

NHS Strategic Playbook 2026

Supporting delivery against A Healthier Wales and the NHS Wales Performance Framework 2026-29.

Wales

 **£1.5bn saved for the NHS.**
Delivered.



 **Liaison**
Group
Transforming the
health economy

 **GIG**
CYMRU
NHS
WALES

Our Four Pillar Approach to NHS transformation

£1.5bn saved for the NHS

over the last decade

Liaison Group is the only **proven, scalable delivery partner** that allows systems to fund **A Healthier Wales** and the **NHS Wales Performance Framework 2026-29** without additional cost.

£1.5bn saved for the NHS. **400+** NHS experts with a shared passion to help create the best NHS for themselves and their loved ones. That's just one of the reasons we take the risk of offering our services on a savings-contingent arrangement.



Sustainable Financial Recovery

- ✓ Savings in non-pay spend of **£195m in 2025**.
- ✓ Average Recovery of **£376k** per NHS organisation with our VATplus Re-review service.
- ✓ **£117m** saved via our VATflow service alone.
- ✓ Financial recovery for 35 years, working with **72%** of the NHS.

CHC Optimisation

- ✓ Triple-lock approach to quality; delivering evidence-based, framework-aligned, all-age continuing care reviews at scale.
- ✓ Over **9,000 reviews** completed to date.
- ✓ Partnered with **a third of all ICBs and Health and Social Care Trusts** in the UK.

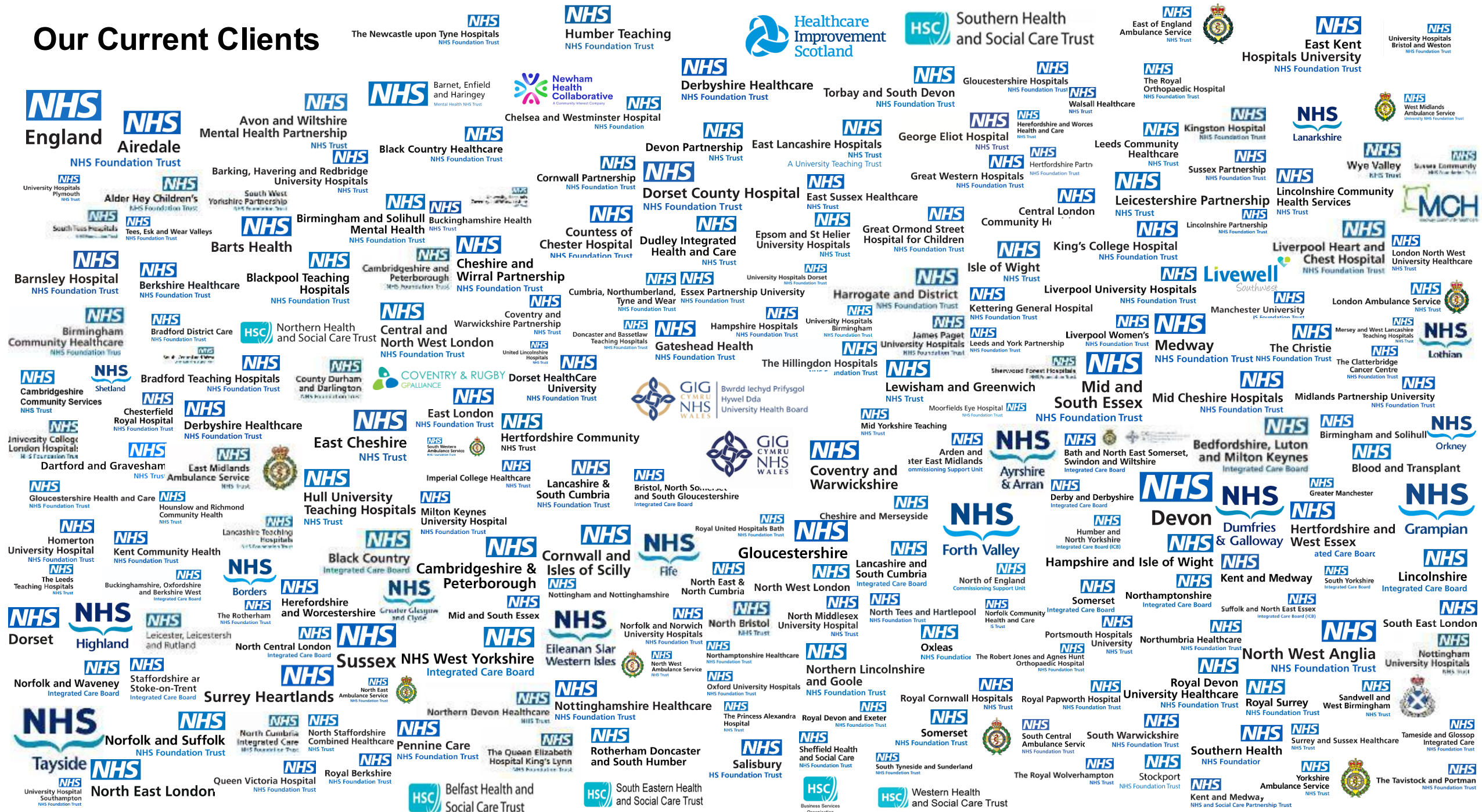
Workforce Productivity and Demand Reduction

