

Shared vision.  
**Better together**



Shared Business Services

**Building shared  
operational foundations**  
*for a stronger NHS  
and better patient care*

# Contents

- » Our Story
- » The Size of the Prize
- » Scale, Momentum and Purpose
- » Building an NHS that's Fit for the Future
- » Supporting NHS Reform
- » Looking Ahead to 2030
- » In the Press



**As a self-funding enterprise owned by both the public and private sectors,** we combine public accountability with the ability to invest, innovate and operate nationally – allowing the NHS to modernise once, rather than repeatedly across individual organisations.

“My thanks go to those front line staff who work so hard to care for us as patients, and to my NHS SBS colleagues who work tirelessly to support them.”



**David Edmonds**  
Chairman  
NHS Shared Business Services

# Our story

**Formed two decades ago with the sole purpose of providing safe, efficient and cost-effective corporate services, today we are a strategic capability that releases money and time for care; reduces duplication, removes unwarranted variation and enables productivity at system level.**

- » **Processing** hundreds of billions of pounds of funding
- » **Ensuring** the workforce is paid accurately
- » **Strengthening** commercial and financial discipline
- » **Transforming** national platforms and services
- » **Embedding** expert capability alongside frontline teams
- » **Harnessing** data and intelligence for smarter decision-making
- » **Sharing** and spreading best practice ways of working
- » **Making** it easier for people to do their jobs

**20 Years**  
Supporting  
the NHS




This Impact Report sets out how NHS SBS builds on growth and its track record to bring not only deep healthcare knowledge but also Enterprise Resource Planning and business process transformation expertise. These have delivered savings of around **£1 billion** in the past decade and are on course to deliver a further **£3 billion** in the next four years, supporting the system's long-term sustainability, productivity and acting as an extension to Frontline teams."



**Erika Bannerman**  
Managing Director  
NHS Shared Business Services

# The size *of the prize*

# £3 billion

to be reinvested back into the NHS if all ICBs used NHS SBS's services

That could provide

## 74k

Nurses

## 10,800

More beds

## 290k

Hip operations

## 2m

Cataract surgeries

# Our impact *in the last 12 months*

Translating efficiency and productivity savings into hours back for the frontline

**£395bn  
processed**

**Ensuring money flows** around the NHS quickly, simply and securely

**£432m in  
procurement  
savings**

**Leveraging the NHS's buying power** through stronger, more diverse national procurement frameworks

**>100k users self  
served via new  
digital tools**

**Ensuring information and support** is available around the clock to suit demands of a modern NHS

**Harnessed  
hundreds of  
terabytes of data**

**Enabling integrated, system-wide insight and intelligence** to help leaders get it right first time

**Condensed 6.5  
years of work into  
one**

**Releasing time to care** through automation and AI across back offices

**Released time  
back for patients'  
care**

**Transforming workforce planning** through data to which supports the NHS's workforce strategy

# Scale, momentum *and purpose*

## A strategic national asset providing critical national infrastructure to the NHS, touching the lives of millions

**As a public and private sector joint venture, NHS SBS combines public accountability with the ability to invest and innovate at scale at no direct cost to the taxpayer.**

NHS SBS delivers advisory, implementation, and end-to-end managed services to NHS organisations through corporate shared service transformation.

From paying staff and bills to managing IT and ensuring the right product is in the right place to treat the right patient, **our shared back office solutions provide the financial, procurement, workforce and technology services that keep the health service running.**

Our consulting services take that one step further. From automating a referral pathway and reshaping recruitment, to co-creating

a finance or procurement operating model, we don't just advise - we deploy, support and build lasting capability.

**With a focus on creating an extension to our customers' in-house teams,** NHS SBS's approach enables the system to deliver its strategic shifts, locally, regionally and nationally.

Our shared platforms and embedded expertise have been underpinned by some **£66 million** of capital investment in the past four years, allowing the NHS to modernise once rather than hundreds of times.

By providing **resilient systems, expert capability**

**and scalable services** across finance, procurement, employment services and consulting, we reduce duplication, remove unwarranted variation and strengthen the system's ability to plan, invest and operate effectively.

Our national finance service is classed as critical national infrastructure - as important as air traffic control or the banking system.



**£66m**

Capital reinvested into NHS infrastructure, at no cost the taxpayer

# Better together



## Our purpose

is to free up funds for Frontline care.



## Our vision

is to help the NHS save money and enhance quality so it can improve health, innovate to save lives and deliver better outcomes with care and compassion.



