

Candidate brief for

NHS Professionals

For the position of Chair

December 2025



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The information contained in this report may include sensitive personal and commercial details. The distribution of this report should therefore be limited to those directly involved. Every care has been taken to ensure the accuracy of the contents of this report. The information set out below is given in good faith but without liability on the part of the Company, its employees or its agents.



Background

ABOUT NHS PROFESSIONALS

NHS Professionals (NHSP) run the largest NHS flexible staff bank, placing highly skilled healthcare workers (Bank Members) in NHS Trusts and healthcare organisations across the country, meeting short, medium and long-term staffing needs.

Uniquely, NHSP is owned by the Department of Health and Social Care (DHSC) and therefore reinvests any surplus we make directly back into the wider healthcare economy.

Originally formed in 2001, we are a multi-award-winning business delivering over 40 million hours of patient care and 5 million shifts, working with 140+ NHS Trusts and healthcare organisations across the country. The below shows some of our achievements in 2024/25 and industry awards we have received:





At NHSP we work flexibly to NHS-assured standards in a wide range of roles including nurses and midwives, doctors, allied health professionals, healthcare scientists, personal social services and non-clinical. We align our vision and objectives with those of the NHS and our teams use their specialist knowledge to deliver bespoke recruitment solutions to Bank Members, NHS Trusts and healthcare organisations.

These can range from local shift cover at short notice, through to national and international workforce campaigns such as our Covid-19 programmes, where NHSP recruited an additional 50,000 people nationwide into the NHS.

Driven by a passion for the NHS and the goal to become its workforce partner of choice, at NHSP we are continuously evolving our services to meet the demand for high quality flexible staff right across the healthcare sector.

OUR PRIORITIES

NHSP is focused on developing our core business, whilst remaining agile enough to capitalise on changing market dynamics and new opportunities. This can be summarised in four main priorities:

1. Strengthen our core business and continue to expand our market presence, challenging the traditional agency sector and delivering productivity gains for the NHS
2. Retain our customers by consistently providing excellent service and value to our clients and bank members
3. Deliver our transformation plans to deliver continuous innovation in recruitment, development and deployment services
4. Drive down cost to serve, ensuring the NHS receives exceptional value for money from our services

These priorities are built into our Business Plan which is focussed around our 5 missions to: **build better banks, enable collaboration, improve workforce capability, increase staffing capacity and increase productivity and efficiencies across the NHS.**



Board Composition



Dr Helen Phillips
Chair



Dr Kate Langford
Non-Executive Director



Maz Ahmed
Non-Executive Director



Mark Bull
Non-Executive Director



Helen Crooks
Non-Executive Director



Martin Kirke
Non-Executive Director



**Sylwia Kuteszko-
Tranmer**
Non-Executive Director



Nicola McQueen
Chief Executive Officer



Gordon Fowler
Chief Finance Officer

For a full overview of the Board members, including Non-Executive and Executive profiles please visit: <https://www.nhsprofessionals.nhs.uk/meet-the-directors>



Our Values

Our company values were developed with extensive consultation with teams throughout the business. We believe they perfectly sum up our strengths, as well as our aspirations as a business that is committed to **Putting People in Places to Care**.



We care, it's personal

For us, this isn't just a job. We are proud of our purpose in putting people into places to care. We care, because the positive impact we make is good for everyone.



Be bold, make change

We seek opportunities to challenge, evolve, improve and grow. We always find smarter, simpler and faster ways to deliver.



Smart solutions, expertly delivered

Our experience and expertise set us apart. With a can-do attitude and a collaborative approach, we make "yes" happen.



One team, 100% together

By working collaboratively, we know we can achieve anything. We are committed to being inclusive and authentic in everything we do.