- ✓ Reduced variable pay by **15-20%**.
- ✓ Increasing average bank fill rates to **53%**.
- ✓ Reduced annual sickness rate by over **10%**.
- ✓ Increased workforce productivity for 104 NHS organisations.

Clinical Productivity

- ✓ Reduces unnecessary outpatient visits by 92% using our PIFU task management.
- ✓ Delivers up to **15%** productivity improvement in year one through Specialty Transformation.
- ✓ Discharging patients 5 days sooner with over £5m costs saved through discharge acceleration.
- ✓ Saves 20,000 bed days in a year with a 55% increase in activity from our virtual wards.

Our Current Clients



The Welsh Opportunity: Supporting the Delivery of A Healthier Wales

Based on initial modelling, Wales stands to save up to

£412m

over the next three years

- ✓ **£162m** in potential PIFU savings whilst eliminating the backlog.
- ✓ **£14m** in financial recovery through our quick turn around financial services.
- ✓ **£236m** in workforce savings opportunities identified through improved grip and control.



Eliminate Your Outpatient Waiting List

Create additional capacity with existing resources on a national scale

- ✓ £162m potential savings or cash release
- ✓ 8k hours saved for consultants
- ✓ 1.2m appointments released

Over **540,000** people in Wales are waiting for their first consultant led outpatient appointment. Liaison Assist can unlock more than **1.2m** appointments, clearing the entire waiting list.

All Spec Follow Ups Attended	Total Follow Up	Extra PIFU %	Appointments Released (8% return)	Potential Cost Savings/Cash Release	Potential Cost Saving per 5% increase	Time Saved based on 4 hour appointments per hour in PA's	Consultants	Consultants per 5% increase	Hours Released
4,002,784	2,161,503	65%	1,292,579	£162,864,955	12,528,073	8,079	256	20	430,860

Data taken from <https://dhcw.nhs.wales/data/statistical-publications-data-products-and-open-data/hospital-data/secondary-care-activity-dashboard17/secondary-care-activity-extracts/>

- ✓ **125,808** unnecessary appointments removed
- ✓ **40%+** increase in clinical capacity
- ✓ Only **8%** patients require Follow up
- ✓ **305** active pathways across **65** Specialties
- ✓ Patient satisfaction score **4.2/5**
- ✓ Substantial **DNA** reductions



Enabling Workforce Transformation Through Grip and Control



£236m of saving opportunities identified.

- **Visibility, Grip & Control of Temporary Staffing:** A collaborative, centralised Staff Bank aligned to national frameworks - supporting reduced agency spend and improved continuity of care. Align recruitment across sectors and with partners to attract talented people to train work and live in Wales.
- **Flexible Resource Pool:** Access to a national Bank of retired and peri-retired clinicians - enhancing local resilience and expanding staffing capacity where needed.
- **Smarter, system-wide workforce planning:** Digital tools that support boards with forecasting risk, closing workforce gaps, and enabling consistent, informed decision-making at both local and national levels.
- **Reducing Sickness Absence:** Predictive analytics to help identify underlying causes, promote staff wellbeing, and strengthen service continuity.
- **Workforce Wellbeing:** A sustainable, national platform offering equitable access to wellbeing support - helping retain staff and foster a shared NHS identity.
- **Efficiency Gains:** Streamlined, centralised systems that reduce administrative burden and free up valuable time for care delivery and strategic priorities.

- ✓ Saving the NHS **£118K per day** through TempRE and we average a total of **4,000 shifts filled per week**.
- ✓ Collaboration has saved **over £12m** in North East England across 9 providers with **internal fill rates of 75%**
- ✓ **£500k** savings at University Hospitals Coventry and Warwickshire NHS Trust by NHS At Work Rota and Roster.

