



NHS Transformation Unit Annual Report 2024/25



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Director's overview

“

I am extremely proud to present our 2024/25 Annual Report, which highlights another year of exceptional work by the team at the NHS Transformation Unit.

I invite you to explore this report and see for yourself the progress and impact we've made during 2024/25.”

We began the year with four corporate objectives – to support our people, improve the quality of our delivery, win work with new and existing clients, and run a stable, well-managed business. I'm delighted to report that we achieved all four of these objectives during what was another challenging year for the NHS overall. Once again, most of our work came from returning clients, which is clear evidence of the impact and trust we build through our people and the quality of our delivery.

We continued to deliver excellent work in our core offers of [clinical redesign](#) and [business cases](#). Highlights included helping to secure funding for two of NHS England's largest digital platforms, [e-RS and Wayfinder](#), through developing compelling business cases. We brought our clinical redesign expertise to Wales for the first time, working with [Swansea Bay University Health Board](#) to develop a case for change, model of care, and service blueprint for interventional vascular radiology. We also significantly grew our work in [diagnostics](#), as well as supporting more NHS organisations to explore collaborative opportunities relating to [corporate services](#).

Our brilliant people remain our most valuable asset, and we were delighted to see yet another phenomenal set of results from the annual NHS Staff Survey. Our team members said they felt valued and supported in their roles and 97% said they recognised the real improvements they were able to make in their role. I am truly humbled and honoured to work in such a talented and motivated team alongside colleagues who consistently and respectfully drive themselves and each other to excel.

I'm keenly aware of the continued uncertainty and pressures facing our health service as it works to reform and adapt to the priorities of a new government. Amid this change, I've been particularly proud of the resilience shown by colleagues at the TU, who have consistently delivered the high-quality work our clients have come to expect from us. I know we will remain focused on supporting our colleagues across the NHS as we continue to navigate further changes over the coming year.



**Jessica
Boothroyd**
Delivery Director

Our year in review

Our corporate objectives

Our corporate objectives support us to deliver our TU strategy and ultimately achieve our vision to be the ‘go to transformational change partner for sustainable health and care services’.

We were delighted to once again achieve all four of our corporate objectives in 2024/25. This section outlines how we have done this.