EQUALITY, DIVERSITY & INCLUSION (EDI)

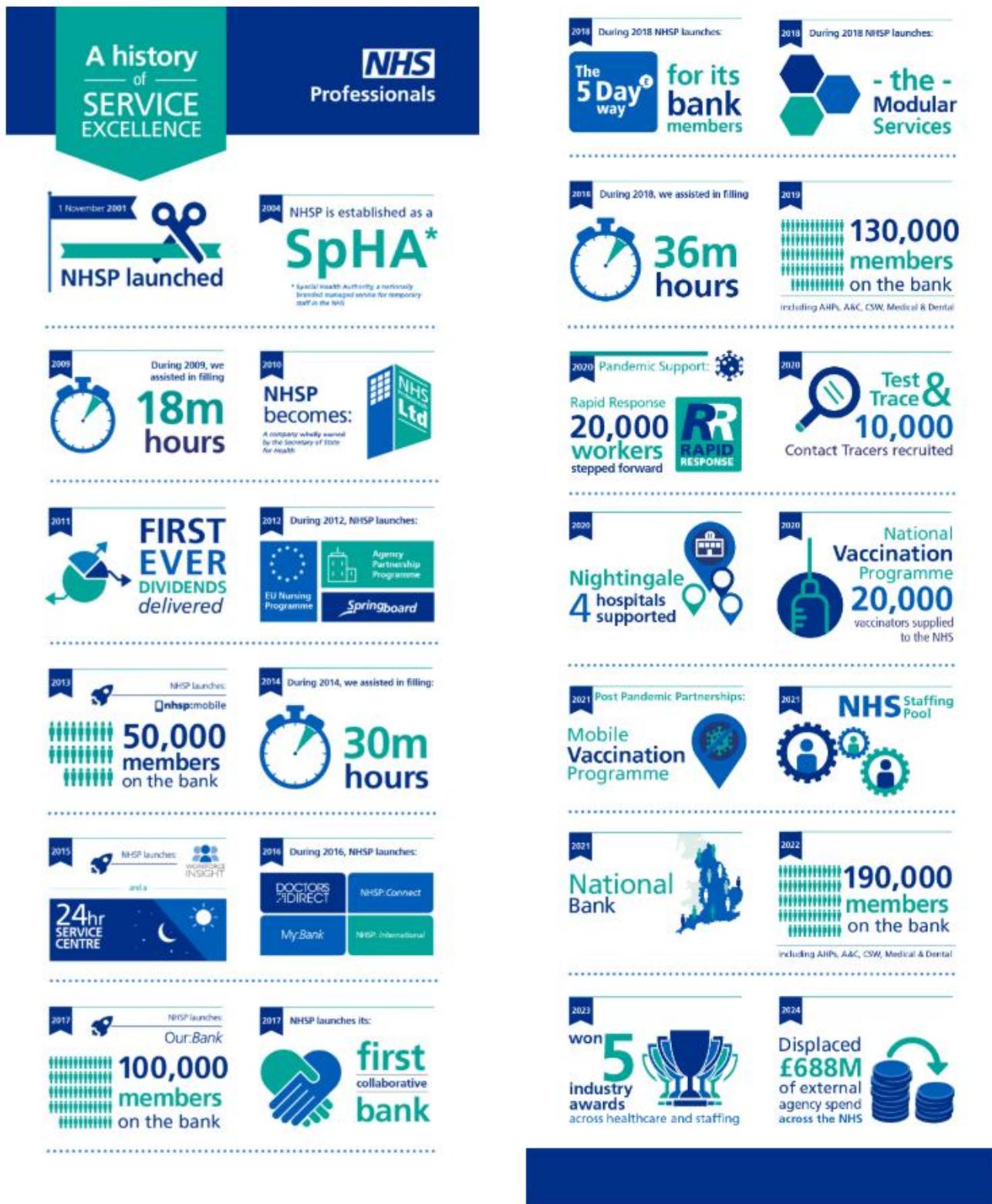
As part of our commitment to EDI, as well as having a number of related staff support networks and calendar of activities, NHS Professionals is also working to the following aims:

- To ensure we become an inclusive recruiter of choice, encompassing a fully diverse workforce, which truly reflects society
- To proactively embed the EDI agenda, in a meaningful way, in all that it does
- To ensure we create a psychologically safe environment in which everyone can thrive and be at their best

We particularly welcome applications from people from minority groups and will provide support to ensure an equitable process.