Unlocking Immediate Savings and Long Term Financial Sustainability

£14m saving opportunity identified

Building on the success of our VAT service, our **Accounts Payable (AP) support** offers an opportunity for boards across Wales to realise additional value - working with the same expert teams to ensure continuity, shared insight, and trusted outcomes:

- **Quick-Win Savings**

Proven approach that helps NHS partners achieve rapid financial returns with minimal disruption.

- **Recovery of Lost Funds**

Supports finance teams in identifying and reclaiming duplicate payments, overpayments, and unallocated credits - helping recover money that can be reinvested locally.

- **Strengthened Financial Controls**

Offers data-driven insights that highlight areas for process improvement and help reduce future error rates.

- **Supporting Long-Term Sustainability**

Helps free up resources for reinvestment into core health services - contributing to more resilient and sustainable finance models.



NHS

Duplicates. Delivered.

Our AP audit offers a risk-free, end-to-end service to identify and recover savings by interrogating AP-related transactional information. Irregularities can be present in many forms including duplicate payments, charges, and unallocated credit notes.



AP Reviews have identified **£65m+** overall.



£1.6m total savings in Cheshire and Merseyside ICS.



£1.2m total savings in London trusts in the last 12 months.

Improving Complex Care Outcomes at Scale

Building on the success from England.



Triple-lock approach to **quality**; delivering **evidence-based, framework-aligned**, all-age continuing care reviews at **scale**.

- Address high-cost Mental Health (MH) and Learning Disability (LD) placements.
- Support delivery of the Coming Home Agenda.
- Align with the Coming Home Action Plan (2026).
- Bring people with learning disabilities and complex needs back from out-of-area placements.
- Reduce long hospital stays by supporting people to return closer to home.

We are incredibly proud to have **60 dedicated nurses** on our team – bringing with them a combined 947 years of nursing experience.

947 years of expertise. Of compassion. Of making a difference.

What Our Partners Say



We chose Liaison Workforce because of the expertise with agencies and VAT recovery as well as the extensive support during our scoping phase without pressure. As far as the experience it's been incredible, the implementation team we've had has been so hands on with the board and always available and has been huge in supporting training sessions with about 100 different employees in the organisation that will be using TempRE.

There was significant agility in the implementation plan when it was identified that a high number of Departments and Agencies were transferring Locums to Standard Placements rather than Agency Direct Engagement. Liaison gave significant support to guide and support this to the correct process.

We'd highly recommend to other boards!

Catherine Anderson
Senior Project Manager



There was some organisational nervousness about outsourcing reviews, but the quality of services and ability to flex to meet Welsh requirements has been outstanding with a focus at all times on clinical quality not finances.

The Liaison processes are efficient, comprehensive and well documented with several families taking time to comment on their caring approach in remote reviews to ensure the patient/ family voice is heard and recorded fully. When dealing with complex clinical cases clinical grey areas are inevitable in a few cases: I have been really pleased and impressed with how individual cases and partnership working with us has been undertaken to ensure the individual is fairly and equitable at the centre of all decisions.

Head of CHC Commissioning



The Flexishift collaborative bank has fundamentally changed how we manage and support our resident doctor workforce across the North East and North Cumbria.

Safe passporting across 9 Trusts, consistent compliance processes and clear workforce visibility have contributed to a more flexible, transparent and well-run system, enabling us to respond confidently to the NHS England 10 Point Plan for Improving Resident Doctors' Working Lives.

Linsey Richards, Head of HR, NE LET

VATplus Re-reviews across Wales

Our VATplus Re-Review Service provides a specialist, light-touch secondary VAT review for NHS organisations already using another provider.



Proven Impact: Cardiff & Vale University Health Board

Cardiff & Vale University Health Board were required to maximise VAT recovery ahead of HMRC deadlines while ensuring compliance and accurate returns, despite internal finance teams being stretched by BAU pressures and competing priorities.

We delivered a timely VATplus re-review, working closely with Capital and Digital teams to identify recovery opportunities, strengthen compliance, share best practice and maximise in-year financial impact.



£630k+ recovered in underclaimed VAT.



Fast turnaround - Phase 2 completed in just 6 days from data receipt to submission.



Minimal client input required, enabling internal teams to focus on other CIP priorities.