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



Maintain/improve the quality of delivery

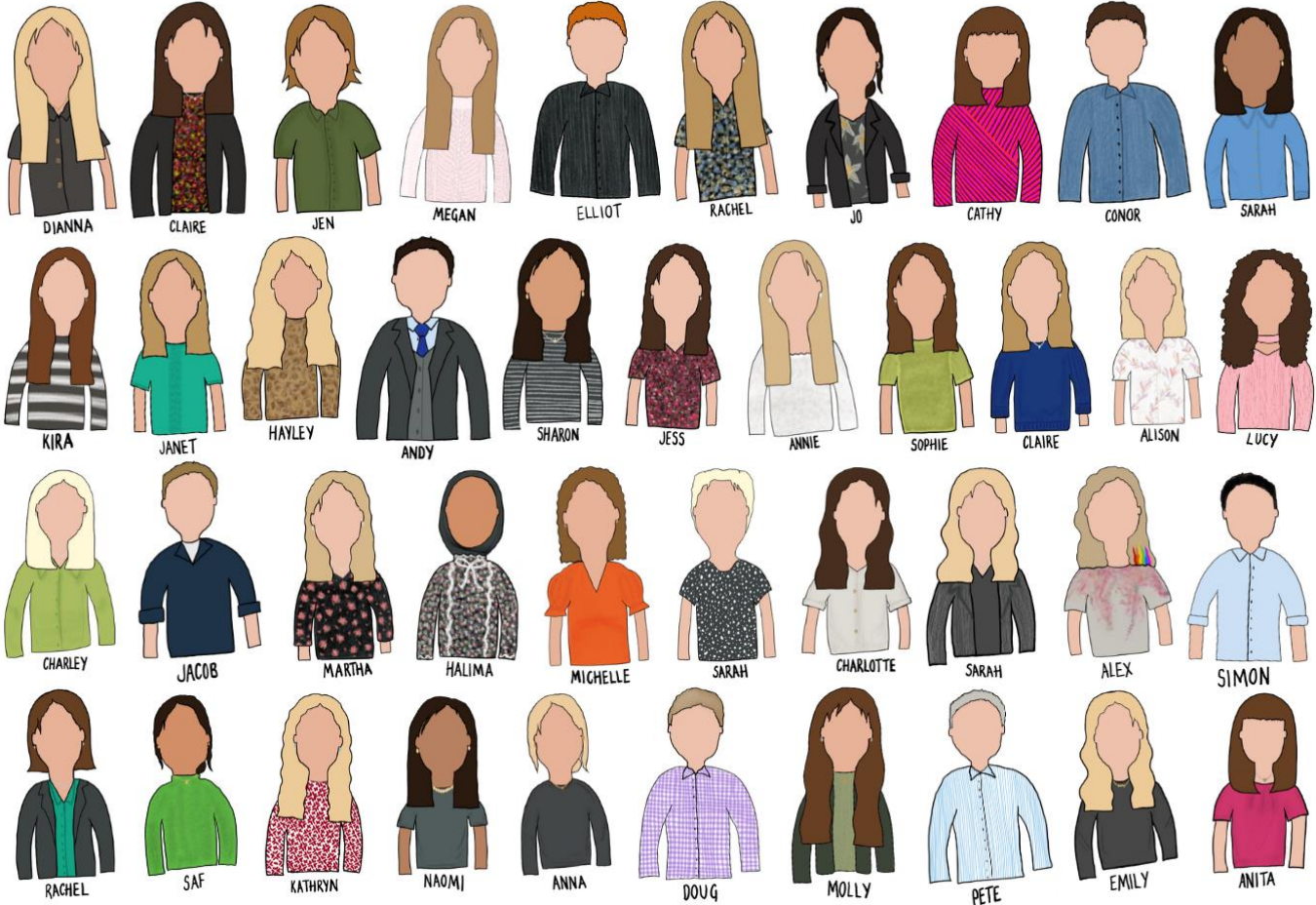


Maintain a viable, well-run business



Nurture, support and empower our vibrant, diverse and happy team

Our team



Our year in review

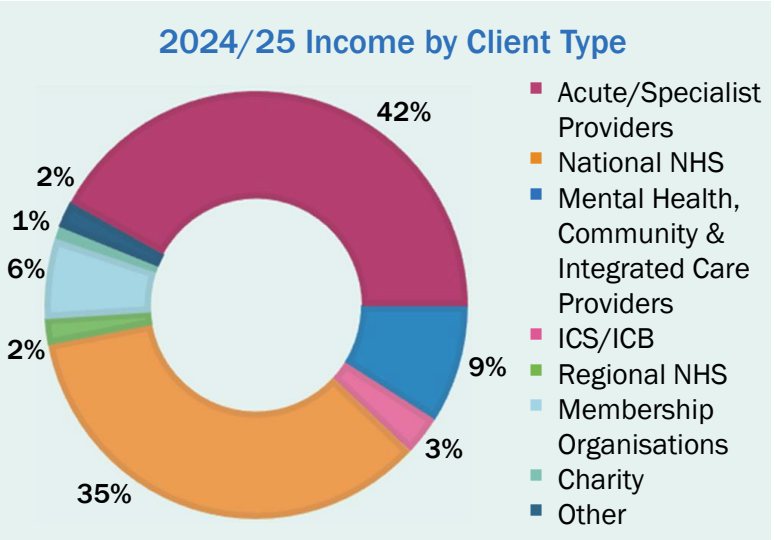
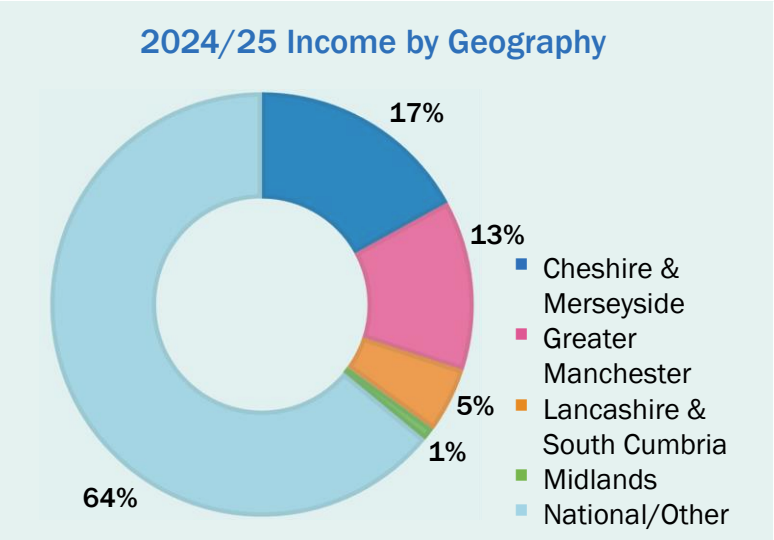
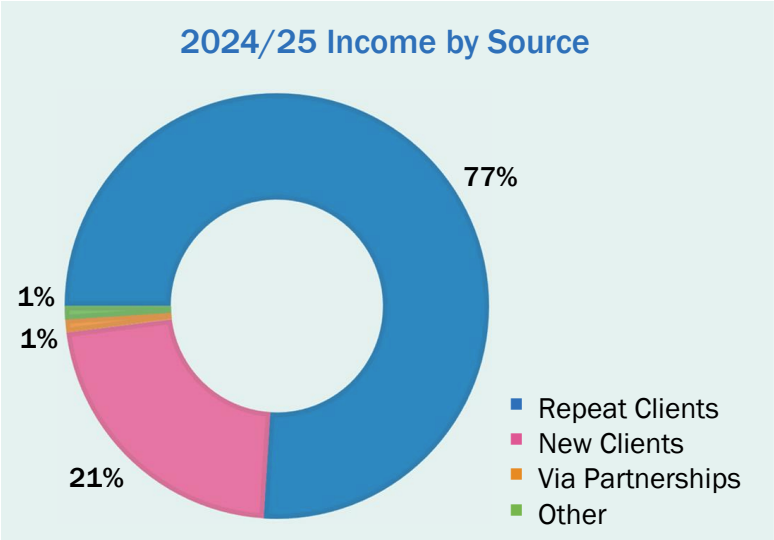
Objective: Win work (with new and existing clients) in priority areas

In 2024/25 we saw our strong client relationships and solid commitment to excellence pay off once again. A significant share of our income came from existing and returning clients, evidencing high-levels of customer satisfaction, with returning customers who trust us to deliver for them time and again.

We further broadened our reach this year, working with clients in new geographies including the South West and Mid Cheshire. Notably, we also began working in Swansea, which marked our first engagement in Wales – bringing exciting new opportunities and valuable experience for the TU.

Our portfolio last year spanned whole systems, charities, acute trusts, and ICBs, showcasing the impact we can deliver across a wide range of services and sectors.

In addition to collaborating with other specialist teams within ML CSU, we also strengthened our relationships with the other CSUs across England. This further helped us to connect clients with the expertise they needed, and broadened our experience of delivery outside our core geography.



Our year in review

Objective: Maintain/improve the quality of delivery

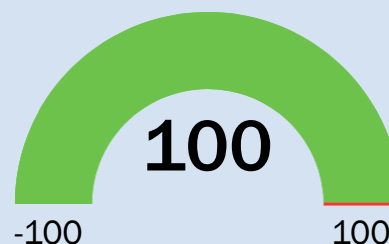
We continued to refine and enhance our methodologies across our core offers, supporting our team to deliver consistently high-quality work on every project. To support this, we developed a tailored training session for both new and experienced project delivery leads, to ensure everyone has the skills needed to maintain excellence in project delivery.

