executive Director



Oli Blackaby
Non-Executive Director



John Flook
Non-Executive Director



Kate Langford
Non-Executive Director

A service in the public interest

Annual report and financial statements for the 12 months ended 31 March 2020 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. 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 and Social Care. 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.