Best practice and compliance guidance shared to strengthen VAT recovery.



This was our first experience with a VATplus re-review, and we're very pleased we chose to work with Liaison.

The contingent nature of the service meant there was no financial risk to us, and it enabled us to identify and secure further significant savings that might otherwise have been overlooked.

The process was straightforward and highly effective, and we believe that wider adoption across NHS Wales could unlock substantial additional savings for frontline services.

Claire Salisbury

Deputy Director, Procurement Services, NWSSP

Outpatient Transformation. Delivered.

Address the waiting lists in outpatients using a digital tool at Norfolk and Norwich University Hospitals NHS FT



Delivered Outcomes:

- ✓ Over **125,808** outpatient appointments saved, releasing valuable clinical capacity
- ✓ Over **135,866** patients put onto PIFU pathways since go-live
- ✓ Only **7.8%** of those on a PIFU pathway have requested a follow-up appointment
- ✓ **65** specialties and **305** active pathways with more being added every day
- ✓ Average patient satisfaction score of **4.2 out of 5**



Our Digital Health team have successfully integrated new digital platforms so that specialties can now send online assessment forms to patients to help monitor outpatients with longer-term follow-up needs. This helps free up clinician time for new appointments, procedures, and outpatients who need us the most.

Sam Higginson

CEO, Norfolk and Norwich University Hospitals NHS FT

North East Collaborative Bank. Delivered.

Reducing agency reliance and improving workforce utilisation at scale for Walsall Healthcare NHS Trust



In 2017, Liaison Workforce was tasked with developing and implementing a collaborative bank across North East England and North Cumbria for Doctors in Training (DiT), to bring extra rigour and transparency in the area of compliance.

The bank was required to reduce the overall expenditure associated with medical temporary workforce, benefitting from workforce intelligence detailing hours worked by DiT, and being able to passport workers across the region to facilitate true collaboration.

Delivered Outcomes



Total savings of over **£11.5m**. Average annual saving of **£2.3m vs** agency use in the last 3 years.



More than **2,148 active DiTs** registered on the bank, covering 80 specialities (including 9 difficult).



76% increase in internal bank utilisation



32,000 shifts covering **137,619** hours were booked in one year.



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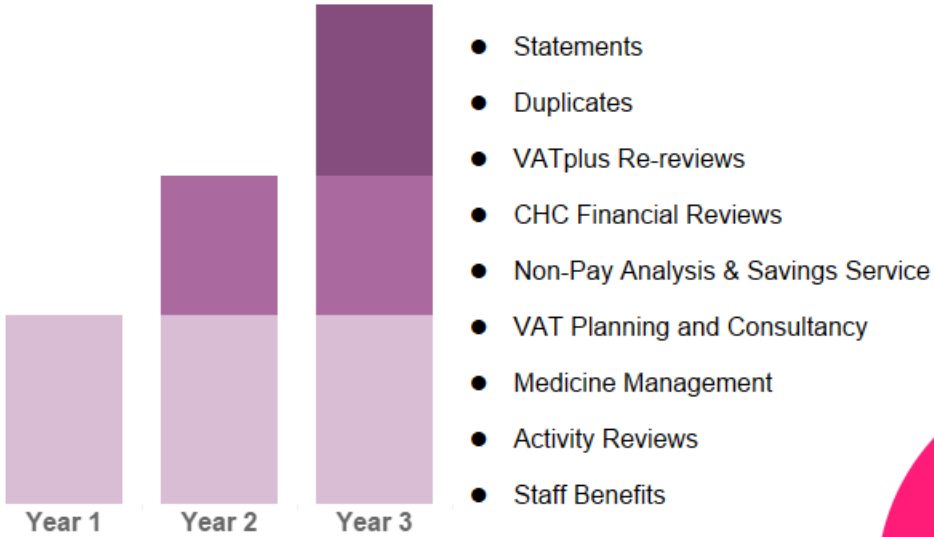