As part of our ongoing investment in excellence, we continued to develop and deliver our core skills training programme. This supports all team members in developing both new and existing capabilities across every aspect of the Consultant role. Delivered by TU colleagues, the training covers a wide range of topics, including personal resilience, understanding the NHS landscape, facilitation, and building strong relationships, to help our team grow and thrive.

This focus on peer support runs through many of our development initiatives. Throughout the last year our whole team development days, lessons learned sessions and quality review sessions allowed us to harness the expertise we have within the team and to share wide-ranging skills and experiences with fellow TU colleagues.

2024/25 Net Promoter Score

(Based on client feedback surveys)



Our overall net promoter score for work completed last financial year was 100.

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.

Objective: Maintain a viable, well-run business

In 2024/25, we achieved strong financial results and continued to demonstrate the impact of our work delivering a total income of £4 million across 50 distinct projects.

Through careful management of our expenditure, invoicing, cashflow and relevant compliance, we delivered an efficient, value-adding consultancy business model within a public sector environment. This allowed us to once again deliver our full-year contribution to ML CSU in line with our agreed plan.

Our focused investment in enabling safe and effective flexible working empowered our people to thrive whether working from home, on client sites, or at our office in Sale.

We continued to evolve our website to better showcase who we are and what we do. We were delighted to see a growing number of contributions from colleagues who shared their powerful thought pieces on our [website](#).


By the end of 2024/25, we were proud to have reached 3,000 followers on LinkedIn, expanding our network and continuing to share our work with our growing community.


We were also delighted to be included on the East of England TOPS procurement framework which unlocks a simplified contracting route for both new and long-standing clients.


Our year in review


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

Developing our people remains high on the TU priority list. Once again, we offered a wide range of training and development opportunities this year, whilst maintaining our focus on our values and culture. This continued investment into our team played out in another set of fantastic NHS Staff Survey results.

 **91% of colleagues would recommend the TU as a place to work**

94% of colleagues feel valued by the team 

 **94% of colleagues feel supported to develop their potential**

97% of colleagues feel they make improvements happen in their work 

 **97% of colleagues feel trusted to do their job.**

We continued to prioritise colleagues' health and wellbeing through a variety of initiatives supporting both physical and mental health. Initiatives included our weekly TU Run Club and the annual TU-Athlon where colleagues set their own personal goals.

As ever, the TU spirit shone through in our charity bake off competitions held throughout the year, raising funds for a range of causes, and we celebrated our collective achievements at the annual TU Awards.

As part of our commitment to corporate social responsibility, we continued to promote the volunteer hours available to colleagues last year. Our team contributed a total of 246 hours, up 10% on the previous year, supporting causes such as the Teenage Cancer Trust, a Christmas appeal for local carers and participating in the Great Manchester Run Half Marathon and 10k events to raise funds.



Our year in review

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

Following the success of our long-running Graduate Programme, the TU introduced an Apprenticeship Programme for the first time in 2024/25.

We were delighted to welcome our first two apprentices to the team in September. Having progressed through a highly competitive selection process, Kira and Jacob have both settled in well at the TU and are already making an impact on client projects. We look forward to seeing them continue to develop and grow throughout the rest of the programme.



**Jacob Crossland,
Apprentice
Associate
Consultant**

“ The first eight months of my apprenticeship at the TU have been excellent. I’ve had the opportunity to apply what I’m learning directly to projects, a balance that’s been key to my development so far.

During this time, I’ve supported six projects across both clinical and corporate areas, each offering unique learning experiences. I have had the opportunity to lead on PMO activity, produce reports, and facilitate and present at senior stakeholder workshops.

I’ve been extremely grateful for the support I’ve received so far from my colleagues and I’m excited for the future! ”



**Kira Maguire,
Apprentice
Associate
Consultant**

“ Since joining the TU, I have had numerous opportunities to engage in large-scale transformation projects and portfolio management. I have also been able to apply the knowledge gained through my apprenticeship to my role.

Some highlights include clinical pathway mapping, stakeholder engagement, and contributing to a published NHS report ([Collaborating Care - Creating Value from Scale Report](#)). These experiences have been invaluable and insightful.