Our Journey So Far...



Job Description

Job Title: Chair

Location: Flexible throughout the UK

THE ROLE

An exceptional opportunity has arisen to serve as Chair of NHS Professionals Ltd. This is an exciting opportunity to grow with us and become a leading advocate for our vision. As the leader of the Board, the Chair provides strategic oversight, guidance, and challenge to ensure the organisation delivers exceptional value to the health service, its staff, and patients. This is an opportunity to influence national workforce strategy, champion innovation, and drive excellence in a complex, high-impact environment. The ideal candidate will bring agility, integrity, and a collaborative and inclusive approach to help NHS Professionals continue its mission of supporting the NHS with a sustainable, skilled, and flexible workforce.

The Chair leads the board, sets its agenda and ensures it operates as an effective and cohesive group. This role requires fostering a culture of openness and constructive debate maintaining clear and timely communication with key stakeholders and ensuring all board members are well-informed. Additionally, the Chair is responsible for cultivating a strong working relationship between the Board and the Chief Executive and Executive Committee. The role calls for expertise in board transition, digital proficiency, a background in the NHS or healthcare, and the vision to be able to play a pivotal role in shaping the future of flexible workforce solutions across the NHS. The successful candidate should demonstrate exposure to organisational transformation and board transition, along with the commercial and finance acumen to oversee a dynamic board and national company.

KEY RESPONSIBILITIES

- Provide inspirational leadership to the board during a period of transition, balancing effective governance, stability, and continuity while creating the organisational agility to respond to future opportunities for growth.
- Role model an inclusive, empowering leadership style that promotes an environment of belonging for colleagues working with NHS Professionals.
- Act as an ambassador for NHS Professionals nationally (across the four nations), building relationships that inspire confidence in our services and promote our commercial development activity.
- Guide the board in balancing government policy objectives, commercial viability, and public interest while managing organisational change.



- Safeguard integrity, transparency, and accountability, especially as sensitive workforce and stakeholder issues arise.
- Set board agendas with a focus on transformation, workforce transition, and long-term strategic renewal.
- Work closely with the CEO and executive team to ensure change programs are well-managed, ethically implemented, and properly.
- Ensure the board itself adapts effectively to new priorities and challenges, including building transformation capability.
- Ensure directors receive clear, timely information about change initiatives, workforce impacts, and risk implications.
- Foster constructive debate, ensuring the board considers diverse views, including those related to social and employee consequences.
- Oversee the development and approval of a transformation strategy that aligns with government direction and ensures long-term sustainability.
- Monitor progress on restructuring, transformation initiatives, and cost reduction, ensuring impacts are well-managed and risks mitigated.
- Ensure organisational changes are carried out in a way that is fair, legally compliant, and consistent with government and community expectations.
- Maintain close communication with the shareholder(s) to ensure alignment between transformation plans and public policy objectives.
- Act as a visible representative of the company, providing reassurance to stakeholders about the company's direction and stability.
- Ensure robust succession planning for leadership roles, particularly if key executives leave during the transition.
- Promote a board culture of resilience, collaboration, and sensitivity during times of uncertainty.
- Lead performance evaluations to ensure the board remains effective in guiding change.
- Ensure that the Board Committees overseeing Clinical Governance, Audit and Risk and, Remuneration are properly constituted and functioning.
- Ensure sound Corporate and Clinical Governance.
- Work constructively and openly with the single DHSC Shareholder regarding the company's strategy and policies, performance and other matters that the single DHSC-shareholder has a strong interest in, including, but not limited to, where the shareholders' interests are expressed as reserved matters or delegations.
- Configure a Board to support the business in the execution of its business plan, by bringing together and leading a group of exceptional non-executive directors.
- Ensure that the required resources are in place for effective and efficient performance.



