



NHS Transformation Unit Annual Report

2023/24





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Director's overview



Janet Budd

Director of NHS Transformation Unit

I am delighted to present our 2023/24 Annual Report, showcasing the outstanding performance of the NHS Transformation Unit during what has been both an exciting and challenging year for the NHS. Our achievements bear out our commitment to our strategic objectives, and are backed by another set of exceptional results in our annual staff survey.

I am immensely proud of our people and the remarkable skill, flexibility and drive they have demonstrated which shines through in the quality and diversity of our projects. Repeat business made up 80% of our work last year, a resounding testament to the quality of our delivery and our strong reputation. We are particularly proud of the fact that three of our projects were shortlisted as HSJ Partnership Award finalists. This national recognition evidences our outstanding dedication to improving healthcare and effective collaboration with the NHS.

In addition to our core clinical service transformation and business case work, we have successfully delivered several innovative large-scale change programmes during

2023/24. Notably, we co-produced and rolled out a bespoke Self-Assessment Framework across all 21 Cancer Alliances in England.

We also successfully developed a landmark whole-system Workforce Strategy for Lancashire and South Cumbria's health and care system partners, along with an accompanying education and training plan.

2023/24 has been a year of continued diversification for us. We have grown our work with national digital programmes and increased our large scale strategy development work. As ICBs have successfully bedded in and are increasingly resourcing their change programmes internally, our client base has shifted meaning we saw a greater share of our work this year being for Providers and for NHS England. We have also furthered our partnerships within the charity sector, including our ongoing work with the National Axial Spondyloarthritis Society (NASS), and a new relationship with a children's hospice who we supported to embed a robust change management approach.

As always, we have empowered, supported, and celebrated our dynamic and diverse team, and continued to invest in training and development activities. We also refreshed our focus on corporate social responsibility, with many team members utilising their skills, both personal and professional, to support charitable causes.

Looking ahead to the coming year, we are committed to building on our successes, strengthening our offering in transformational change, increasing our focus on innovation, and maintaining a happy, engaged, and diverse team. We are acutely aware of the ongoing pressures faced by the entire health and care sector, and will continue to actively support our colleagues to transform through these challenges, presenting meaningful solutions along this journey.

I invite you to explore our achievements from 2023/24 and join us as we continue to push boundaries and drive impactful change within the NHS and beyond.



Our year in review

We started 2023/24 with four organisational objectives:



Objective one: Nurture and support our vibrant, diverse and happy team >



Objective two: Maintain/Improve the quality of delivery >



Objective three: Win work (with new and existing clients) in priority areas >



Objective four: Maintain a viable, well run business >

We are proud to have achieved all four of our 2023/24 objectives. The highlights of our year are set out in this annual report.



Objective one: Nurture and support our vibrant, diverse and happy team

Headlines:

1. We strengthened our team through our comprehensive training and development offer, and welcomed two new team members.
2. We took action to support the health and wellbeing of our team.
3. We refreshed our approach to corporate social responsibility.
4. We continued to embed our approach to progressing Equality, Diversity, and Inclusion for all.

Strengthening our team

Over the past 12 months, we have continued to strengthen our team by providing a comprehensive training and development offer.

This has included five whole team development days, 12 internal TU Techniques sessions, and external training opportunities in leadership, business case writing and programme management.

We further enhanced our recruitment process by developing a video which shows applicants the on-the-day interview process they will be following. This supports candidates in their interview preparations and helps to alleviate any concerns associated with entering an unfamiliar environment.

[Read more on next page >](#)





“ Since re-joining the TU in September it has been great to say hello to old faces and meet new colleagues. I have been impressed with the supportive and flexible culture. I have especially enjoyed integrating new ways of working within the team and how colleagues have been open to exploring new ideas. ”

Andy Wilson, Management Consultant Analyst



“ The projects that I have been part of since joining the TU have been exciting and varied and I truly appreciate the development opportunities they have presented. The team is made up of exceptional talent, it has been a real privilege working with such a driven workforce who are committed to achieving the highest quality of outputs for every client. ”

Rupal Sandher-Johal, Transformation Consultant

By exceeding their personal objectives managed through our annual appraisal process, five of our colleagues were provided with the opportunity for them to progress into more senior positions.

The continuous efforts to develop and support our team are evidenced by our exceptional 2023 NHS Staff Survey results:

Personal development at the TU



97% feel they have opportunities to improve their knowledge and skills.

Health, wellbeing, and safety at work



91% feel the TU is committed to helping them balance their work and home life.

Culture at the TU



97% of colleagues feel the team has a set of shared objectives.

Our organisation



100% believe the people we work with are understanding and kind to one another.



Equality, Diversity, and Inclusion

Over the past year, we have continued to embed our Equality, Diversity, and Inclusion (EDI) approaches and considerations. Our EDI Group has successfully delivered key actions in 2023/24 including:

- Delivering a range of EDI awareness and training sessions, alongside sharing thought-provoking personal experience pieces written and presented by TU colleagues.
- Actively participating in wider staff diversity networks.
- Providing bespoke support to clients within projects with an EDI or Health Inequalities focus.