I feel valued as a member of a diverse team and am encouraged to take on new challenges to enhance my confidence, experience, and professional progression. ”

Continuing to deliver excellent work

In 2024/25 we continued to deliver our core business case and clinical service redesign work, partnering with clients to build compelling, evidence-based cases for investment and to improve services through our trusted and proven methods.

Business Cases

Underpinned by our structured and strategic approach, we specialise in co-ordinating and crafting complex health and care business cases that are tailored to reflect the unique needs, challenges and ambitions of our clients.

Many of our team are Better Business Case accredited practitioners, and we made great use of these skills in 2024/25 to deliver seven impactful business case projects, each designed to provide a comprehensive case for investment to support robust decision making.

Our team led the end-to-end development of HM Government Green Book compliant “five-case model business cases”, carried out rigorous options appraisals and delivered detailed economic and financial modelling. Our work brought clarity, credibility and strategic value to every project, supporting clients in securing the investment they required to improve services and ultimately deliver better patient care.

You can read more about our experience in writing and supporting business cases where we outline some of our previous work in more detail. (See case study on page 12: [Business Cases Case Study](#)).

Clinical Redesign

Our clinical redesign projects are always underpinned by our proven TU methodology, a robust, phased approach to clinical transformation and strategy development with an impressive track record of success. It highlights the importance of collaborating closely with clinical and operational teams, engaging with patients, service users, and carers, and inspiring sustainability. The process can be applied to small or large-scale programmes of work, spanning anything from 6 months up to 5 years.

In 2024/25 we delivered 13 clinical redesign projects, including developing a case for change and model of care for two services at University Hospitals Morecambe Bay NHS Trust, and clinical pathway mapping for future Treatments for Metabolic Dysfunction-Associated Steatotic Liver Disease in collaboration with NHS England. Each project was shaped through meaningful stakeholder engagement and paved the way for more effective and efficient services. (See case study on page 13: [Clinical Redesign Case Study](#)).

Growing our specialist offers

In 2024/25 we grew our specialist offers in diagnostics, corporate services collaboration, cancer, and mental health, learning disabilities and autism. We worked with clinical teams to deliver improvement projects, gaining knowledge and experience around these special areas of interest.

Diagnostics

In 2024/25 we significantly expanded our diagnostics offer, working with diagnostic networks and clinical teams to improve patient choice and improve the overall experience.

Our work and expertise in this area continued to grow and we delivered 20 diagnostics projects last year. Our team supported our clients to review diagnostic pathways, implement new diagnostic procedures and craft compelling, evidence-backed business cases to justify funding for innovative diagnostic digital systems.

Most of our diagnostics work last year was in pathology. We worked with the Cheshire and Merseyside Pathology Network to implement a single pathology laboratory information management system (LIMS) across 5 Trusts within Cheshire and Merseyside, enabling significant system and localised benefits. (See case study on page 14: [Diagnostics Case Study](#)).

We also undertook significant stakeholder engagement and led a detailed options appraisal process to determine the preferred Target Operating Model for the Peninsula Pathology Network.

Corporate Services Collaboration

The ongoing need to drive efficiencies in corporate services, coupled with the rapid pace of technological change, is prompting organisations to explore new ways of delivering these functions. This shift was reflected in the significant rise in demand for our corporate services collaboration offer over the past year.

In 2024/25, we delivered six key corporate services projects. These included working with providers across Greater Manchester to identify and prioritise opportunities for collaboration, supporting two acute trusts in assessing and prioritising opportunities for joint working in digital and data services, and partnering with two trusts to scope, plan, and begin implementing a collaborative people service. (See case study on page 15: [Corporate Services Collaboration Case Study](#)).

To strengthen our offer, we drew on subject matter experts from other ML teams, bringing technical insight and experience to ensure a deep understanding of the services we supported. This allowed us to develop tailored, innovative solutions and recommendations.

Bringing in specialist skills and solutions

In 2024/25 we continued to advance our specialist solutions, strengthening our knowledge and expertise in areas such as finance, analytics and modelling, and strategic workforce planning. We used our expert skills to deliver specific standalone projects and as part of larger programmes of work.