Saving Breakdown

Your Three Year Savings Opportunity Dashboard

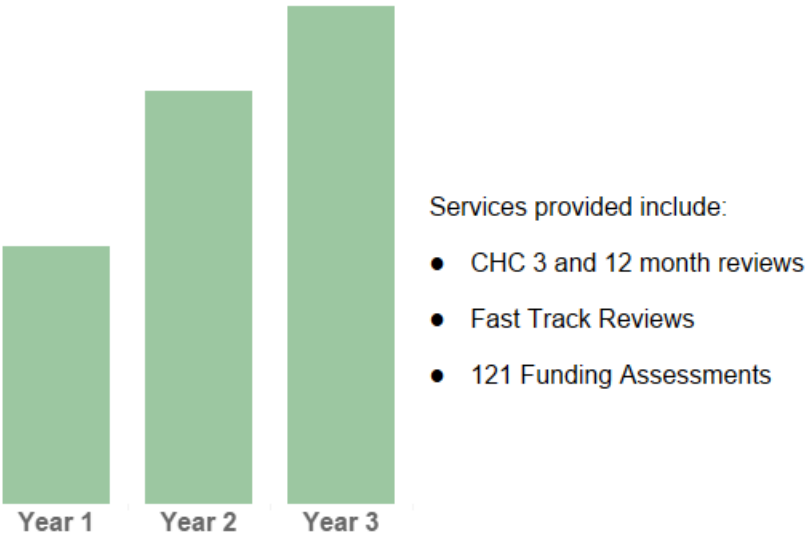
£14m

Sustainable Financial Recovery



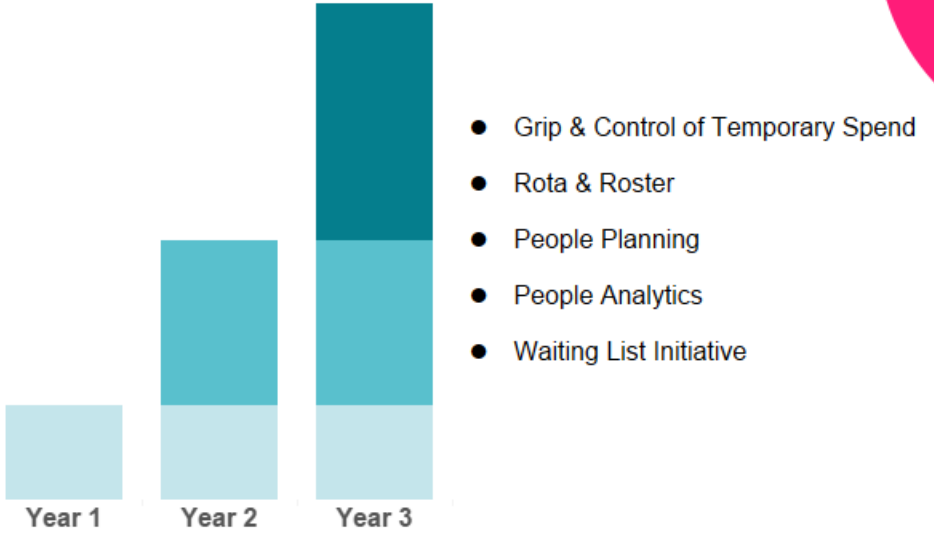
CHC Optimisation

TBC



£236m

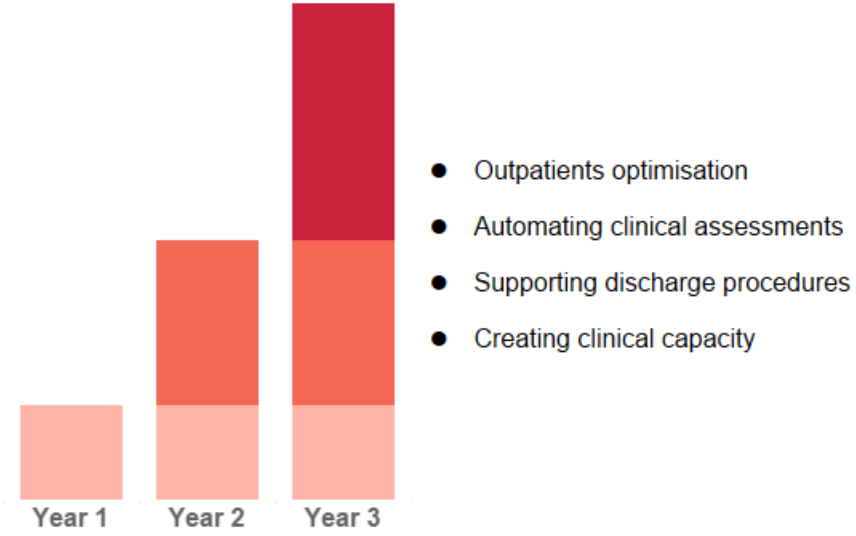
Workforce Productivity and Efficiency



£412m

Clinical Transformation

£162m



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