We have also focused on building and enhancing our EDI and Health Inequalities networks regionally and nationally, both to share information and to have an increased strategic influence in these spaces. We are extremely proud that Safeera Ahmed, a Transformation Consultant in our team, is a national NHSE Core20plus5 Health Inequalities Ambassador. This role is dedicated to actively championing healthcare inequality improvement and providing advice and support for regional and national bodies seeking to narrow healthcare inequalities. This allows us access to various professionals, platforms, and information, and ensures we are continually taking this learning and challenge through to our client work.

We have recognised the need to have a platform for EDI professionals across Midlands and Lancashire Commissioning Support Service (ML) to share learning and collaborate on opportunities.

We have successfully created a Community of Practice in partnership with EDI colleagues from across ML which will enable us to use our skills, knowledge, and expertise to build connections and continuously improve our performance.





Supporting team health and wellbeing

We believe supporting individuals' health and wellbeing is key to our success, and we aspire to empower our people every day.

Our Health and Wellbeing Group fosters an ethos of continual improvement. The group has successfully identified and delivered in-year activities aimed at enhancing staff experience at work, including:

- Delivering our Mental Health @ Work Commitment Action Plan, using a framework curated by Mind and supported by the Mental Health at Work Leadership Council.
- Providing [First Aid at Work training](#) for all team members, as well as [Mental Health First Aid training](#) for a range of colleagues.
- Delivering a Health and Wellbeing Whole Team Day, covering topics such as Impact, Brand and Confidence, and Psychological Safety.
- Launching optional Personal Support Plans for colleagues to tailor based on their needs.
- Establishing new wellbeing drop-in sessions for staff.
- Sharing resources relating to events such as [World Mental Health Awareness Day](#), World Cancer Day, and Neurodiversity Celebration Week.
- Sharing lived experiences from colleagues and external organisations, touching on a range of topics such as 'What is a Carer?' during Carers Week.
- Coordinating the annual "TU-Athlon" to encourage personal goal setting, motivation, and team spirit.



Our values in action

Feedback for The Chronicles of Menopause...

"This is ace. Such an underdiscussed subject, and something I've learned a lot more about having a partner going through it."

"This is amazing, my hat goes off to TU for being so open. Thank you in advance for the support and information you are sharing your stories"

18 October
World Menopause Day





Corporate Social Responsibility

In 2023/24 we have refreshed our focus on Corporate Social Responsibility (CSR). Taking our thinking from the United Nations CSR model, we have identified four core areas:

Economic responsibility



Environmental responsibility



Ethical responsibility



Philanthropic responsibility



One of the ways we have successfully combined these is within our charitable work. As a team over the past year we have dedicated 227 volunteering hours, equivalent to over 30 days, to supporting both local and national charities. This has included:

- Volunteering at charities including The Bread and Butter Thing's warehouse, Coffee4Craig (a Manchester homeless charity), the National Youth Advocacy Service, and local Pegasus Riding for The Disabled.
- Presenting a lived experience presentation for charity Postural Tachycardia Syndrome (PoTS) UK.
- Supporting team members to take on voluntary roles including as a Trustee for Age UK Trafford, Co-Chair for the Research Programme Managers Network (RPMN), as a Governor for a local school, and community outreach director for an international kindness based non profit organisation.
- Supporting the campaign to encourage patients to Drink, Eat and Mobilise (DrEaMing) to enhance recovery experiences.
- Providing mentoring to others, including via the CIPD Mentoring Scheme.

[Read more on next page >](#)



Corporate Social Responsibility *continued*

In addition, our team has delivered a number of in-house charitable events over the past year. This has included:

- Running several joint office bake sales with colleagues from Aqua to raise funds for charity and support causes such as the Macmillan Cancer Support's Coffee Morning initiative.
- Organising a School Readiness Collection to donate to the independent charity [Home-Start Trafford, Salford, and Wigan](#). This collection provides families with essential back-to-school items to support children making the best start at school.
- Continuing our charity partnership with the mental health promotion and support organisation, Manchester MIND. The past year's fundraising has included six TU team members taking part in the [Great Manchester Run completing 10K or Half Marathons and raising £705](#).
- Connecting with our local community by inviting local charity Our Sale West to talk to our team and donating essential items to the charity's collection hub.
- Continuing our collaboration with local independent charity, [Trafford Carers Centre](#) by donating, filling, and wrapping 17 gift boxes full of festive treats. These gift boxes were then distributed by the charity to young and adult unpaid carers in Trafford who may not otherwise receive a gift at Christmas.





Objective two: Maintain/Improve the quality of delivery

Headlines:

1. We worked with a broad range of clients to achieve great things, evidenced by the breadth and depth of glowing client testimonials received.
2. We refreshed our approach to collating client feedback, providing us with richer stakeholder insights.
3. We simplified and standardised our approach to routine reporting of our performance.
4. We continued to support a culture of operational excellence for our team.