Analytics

We advanced our analytical services offer in 2024/25. We strategically analysed complex data to provide actionable insights to support our clients to make informed decisions.

Analytics is pivotal to transformation and clinical redesign. Last year we used strategic business intelligence to enable us to get under the surface of data to analyse variation, look for root causes, understand underlying health inequalities and explore relationships between different data sets.

Throughout the year, we worked with clients to determine the best locations for the delivery of their services, to understand capacity and translate population health needs into demand forecasts, and to quantify the impact of their improvement work.

In the latter half of 2024/25 we supported NHS England to understand and prepare for future treatment pathways for Metabolic Dysfunction-Associated Steatotic Liver Disease (MASLD). (See case study on page 17: [Analytics Case Study](#)).

Workforce

We continued to develop our specialist workforce expertise, working with clients to deliver vital workforce transformation and planning projects across health and care systems.

Our approach combines engagement, analytics and OD techniques to support the health and care sector to effectively respond to population need now and in the future. Taking this approach enabled our clients to align their workforce capabilities with current and future population needs, to deliver high-quality care for all.

In 2024/25, Mid Cheshire Hospitals FT needed to upskill their leaders in strategic workplace planning and redesign, as part of the NHS New Hospital Programme. The TU, in partnership with [NHS Midlands and Lancashire's](#) (ML) People Services, designed and delivered a bespoke skills development programme with 100% of participants reporting increased confidence and knowledge in workforce planning following the training. (See case study on page 17: [Workforce Case Study](#)).

Business Cases

“ I’m proud to reflect on our achievements over the past year. We delivered high-quality, compliant business cases, many that aligned with the HM Treasury Green Book, that secured significant investment and met rigorous NHS England standards.

Our skilled team provided expert guidance through complex processes, earning exceptional feedback for our outcomes and our collaborative approach. We demonstrated strength in developing cases for national and local digital initiatives and regional pathology networks, underscoring our expertise. ”



Joanne Gibson
**Business Case Lead and
Managing Consultant**

Case Study: Evolving the digital referrals, booking and appointments pathway.

During 2024/25, we provided continued support to NHS England’s e-Referral Service and Booking and Referral Standard (e-RS and BaRS) programme and Wayfinder programme. With current business case cover set to expire at the end of March 2025, we developed two aligned programme business case addendums to enable approval of transformation spend in 2025/26.

We worked closely with both programme teams to coordinate and author two high-quality five-case model business cases, refresh the spending objectives and review the critical success factors, and support the formal assurance processes including via NHS England’s Executive Transformation Group, Digital Executive Transformation Group and DHSC/NHS Joint Investment Committee

We also supported the programmes to undertake a rapid value for money assessment of their plans for 2026/27 to 2029/30 as part of their submission to the Spending Review.

Following transformation budgets being settled in April 2025, we rapidly reworked both business cases, obtaining approval by HM Treasury for over £60m to be invested in 2025/26.

Clinical Redesign

“ Using our TU methodology we take a collaborative, phased approach combining clinical expertise, operational insight and engagement with patients and carers.

We use data to identify challenges, guide decision making and measure impact. Grounded in real-world experience, our work is practical, person-centred and sustainable.

We embrace innovation and seek better ways to deliver care. Our commitment is to drive positive change and shape services that meet evolving community needs. ”



Hayley Michell
Clinical Redesign Lead and
Associate Director

Case Study: Transformation of Vascular Interventional Radiology (VIR) Services in Swansea Bay University Health Board

Swansea Bay University Health Board (SBUHB) engaged the TU at a time when their VIR service was facing intense pressure and struggling to meet national standards and specifications, largely due to ongoing workforce challenges.

Our solution applied our evidence-based TU clinical redesign methodology. We developed a case for change and new model of care, clearly setting out the rationale for transforming VIR services in SBUHB. Through extensive engagement with VIR colleagues and wider services staff we created a service blueprint, detailing how services should be re-designed.