KEY VALUES

In addition to undertaking the duties as outlined above, the Chair will be expected to fully adhere to the following:

Equity, Diversity and Inclusion

- To act in accordance with NHS Professional's Equity, Diversity and Inclusion Policy, this is designed to prevent discrimination of any kind.

Health and Safety

- Ensure that all duties are carried out in line with NHS Professional's Health and Safety Policy.

Corporate Image

- Adopt a professional image at all times.
- Demonstrable interest in the delivery of high-quality services to the public sector as well as a strong interest in positively impacting NHS service challenges.
- Personal integrity and commitment to openness, inclusiveness, and the maintenance of high standards.

Risk Management

- Responsibility for reporting complaints, incidents and near misses through the Complaints and Incidents Management System. Responsibility for attending statutory and mandatory training as required. Responsibility for assisting with risk or impact assessments.

Scheme of Delegation

- To comply with the Scheme of Delegation - this requires any employee to declare an interest, direct or in-direct, with contracts involving the organisation.

NOTE

This job description outlines the roles, duties and responsibilities of the post. It is not intended to detail all specific tasks.



Person Specification

ESSENTIAL CRITERIA

- Experience in leading high-performing, large organisations, including through periods of significant change and board transition
- Excellent communication and stakeholder engagement skills and a track record of building effective partnerships across organisational boundaries in healthcare and / or government
- Strong financial and commercial acumen with the ability to drive commercial and strategic discussions in a positive and constructive manner
- Personal integrity and a proven ability to foster effective board dynamics, promoting a culture of diversity, equity and inclusion
- Ability to strike a balance in approach between Board and Executive development and mentoring with objective challenge to ensure accountability and strategic rigour
- Flexible in working style and pragmatic – able to contribute the necessary amount of time when required.

DESIRABLE CRITERIA

- Experience of working with businesses that have successfully pivoted within competitive technology / service led environments.



How to Apply

KEY DATES

Closing date for applications: **Monday 19 January 2026.**

The final interview process with NHS Professionals will take place during **week commencing 2 February 2026.**

HOW TO APPLY

In order to apply, please submit a comprehensive CV along with a covering letter which sets out your interest in the role and encapsulates the aspects of your experience relevant to the required criteria. Please include current salary details and the names and addresses of three referees. Referees will not be approached until the final stages and not without prior permission from candidates.

The preferred method of application is online at: www.odgers.com/95208

If you are unable to apply online please email: 95208@odgers.com

All applications will receive an automated response.

All candidates are also requested to complete an online Diversity Monitoring Form. This will assist NHS Professionals in monitoring selection decisions to assess whether equality of opportunity is being achieved. Any information collated from the Diversity Monitoring Forms will not be used as part of the selection process and will be treated as strictly confidential.

DISABILITY CONFIDENT EMPLOYER

As a disability confident employer, NHS Professionals are offering a guaranteed first stage interview with Odgers Berndtson for disabled candidates who meet the minimum requirements for the role. If you wish to apply under this scheme, please make this clear in your application documents.

PERSONAL DATA

In line with GDPR, we ask that you do NOT send us any information that can identify children or any of your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, data concerning health or sex life and sexual orientation, genetic and / or biometric data) in your CV and application



documentation. Following this notice, any inclusion of your Sensitive Personal Data in your CV/application documentation will be understood by us as your express consent to process this information going forward. Please also remember to not mention anyone's information or details (e.g. referees) who have not previously agreed to their inclusion.

CONTACT DETAILS

For a conversation in confidence, please contact:

Peter Mason – peter.mason@odgers.com

We are committed to ensuring everyone can access our website and application processes. This includes people with sight loss, hearing, mobility and cognitive impairments. Should you require access to these documents in alternative formats, please contact vicky.graham@odgers.com.

Also, if you have any comments and/or suggestions about improving access to our application processes please don't hesitate to contact us
response.manager@odgers.com.



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