Excellent delivery

Client testimonials

Our excellent work is most clearly demonstrated through our client testimonials, a small selection of which are included below.

“ Excellent co-production in programme design. Timely communication. Effective programme management. Strong on delivery. Strong on understanding us as an organisation. ”

[Aspiring to Excellence \(NASS\) - July 2023](#)



[Read more on next page >](#)





Client testimonials *continued*

“ Extremely well managed, very professional but approachable staff - we weren't afraid to say that we “didn't know the answers” to some questions. Delivered on time and to budget. Exceptional piece of work that will save the lives of patients down the line. ”

[Endoscopy Transformation Business Case \(Cheshire and Merseyside Endoscopy Network\) - August 2023](#)



“ We engaged the Transformation Unit in ML to create a full programme business case for a very high value high profile programme which is under constant ministerial review. The business case needed to be produced quickly to meet challenging ministerial deadlines. Having worked with the TU previously we were confident they would be able to help, and we were not disappointed, with their knowledge of the five case model being invaluable. From inception of the contract through to completion of the PBC the team worked diligently and collaboratively to get the job done, keeping good lines of communication open so we were always clear what the plan was and who was doing what and when we needed to provide information and materials. We found the team very easy to work with and happy to go the extra mile when we had some challenging deadlines to meet to get through a tight assurance window. I would be very happy to recommend to others. ”

[Wayfinder Mobile First Programme Business Case \(NHSE\) - June 2023](#)





Case studies

The below case studies provide a flavour of our project work during 2023/24.

Case study



Cancer Alliance Self-Assessment Framework

Working with stakeholders across England, we successfully co-produced a bespoke self-assessment framework for all 21 Cancer Alliances. This framework was efficiently rolled out at scale and completed by each alliance, practically enabling them to:

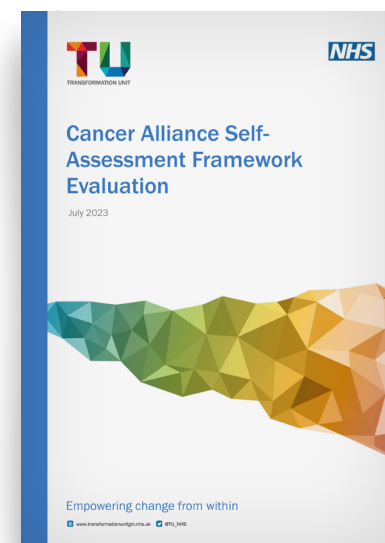
- Understand which aspects of their operating model are most strongly associated with successful delivery.
- Review and evaluate their unique capabilities, strengths, and development areas.
- Fully understand the priority development needs of their individual alliance, and how NHS England and the NHS Cancer Programme can support them to address these.

To create the framework we mobilised a thorough programme of engagement involving each alliance, across six regions and with all NHS England (NHSE) Cancer Leads. Through a combination of semi-structured interviews and feedback events, we developed a baseline paper which included a statement of what good looks like, the 'conditions of success' and a list of 'enabling factors' to support these.

By delivering this tailored framework, we were able to generate a comprehensive suite of reports for our client, presenting them with both the overarching national position of Cancer Alliances, as well as drilling down into the position of each individual alliance. Our work rendered depth and breadth of insights for the client that would not have been possible without our outputs.

“ The best thing about working with the TU was that we felt like an extension of their own team. The TU was open to make changes that were suggested and made them happen quickly. NHSE felt like the TU wanted to come with them and we worked together, not separately. The TU provided helpful and constructive challenge to enable NHSE to see things in a different way. ”

Cancer Alliance Self-Assessment Framework (NHSE Cancer Programme) - August 2023





Case study



Health and Care System five-year Workforce Strategy and Education and Training Plan

Lancashire and South Cumbria's (LSC) health and care system partners wanted to jointly develop a five-year workforce strategy and accompanying education and training plan. This would be the 1st time health, social care and the Voluntary, Charity, Faith, and Social Enterprise (VCFSE) sectors had produced a whole-system strategy for workforce in LSC, therefore signifying a fundamental shift in the region's thinking and approach.

We quickly mobilised the work across the sectors by establishing a multi-agency steering group with members from health, social care and VCFSE to lead and oversee the work. To develop the strategy and education and training plan we successfully achieved the following goals:

- We reviewed local and national policy, strategies, and innovation in workforce development.

- We analysed the available workforce data from all three sectors including recruitment and retention and development challenges.
- We generated and delivered a comprehensive cross-sector programme of stakeholder engagement, initially to explore the current issue and ideas and then to prioritise strategic themes to inform the final strategy.
- We produced a detailed review of education and training at a system level.

The culmination of our work meant that for the first time, all parts of the system have contributed and signed up to a Lancashire and South Cumbria workforce strategy and education and training plan. This marks a significant accomplishment not only for the respective partners, but also for the people of LSC for which the strategy aims to meaningfully support and deliver improved outcomes.