Based on this work, we developed an investment business case which outlined the investment required to ensure the sustainability of the service over a three-year period.

The investment business case was approved by the Programme Governance and Group Director, who committed to investing in the service and workforce due to the comprehensive cost benefit analysis described within the case. The service now has a blueprint and new model of care. This will enable them to develop a VIR Centre of Excellence and ultimately improve patient care and outcomes.

Diagnostics

“ The TU had a busy year in diagnostics, expanding our expertise across endoscopy, pathology, imaging, and community diagnostic centres (CDCs). Our work in 2024/25 demonstrated the depth of our experience through a range of impactful projects.

A key highlight was leading the implementation of a new cardiac diagnostic pathway in Greater Manchester, cutting some patient waits by at least 280 days. We also strengthened our pathology portfolio, supporting networks across the UK in their development and growth. ”



Sarah Rigg
Diagnostics Lead and Management Consultant

Case Study: Cheshire and Merseyside Pathology Network (CPMN) Digital Laboratory Information Management System (LIMS)

Back in 2023/24, the TU developed a full business case (FBC) to justify the implementation of a single LIMS across five providers in Cheshire and Merseyside. Following the approval of the FBC, the Cheshire and Merseyside Pathology Network approached the TU again in 2024 and commissioned us to lead the mobilisation of the approved way forward.

We mobilised quickly, developing the LIMS supplier contract, establishing governance and recruiting a digital implementation team. We designed, supported and led workstreams and mapped processes across four pathology labs to understand current ways of working and inform future workflows. We also secured an additional £3m in NHSE capital funding to support the implementation.

We successfully handed over the programme to the newly recruited team, who rapidly began developing and designing the LIMS system. Implementation has now commenced with clear timelines for delivery.

This work delivered by the TU has resulted in five trusts now using a unified LIMS, which has enhanced clinical services and outcomes for patients accessing pathology services across Cheshire and Merseyside.

“

This was a complex project that required the excellent communication, attention to detail, in-depth knowledge and incredible resilience to achieve the goal of taking a business case through five Trust Boards, getting sign off after complex procurement and ultimately signing a contract for a LIMS system in addition to keeping multiple digital projects afloat.

Deputy Director, Cheshire and Merseyside Diagnostic Programme

”

Corporate Services Collaboration

“I’m incredibly proud of the work we delivered to support collaboration in corporate services last year. We developed and used a range of tools, techniques and subject matter experts to deliver innovative solutions to align with the needs of our clients in this rapidly growing area of need.

I am particularly proud of our work with the Greater Manchester Trust Provider Collaborative. We worked rapidly to identify and prioritise 43 collaboration opportunities across eight corporate services in nine Trusts, laying the foundations for collaboration at scale.”



Michelle Atkinson
Corporate Services
Collaboration Lead and
Managing Consultant

Case Study: Greater Manchester Corporate Services Collaboration

The Greater Manchester Trust Provider Collaborative wanted to identify where cross-system collaboration in corporate services functions could be explored or strengthened to boost efficiency and deliver greater value.

To support them with this work, the TU firstly engaged with senior leaders across the trusts in scope to agree the expected outcomes and then delivered a strategic workshop with each individual trust to assess the current state of collaboration and explore the appetite for further collaboration.

The insights from these sessions helped to shape a GM-wide workshop with senior stakeholders from the in-scope services at each trust. In this workshop we prioritised the identified opportunities based on the benefits that each would bring if they were implemented.

This enabled us to map all 43 of the opportunities we identified onto a prioritisation matrix along with a preferred collaboration model for each service.

In March 2025, we presented our findings to the Chief Executives of the GM Trust Provider Collaborative, who have taken the priority opportunities forward through existing programmes.

“The TU supported a piece of work to understand potential opportunities for collaboration across corporate services. Their work was of a high standard, undertaken with professionalism & challenge, engaging Exec Directors across trusts to ensure ownership of the resulting proposals. The outcome is now embedded into workplans, enabled by the structured approach the TU took to assessing and categorising opportunities in those which are transformational & those which will build momentum and deliver quickly. It has definitely helped to move our thinking on collaboration forward.

