Delivering Workforce Pay & Control

A technology-agnostic approach to total workforce pay control and productivity, with guaranteed results.

We delivered £62.5m in savings in 2025.

£1.5bn saved for the NHS.
Delivered.



Liaison Workforce
Transforming the health economy

NHS

The Challenge

NHS organisations are under constant pressure to balance financial performance, workforce pressures and operational targets. As priorities shift and expectations grow, it can be difficult to know where to focus, what action to take and how to embed meaningful, lasting improvement.



How Can We Help?

Consultancy and delivery expertise

We combine consultancy, operational delivery, technology and transformation expertise in a way that few competitors can.

Whole-workforce view

Looking beyond variable pay, temporary staffing and individual workforce routes to identify opportunities across all workforce spend.

Technology-agnostic

Helping organisations maximise the systems and processes already in place, with new technology introduced only where it adds genuine value.

Shared success

Delivering improvement through a shared-benefit model that aligns Liaison's reward to measurable outcomes.

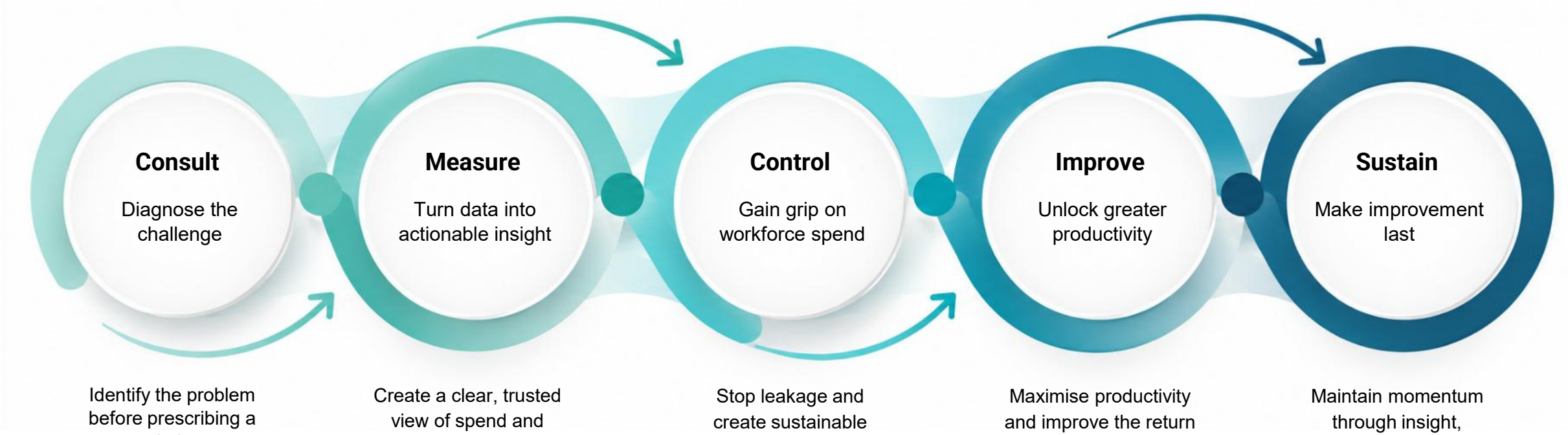
Liaison Group is the only **proven, scalable delivery partner** that allows systems to fund 10 Year Plan delivery, without additional cost.

£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.

Workforce Total Pay & Control

A technology-agnostic approach to total pay & control, with guaranteed results.

Workforce Total Pay & Control



Identify the problem before prescribing a solution.

Create a clear, trusted view of spend and opportunity.

Stop leakage and create sustainable control.

Maximise productivity and improve the return on every pound spent.

Maintain momentum through insight, capability and continuous review.

Workforce Total Pay & Control

A technology-agnostic approach to total workforce pay control and productivity, with guaranteed results.

CONSULT

Purpose:

Diagnose the challenge and establish where attention should be focused.

Value delivered:

Clear priorities, agreed outcomes and a practical roadmap for action.

Supported by:

Total Workforce Pay Review
Workforce Advisory
Demand & Capacity Review
Process & Governance Review
Insourcing Review

MEASURE

Purpose:

Turn data into actionable insight and create a trusted view of workforce spend and performance.

Value delivered:

A reliable baseline, clearer priorities and stronger evidence for action and investment.

Supported by:

People Analytics
People Planning
Workforce Diagnostics
Total Workforce Pay Review
Demand & Capacity Review
Productivity Assessment

CONTROL

Purpose:

Gain grip over total workforce pay, workforce operations and the causes of avoidable spend.

Value delivered:

Reduced workforce leakage, measurable savings, stronger accountability and more sustainable workforce controls.

Supported by:

Agency Direct Employment
Agency Management
Staff Bank
Collaborative Bank
Payroll and Disbursements
Variable Pay Management
TempRE
NHS at Work

IMPROVE

Purpose:

Increase productivity, capacity and performance through targeted operational and clinical interventions.

Value delivered:

Proven productivity gains, additional capacity, improved service performance and measurable financial benefits.