“ Great engagement, knowledge and expertise throughout the project. ”

Health and Care System five-year Workforce Strategy and Education and Training Plan - March 2023



Case study



Developing the AAA Screening Workforce

The NHS Abdominal Aortic Aneurism (AAA) screening programme aims to reduce aortic aneurism related mortality. There is a national shortage of AAA screening technicians, and without the required workforce the programme will not achieve its aims.

To remedy this, the commissioner (NHSE North West) and the providers of screening services needed evidence of the future workforce requirements and the need for different approaches to recruitment, training, and development of roles within the programme.

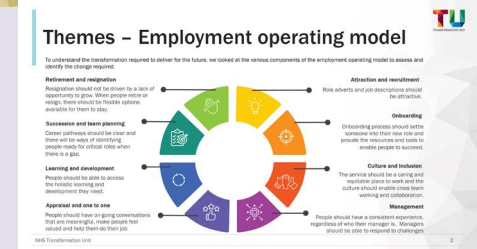
Using our analysis of data insights, a thorough review of published research and targeted stakeholder engagement, we delivered a comprehensive workforce review clearly demonstrating the baseline position of AAA screening staff. Our review included a clear illustration of both the current workforce profile and critically the future workforce requirements.

To produce an accurate and an in-depth understanding of the future workforce profile requirement across the North West, we utilised best practice to identify need based on the ageing population and increase in those eligible for AAA screening. We also described and evaluated the options available to effectively futureproof the workforce.

Our review included several considered recommendations for action at a local, regional and national level. By arming our client with the combination of a clear future workforce profile to aim for, alongside pragmatic recommendations to achieve this future state, we were able to deliver a powerful tool to support the programme in reaching its overarching aim.

“ The team were very organised and met all timelines within the plan. The presentation of the work undertaken was excellent and there were clear outcomes and recommendations. The whole team working on this project were very professional and all performed to a very high standard. ”

AAA Screening Workforce Development (NHSE) - December 2023





Case study



Analytical support for an Estates Strategy

We provided expert analytical support to Staffordshire and Stoke-on-Trent ICB (SSOT) as they developed a ten-year Infrastructure Strategy.

The first phase of the work involved a detailed exploration, validation, and refinement of a vast number of data sources in order to identify and generate the correct key metrics for collation. In addition, we developed a robust baseline cost of the existing estates and generated a projected ten-year estates maintenance cost profile for the ICB.

Following the data exploration exercise, we produced visualisations of key metrics. These data visualisations acted as a core enabler to unlocking dynamic conversations with stakeholders via a number of engagement events. When co-ordinating these events we ensured that stakeholders from each of the in-scope organisations within the ICS were actively involved in the work. Leading this engagement ensured that the data presented was a true and accurate reflection of the current estates and the ten-year projections.

Our work provided the client with an injection of fast paced and highly meticulous analytical expertise, producing an analysis of their current and future estates profile coupled with broad stakeholder engagement.

Our analysis, presented in PowerBI, acted as a crucial and integral element of the SSOT Infrastructure Strategy for the next ten years, and will allow them to easily update for their future requirements.



The sites included in this report are highlighted in the map.

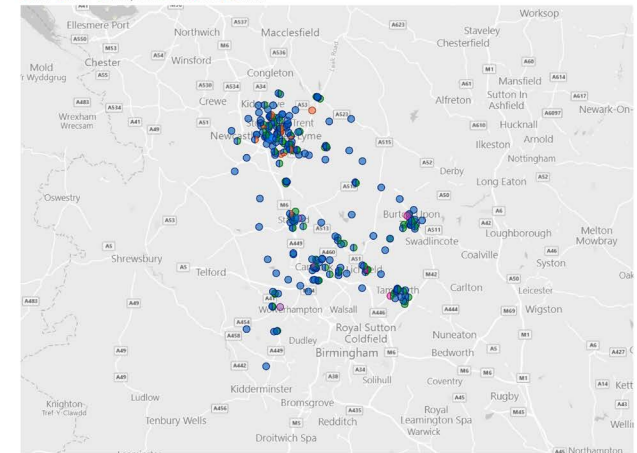
The map on the left shows the location of the different sites for each organisation.

Organisation	Total postcodes
MPFT	81
NSCHT	26
Primary Care	192
RWH	3
UHDB	3
UHNIM	4
Total	250

Source: Shape ATLAS and providers

Location of sites

● MPFT ● NSCHT ● Primary Care ● RWH ● UHDB ● UHNIM





Case study



Business Case for an Electronic Bed and Capacity Management System (eBCMS)

The eBCMS programme aims to support sixteen of the most challenged NHS Trusts with their urgent and emergency care recovery by enabling them to 'level up' to a core standard of digitisation.

We provided vital expertise to the programme by authoring a HM Treasury Green Book compliant three-year business case using the five case model. Working closely with the programme team, we:

- Facilitated agreement of spending objectives, critical success factors and a shortlist of five options which would be subject to economic appraisal.
- Generated the inputs for economic appraisal including detailed benefits mapping and quantification to allow identification of the preferred option
- Co-ordinated and directed the production of a high-quality five case model business case.