Programme Director, NHS GM Trust Provider Collaborative

Analytics

“ I am excited by the projects we delivered last year. We successfully delivered a wide range of analytical and modelling solutions, receiving excellent feedback from our clients. These ranged from simulation models of national treatment pathways to performance dashboards for a provider collaborative.

We also progressed our ambition of ensuring that our work is open, transparent and repeatable with 18 project repositories publicly available on our GitHub site: [TU GitHub Repository](#). ”



Andy Wilson
Analytics Lead and
Managing Consultant
Analyst

Case Study: Modelling New Treatments for Metabolic Dysfunction-Associated Steatotic Liver Disease (MASLD)

With new treatments for MASLD expected to become available in the coming years, NHS England (NHSE) needed to understand the additional clinical activities, diagnostics, and costs required to deliver these future treatment pathways.

NHSE commissioned the TU to map these potential pathways but given the different options for delivering them, NHSE required a flexible model to assess activities and associated costs.

We began by collaborating with clinical advisors to identify key parameters for modelling all potential scenarios. We then developed a user interface that grouped nearly 300 parameters into population, implementation, and financial categories. Next, we conducted a literature review to inform model assumptions, including MASLD prevalence, diagnosis and retention rates, and clinical costs. Finally, we designed and built the model using the open-source programming language R. We then deployed the model as an interactive web application using Shiny, ensuring transparency and ease of review. This model allowed NHSE to estimate eligible patient numbers, simulate clinical and diagnostic activities and calculate costs based on treatment settings and staffing.

The final deliverable exceeded NHSE’s expectations and demonstrated the TU’s capability to deliver comprehensive and adaptable solutions.

“ There was a seamless one team approach across the TU and NHSE. The TU were flexible and adaptable, bringing in additional SMEs as work scope changed. Both teams shared learning following a first phase of work, which was applied to further improve the tried and tested approach used during this second phase

Deputy Director Medicines Innovation, MASLD Future Treatments Pathway Project ”

Workforce

“ Last year, I completed the accredited CIPD Strategic Workforce Planning course and shared insights with the TU team and our clients, improving our methodology and enabling us to lead impactful workforce transformation projects in health and care.

Project highlights include a bespoke skills development programme for the New Hospitals Programme and a workforce and training plan for a Vascular Interventional Radiology transformation programme, ensuring capability and capacity building aligned with future service needs. ”



Dianna Hollins
Workforce Lead and Managing Consultant

Case Study: Delivering a bespoke Strategic Workforce Planning programme to the NHS New Hospitals Programme

As part of the NHS New Hospitals Programme, we partnered with Mid Cheshire Hospitals NHS Foundation Trust to upskill their leaders in strategic workforce planning and redesign.

The TU, in partnership with ML's People Services team, designed and delivered a bespoke skills development programme, incorporating action learning to design and plan workforce transformation workshops. Through these workshops and comprehensive training materials, we identified key milestones, actions, and roles and responsibilities in developing the Healthier Futures Workforce Plan for the NHP Outline Business Case.

Following the programme, 100% of the participants reported an increased confidence and knowledge in workforce planning and the HEE STAR model for workforce transformation. In addition to this, we established a structured workforce transformation framework, enabling leadership teams to implement future workforce plans aligned to the new hospital's strategic goals.

As a result of our work, our client saw improved collaboration between HR, OD and clinical leaders within the Trust, enabling a more cohesive approach to workforce planning in future.

“ The team co-designed the workforce training with us to ensure our specific needs were met. The team maintained regular contact with us throughout the delivery of the sessions to ensure the training was fit for purpose, flexing content where necessary based on feedback. The delivery team were clearly experienced and knowledgeable in workforce planning and could support the team with all of our questions and challenges. The team's approach made a difficult subject easier to understand.

Head of Workforce Transformation, Healthier Futures Programme ”

Thank you for reading

To find out more about our work, please visit:

 <https://transformationunit.nhs.uk/>

 [Transformation Unit: LinkedIn](#)