Supported by:

Specialty Transformation
Clinical Productivity
Waiting List Initiatives
PIFU
Liaison Assist
Service & Pathway Redesign
Demand & Capacity Improvement
Training & Capability Development

SUSTAIN

Purpose:

Make financial and operational performance last through ongoing planning, monitoring and specialist support.

Value delivered:

Sustained financial and operational benefits, embedded accountability and continued identification of new opportunities.

Supported by:

Collaborative Bank
National Bank
Workforce Planning
Managed Services
NHS Benefits
People Analytics
People Planning

Consult | Diagnose the Challenge

Identify the problem before prescribing a solution.

- A team of 400+ NHS experts
- We partner with over 75% of NHS organisations

Our Approach

We diagnose workforce challenges by bringing together workforce, finance, operational and clinical expertise, helping organisations identify priorities and build a practical roadmap for improvement.

Value Delivered

- ✓ Clear understanding of workforce challenges
- ✓ Prioritised opportunities for improvement
- ✓ Alignment on strategic objectives and priorities
- ✓ A practical roadmap for action

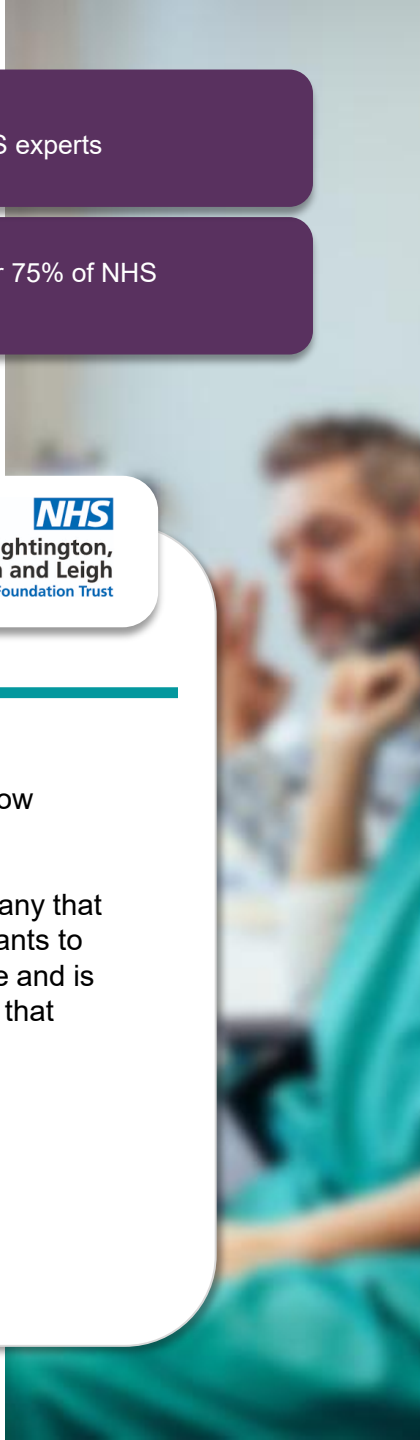
What Makes Us Different

- ✓ Focused on outcomes, not products or systems
- ✓ Combines workforce, finance, operational and clinical expertise
- ✓ Technology-agnostic, starting with the challenge rather than a predetermined solution
- ✓ Creates a clear route to measurable, guaranteed outcomes

NHS
Wrightington, Wigan and Leigh
NHS Foundation Trust

> What really stood out to me was how genuinely heard and valued I felt.
>
> It's refreshing to work with a company that actively listens to its customers, wants to understand the challenges we face and is committed to developing solutions that genuinely make a difference.

Elaine Middleton
Head of Medical Workforce



Measure | Turn data into actionable insight

Create a clear, trusted view of spend, variation and opportunity.

- 100 hours saved per month through report automation
- 10% reduction in annual sickness rate

Our Approach

We create a trusted view of workforce performance by combining existing data, benchmarking and specialist expertise, helping organisations turn information into action.

Value Delivered

- ✓ One trusted view of workforce performance and spend
- ✓ Greater confidence in workforce data and reporting
- ✓ Earlier identification of risks, trends and opportunities
- ✓ Stronger evidence for business cases and investment decisions

What Makes Us Different

- ✓ Workforce, finance and operational expertise in one team
- ✓ Works with existing data, systems and reporting wherever possible
- ✓ Benchmarks against NHS peers and national datasets
- ✓ Supports implementation and delivery, not just analysis

NHS Stockport NHS Foundation Trust

> Launching Workforce Planning has been an eye-opening experience. It has enabled us to capture a wealth of data from our line managers that we would have missed in our usual interactions.
>
> We now have the ability to build a picture of our workforce Learning & Development needs, in addition to recruitment itchy feet and those keen for their next challenge. The support and expertise of the team has been invaluable to the success of this project.

Lindsay Roodurmun
Learning & Development Manager

Control | Gain grip over spend and performance

Strengthen governance and gain grip over workforce investment.

- Reducing variable pay by over 30%
- Reducing sickness rates by 10% while strengthening workforce experience

Our Approach

We help organisations embed the controls, processes and workforce models needed to create lasting grip and control across workforce spend and operations.