- Supported the formal review and assurance processes before finalising the business case.

The business case, worth £68.6 million, was approved by NHSE. This is a monumental accomplishment, not only for the programme but equally for the sixteen Trusts eBCMS will support. The funding secured via our business case authorship will enable front-line clinical staff to make the best use of electronic bed and capacity management technology to deliver care efficiently, effectively and safely for patients.



Health Service Journal (HSJ) Partnership Awards 2024

We were delighted to be shortlisted for three HSJ Partnership Awards in 2024. These were:



Most Impactful Partnership in Preventative Healthcare

– Phase 2 of Active Hospitals with Office for Health Improvement and Disparities (OHID) and Sport England

Diagnostic Project of the Year

– Echocardiographic Recovery Plan with Cheshire and Merseyside Acute and Specialist Trusts Collaborative (CMASST)

Most Effective Contribution to Integrated Health and Care

– Lancashire and South Cumbria Clinical and Care Professional Leadership Framework with NHS Lancashire and South Cumbria ICB

[Read more on next page >](#)



HSJ Partnership Awards 2024 *continued*

This year the HSJ reported that the quality and quantity of entries was once again extremely high, with over 228 projects applying for the awards. Three TU projects have been named award finalists by the HSJ, evidencing our outstanding dedication to improving healthcare and effective collaboration with the NHS.

HSJ Award Case Study: Cheshire and Merseyside Physiological Measurements Network

NHS Cheshire and Merseyside Diagnostic Programme sought our expertise to lead and deliver a multi-staged Echocardiography Recovery Plan. At the time of this work there had been a significant increase in patients waiting longer than they should for an echo and greater variation of service quality across the region compared with pre-pandemic figures.

We worked closely with the Programme Director to provide extensive programme management and oversight to ensure the successful delivery of the Echo Recovery Plan, including:

- Working with the nine Trusts delivering echos to cleanse, validate and improve their data reporting to provide stronger intelligence and support decision making.
- Supporting the Trusts to adhere to guidance by providing patients with 40/45 minute appointment slots, improving efficiency, and supporting waiting list reduction.
- Facilitating dynamic discussions regarding the provision and receipt of mutual aid between Trusts.
- Enabling the provision of £250,000 independent sector support funding to Trusts most in need of additional aid.

We successfully delivered against every element of the system's Echo Recovery Plan. In so doing, we developed and sustained genuinely effective systems and mechanisms of support for physiological measurements services across the system, creating lasting improvements for patients and staff.



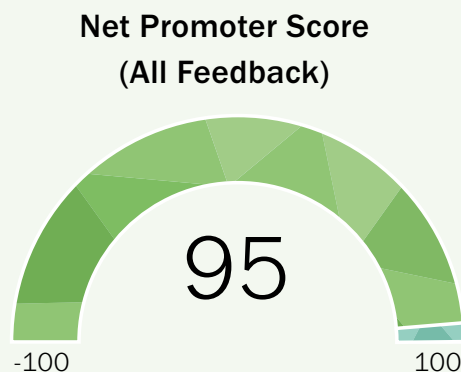
Focusing on feedback

Over the last 12 months we have worked to reconfigure and optimise our approach to collating client feedback.

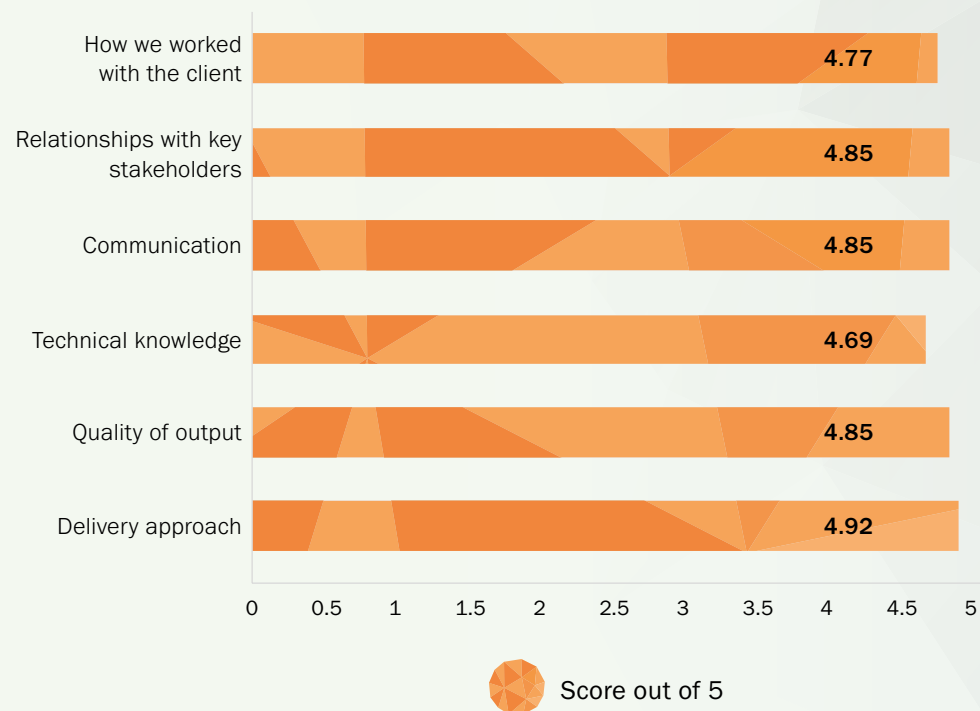
This has provided us with an even deeper insight into our stakeholders' views and has generated rich quantitative and qualitative data, which forms a key element of our organisational monthly performance dashboard. It also helps us to better assure and compare our performance over time.

We have continued to receive outstanding client feedback via our optimised feedback collation process.

Our overall net promoter score for work completed this financial year is 95. Net promoter score is a scale from -100 to 100 which indicates a likelihood to recommend a company's services. Scores higher than zero are considered good, higher than 20 are great and higher than 50 are excellent.



Specifically our clients valued our delivery approach (4.92 out of 5), quality of output (4.85 out of 5) and technical knowledge (4.69 out of 5) and enjoyed working with us, in particular our communication, (4.85 out of 5) our relationships with key stakeholders (4.85 out of 5) and how we worked with them (4.77 out of 5).





Ensuring performance accountability

In 2023/24 we have simplified and standardised our approach to tracking and monitoring project performance.

This allows the team to identify and share excellent practice, enhance the quality of our work through regular constructive challenge, and to identify and swiftly respond to any emerging issues.

In conjunction with this, we have simplified operational processes by creating a single all-encompassing Delivery Lead Checklist and Supporting Information Guide for our team. This improvement reduces unnecessary admin and allows all projects to focus their time on delivering to the highest quality.



Maintaining operational excellence

Last year saw the implementation of a refreshed Quality Huddle, which has continued to be successful into 2023/24. To continue building on this positive momentum, we have provided our Assurance Directors and Delivery Leads with quarterly training sessions, informed by the topics highlighted within Quality Huddle. Creating this feedback loop has allowed us to maintain a high standard of operational delivery across our team and to provide helpful skills-based training to support colleagues.



Objective three: Win work (with new and existing clients) in priority areas



Headlines:

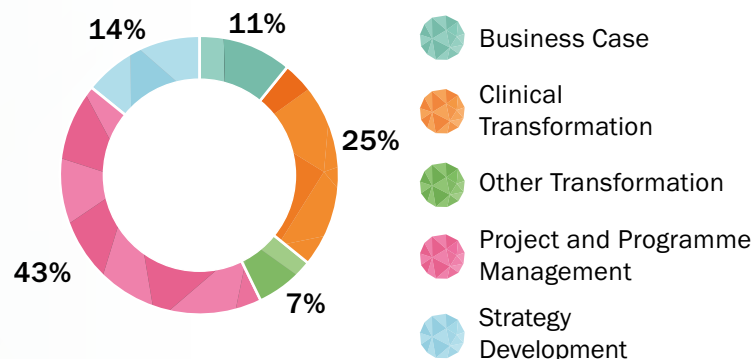
1. We delivered strongly against our income target again in 2023/24.
2. We successfully built upon our high quality delivery and strong relationships.
3. Our range of client partners has also increased, further diversifying our portfolio.
4. We have renewed our focus on developing our emerging client offer areas.

Core service areas and geographies

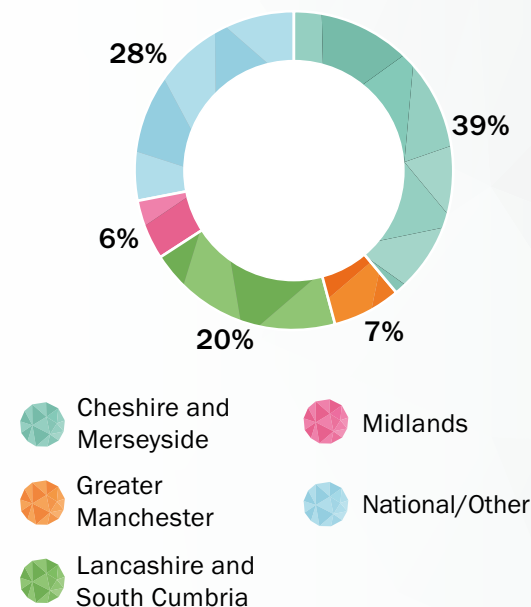
In 2023/24 we adapted well to the changing needs of our client partners, seeing increasing demand for project and programme management support with implementation of clinical transformation projects, as well as business case development support. As integrated care board teams became embedded, we saw an increasing focus on developing strategies for their key priorities.