Value Delivered

- ✓ Reduced workforce leakage and avoidable expenditure
- ✓ Greater control over workforce spend and performance
- ✓ Stronger governance and accountability
- ✓ More sustainable workforce models

What Makes Us Different

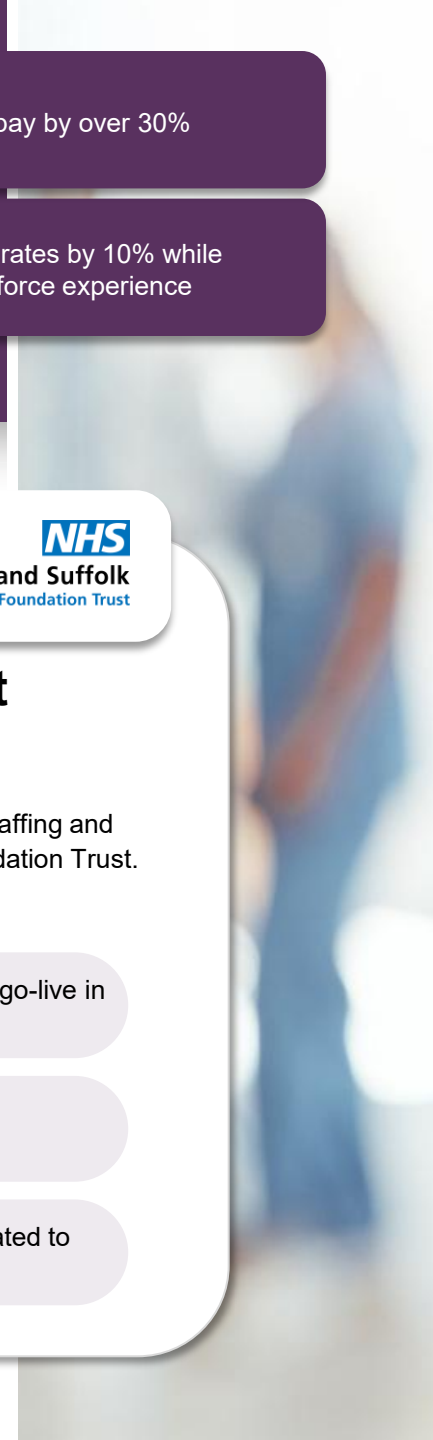
- ✓ Proven approaches developed across hundreds of NHS organisations
- ✓ Focused on embedding lasting change, not temporary fixes
- ✓ Technology-agnostic, supporting both existing and new solutions
- ✓ Supports implementation and delivery for guaranteed outcomes

NHS
Norfolk and Suffolk
NHS Foundation Trust

Agency Management Solution. Delivered.

Gaining Grip, Control & Compliance of staffing and spend for Norfolk and Suffolk NHS Foundation Trust.

- **£408,000** in savings made since go-live in March 2025.
- **99%** of medical agency workers onboarded to ADE by Oct 2025.
- **95%** overall fill rate for shifts created to date.



Improve | Unlock greater productivity

Maximise productivity and improve the return on every pound spent.

- Increased workforce productivity for over 100 NHS organisations
- Delivering 15% productivity gains in the highest demand specialties

Our Approach

We deliver targeted improvement programmes that increase productivity, release capacity and help organisations achieve more from the workforce they already have.

Value Delivered

- ✓ Increased productivity and workforce efficiency
- ✓ Additional clinical and operational capacity
- ✓ Improved performance against organisational targets
- ✓ Measurable financial and operational benefits

What Makes Us Different

- ✓ Led by specialists with extensive NHS operational and clinical experience
- ✓ Tailored to the specific priorities of each organisation
- ✓ Combines strategy, implementation and delivery support
- ✓ Focused on delivering measurable and guaranteed improvements in productivity and capacity

NHS
Norfolk and Norwich University Hospitals
NHS Foundation Trust

Outpatient Transformation. Delivered.

Supporting to reduce unnecessary outpatient appointments, release clinical capacity and improve access through a large-scale Patient Initiated Follow-Up (PIFU) programme.

- **125,000+** unnecessary outpatient appointments avoided
- **136,000+** patients added to PIFU pathways
- **Only 7.4%** of patients on a PIFU pathway requested a follow-up

Sustain | Make improvement last

Maintain momentum through insight, capability and continuous review.

- Over the past decade we've saved £1.5bn for the NHS.
- Supporting delivery of the NHS England Resident Doctor 10-Point Plan

Our Approach

We help organisations turn improvement into business as usual through ongoing insight, specialist support and continuous review.

Value Delivered

- ✓ Sustained financial and operational benefits
- ✓ Long-term value from workforce investment
- ✓ Embedded ownership and accountability
- ✓ Continuous identification of new opportunities

What Makes Us Different

- ✓ Long-term partnership beyond implementation
- ✓ Access to specialist expertise as new challenges emerge
- ✓ Ongoing insight, benchmarking and performance monitoring
- ✓ Focused on sustaining value, not just creating it

NHS
Health Education England

> The 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



Our Current Clients