We continued to work across our core geographies in the North West, Midlands and nationally:

Income by Core Service (2023/24)



Income by Geography (2023/24)



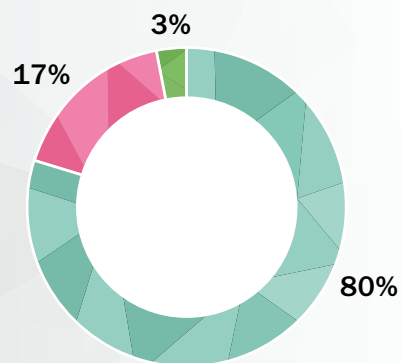





Building lasting relationships

Our high-quality delivery and strong relationships meant that the vast majority of our income was sourced from existing and returning clients.

Our business development efforts also saw us grow our new customer base.

Source of Projects (2023/24)



-  New Clients
-  Our Partners and Network
-  Retained and Returning Clients

Diversity of work

New clients we worked with in 2023/24 included:

Cheshire and Merseyside Pathology Network

– we provided comprehensive support to the network covering a range of areas including authorship of outline and full business cases and procurement of a Laboratory Information Management System (LIMS) to enable networked ways of working.

NHS Accelerated Access Collaborative

– we co-developed an innovative approach to using clinical pathway mapping to help identify and prioritise research and innovation opportunities as part of the client’s horizon scanning and demand signalling programmes.

Allied Health Professionals (AHP) Faculties in Cheshire and Merseyside and Hertfordshire and West Essex – we evaluated the impact and benefits delivered through their respective AHP Faculties and developed business justification documentation for continued investment.

West Midlands Cancer Alliance – we created a model for predicting future demand over five years at key points across the Lung Cancer pathway as a consequence of the Lung Health Checks screening programme. This model was built flexibly to allow the Cancer Alliance to understand how demand would change under different scenarios or for different parts of their geography.

Greater Manchester Diagnostics Network

– we facilitated the developing and testing of new diagnostic pathways across the five GM Community Diagnostics Centre (CDC) providers using a standardised approach. This involved developing a Pathway Development Toolkit and a suite of case studies to enable shared learning across GM.

University Hospitals of Morecambe Bay NHS Foundation Trust – we are leading development of an enhanced programme management office capability that will deliver the Trust’s transformation and improvement portfolio and will seek to foster a culture of continuous improvement.

[Read more on next page >](#)



Diversity of work *continued*

We also secured work from existing clients on new programmes or with teams that we had not worked with previously, including:

NHS England's e-Referral Service – we delivered a programme of comprehensive stakeholder engagement across ten strategic business areas including elective and outpatient care, urgent and emergency care, diagnostics, screening, vaccinations, mental health and all primary care services to inform future business needs for digital referrals and bookings. The purpose of the engagement was to develop understanding of the desired future state for these business areas so that referral and booking needs could be identified. This work was an important foundation stone for a future transformation business case.

Lancashire and South Cumbria Integrated Care Board

– we facilitated development of a five-year workforce strategy and education and training plan covering health and care across Lancashire and South Cumbria. We delivered an extensive programme of engagement enabling stakeholders from across all sectors (including acute care, primary care, social care, community services, mental health, voluntary sector) to be involved in development of the strategy.

We also worked closely with ML colleagues on a number of projects including:

NHS England's Electronic Bed Capacity Management System Programme

– we worked with colleagues in ML's Delivery Unit and Finance team to produce a HM Treasury compliant business case. This business case was to justify investment in roll-out of electronic Bed Capacity Management System (eBCMS) solutions and Care Coordination Centres to acute trusts who are experiencing the greatest challenge with respect to patient flow and urgent and emergency care performance.

NHP Demand and Capacity Modelling Roll-out – we have been working alongside the Strategy Unit (SU) to roll-out the demand and capacity modelling tool that they have developed for the national New Hospital Programme (NHP). Our experience of working with acute trusts on service redesign and modelling services has supported the SU to further develop the model and to plan for roll-out to the NHP schemes.

Abdominal Aortic Aneurysm (AAA) Screening Workforce Development

– working with colleagues in People Services we developed clear evidence for NHS England North-West of the future workforce requirements and the need for different approaches to recruitment, training, and development of roles.



Spotlight on our offer development

We have continued to develop our service offers in key areas, building on our great work. These include:

Clinical Service Redesign



In 2023/24 we have maintained our position as a voice of authority on clinical service redesign. We have continued to use our proven methodology to deliver quality results for our clients and their communities. To achieve this we have worked closely with clinical and operational teams, engaged with patients, service users, carers, and applied our expertise in finance and analytics. Our record of positive results demonstrates the effectiveness of our bespoke methodology and the commitment of our team to deliver for our clients.

Diagnostics



As an important component of both elective and primary care recovery, we have significantly grown our work in diagnostics covering areas including pathology, imaging, endoscopy, physiological sciences, community diagnostics and screening and with support encompassing programme management, clinical redesign, business case development, workforce development and analytics.

Business Case



We have continued to support business case development to enable justification of digital investment, new hospital development, implementation of new target operating models, transactions and workforce development. Our support included full five-case business case authorship, economic and financial modelling, business case readiness and demand and capacity modelling.

Workforce transformation



As integrated care models continue to develop, we have supported health care systems and networks to model, design, develop strategy and plan for investment in their workforce and innovative new workforce models. Our support has ranged from developing system-wide workforce strategies covering health and care to producing investment justifications for specific services.

[Read more on next page >](#)



Spotlight on our offer development *continued*

Digital



We supported the procurement of a Laboratory Information Management System for Cheshire and Merseyside Pathology Network, and provided programme management for development of a National Imaging Registry solution and business intelligence support for implementation of artificial intelligence in diagnostics:

- **Digital Diagnostics** – we have supported procurement of a LIMS system for Cheshire and Merseyside Pathology Network, programme management for development of a National Imaging Registry solution and business intelligence support for implementation of artificial intelligence in diagnostics.
- **Elective Care** – we led authorship of a programme business case for NHS England’s Wayfinder programme and worked with elective care recovery and transformation colleagues at NHS England to define future business needs for the e-Referral Service.
- **Urgent and Emergency Care** – we led authorship of the programme business case for NHS England’s electronic Bed Capacity Management System and Care Coordination Centre programme.





Objective 4: Maintain a viable, well run business

Headlines:

- 1. We delivered well against our financial plan for 2023/24.**
- 2. We continue to thrive within ML.**
- 3. We have made good use of our high quality remote working solutions.**
- 4. We have improved our social media strategy, achieving new record impressions and increasing our average engagement rate.**

Financial performance

During 2023/24 we won 61 new projects and delivered income of £3.67m across 72 projects for 27 clients. We also closely monitored our pay and non-pay costs during the year, meaning that overall we were able to deliver a full-year contribution to the ML position in line with our agreed plan.

We continued to regularly review our business development performance. This enabled us to understand where our work comes from, how we secure work and what services our clients need. Our approach to high-quality delivery and building deep, trusted relationships with our clients continues to generate satisfaction. 80% of our work over the last 12 months was sourced from existing clients: a true testament to the hard work of our team, supported by our partnership style of working.



Thriving in NHS Midlands and Lancashire

We continue to thrive within ML, including providing resource to drive forward the implementation of the Kanata system for adoption in all departments, supporting improved and smarter performance and fiscal management.

We have complied with ML's corporate functions including risk management, information governance and business continuity, and gone on to translate and embed these requirements into TU standard processes.



We have supported the procurement process for the ML Accredited Supplier Framework, which allows easier subcontracting with specialist providers to enhance our offer and support our delivery.

We also supported the transfer of the NHS Horizons team from NHSE to ML in May 2023, applying the learning from our team's successful onboarding experience in 2021. We have successfully delivered outstanding joint client work since Horizons joined ML.



Our team have further developed and deepened relationships with colleagues in HR, Finance, and other CSU consulting teams, including developing and spearheading the new community of practice for EDI colleagues across ML including engaging with ML communities of practice on key topics such as EDI and Quality Improvement, and linking in with ML staff networks.

Remote working

Remote working continues to be the preferred delivery arrangement for many of our clients and staff for cost, flexibility, and environmental reasons.

This year, we have benefited from the investment we made in 2022/23 in our high quality video conferencing equipment and IT and office consumables. These investments have further supported effective home and remote working, and have been enhanced by new Wi-Fi connection in our office.

The shared office arrangements in Sale with Aqua have continued to be positive for the TU. We have hosted team training sessions and our monthly full team meetings in the office to reduce room hire costs and encourage face to face engagement.



A growing social media presence

We have taken a considered and targeted approach to growing our social media presence over the past year, which has generated positive results for the team including several direct approaches to discuss opportunities. This has enabled us to showcase and share our work, enhancing our impact and the opportunities for shared learning across the health and care sectors.

We have regularly shared varied and thought-provoking content on our social media channels in 2023/24. We prioritised [LinkedIn](#) as our primary social media platform and saw robust growth in our followers and engagement with our regular content.

Our top performing social media post was the publication of our interactive [Population Health Dashboard](#), a freely available tool that allows users to explore key population health metrics. This attracted more than 5,000 impressions and 430 clicks.



580
new followers on
LinkedIn and X



60
Posts



46,000
Impressions



9%
Average engagement rate*

*The engagement rate is calculated from the number of people that see the post (impressions) and the number of people that actively engage with it - whether that is a like, a share, a comment, a click on the link. 1 to 3.5% is considered a good result



2023/24 in numbers

Projects by client type



56% Acute Providers

16% Integrated Care Systems

19% National/Regional NHS teams

We grew our work with charities and membership organisations

Income by project type - of our total income:



43% Project and Programme Management

25% Clinical Transformation

14% Strategy Development

11% Business Cases

Other transformation work (**7%**)

Income by geography



39% Cheshire and Mersey

28% national clients

20% Lancashire and South Cumbria

7% Greater Manchester

6% Midlands

45% of the team accessed funded external training opportunities



12 "TU techniques" training sessions



We worked on **72** projects for **27** clients

95 Net Promoter Score (-100 to 100)



227 volunteer hours worked by our team
2 new team members