## Our strategy

is to deliver high-quality, financially sustainable shared services to the NHS.



## Our mission

is to accelerate transformation across the system by enabling organisations to achieve more together than they can alone.



## Our values

– respect, customer focus, teamwork, excellence and innovation – underpin everything we do.



## Our impact

will be felt as a more productive, integrated and unified health service, which leverages its scale to maximise quality and value for all.

# A complete shared services corporate solution

**Delivering corporate shared services including advisory, implementation, and end-to-end managed services to support NHS back office transformation.**

## Consulting

Expert bespoke consulting across all NHS corporate functions, available as a stand-alone or as an adjunct to existing services. Specialisms include HR, commercial, financial, automation and AI.

## Procurement

End-to-end procurement services, including catalogue management, compliant sourcing and purchasing of non-catalogue items, enhanced purchase-to-pay, enquiries handling. Plus, one of the country's widest portfolios of accredited framework agreements.

## Finance and Accounting

End-to-end finance and accounting services, including accounts payable, accounts receivable, cash management, debt management and collection.

## Employment Services

A complete payroll and pensions service, integrated with the national Electronic Staff Record and new national finance platform, with a range of complementary people related offers.

In 2025

# £32 million\*

Average financial benefit achieved by organisations migrating to NHS SBS

## £1.2bn

of VAT reclaimed for customers

## £7.46bn

of aged debt recovered for NHS

## 20,000

procurements via 45 framework agreements

## £18bn

of procurement spend managed

## £432m

of procurement savings delivered

## £9bn

paid in salaries

\* Mean net total financial benefit for both ICSs and trusts migrating to NHS SBS for the provision of corporate services in 2025. Includes cash releasing savings, non-cash releasing savings, cost avoidance and benefits realisation.

**Corporate services are not merely admin. They are a critical part of how NHS colleagues deliver efficient care.**

**The neonatal nurse**, who at 3am needs to order a product for a sick baby. By 3:03am she's found and selected the right product from a catalogue where all items are clinically-approved and best value. The product turns up at the ward the following morning.

**The hospital manager**, who is working out the finances for some much-needed estate improvements. Instead of doing this manually, she uses AI to pull the data she needs into a single, personalised dashboard, which she downloads and submits to the board.

**The finance officer**, who is planning for winter pressures. Instead of trawling through multiple spreadsheets, he has one view of finance, workforce, activity and capacity data. He makes a change to the finance figures, and it automatically flows through the system, in real time.



# Why shared operational foundations matter



**Justin Jewitt**

Chair, Medefer

Board member, NHS Shared Business Services

**“The NHS has always adapted to change** - but today the scale and speed are unprecedented. Rising costs, inflation, outdated systems, regulatory pressures and workforce shortages have pushed the service to a critical tipping point. Transformation is no longer optional.

“Yet these pressures also create **a rare opportunity to redesign how services are delivered and build a more resilient, digitally enabled NHS.**

“Achieving the 2% productivity challenge set out in the 10-Year Health Plan depends on seamless working across boundaries. The NHS Productivity Commission identifies four core drivers of productivity - workforce, capital, technology & innovation, and transformation - with shared corporate services at the intersection of all four.

“Currently, fragmented corporate processes slow progress and dilute the impact of digital tools. Lasting reform requires more than policy or technology alone; it demands shared foundations built on **consistent ways**

**of working and specialist expertise combined with the ability to harness AI to help accelerate the pace of change whilst supporting human autonomy and innovation.**

“In 2025, NHS SBS focused on building these foundations at scale - designing operating models that **cut duplication while preserving local flexibility**, deploying interoperable platforms, and embedding **expert teams who turn strategy into delivery.** Together, these elements give the NHS the stability and agility needed to modernise with confidence.”

*The leading shared services provider to the health system supporting*

# 99%

**of providers and commissioners in England with one of our services (including with one or more of our framework agreements)**

# Building an NHS that's fit for the future

## Critical national infrastructure underpinning healthcare reform

**Our new unified finance and procurement service gives greater visibility, control and confidence to drive value to the frontline.**

The NHS's size and complexity is a strength and weakness. Its corporate systems need to optimise healthcare at lowest cost.

The go-live of our new finance and procurement service in October marked one of the NHS's most significant financial milestones.

As Europe's largest Oracle Fusion and Salesforce deployment, the new service is trusted by NHS England and all commissioning bodies to provide near real-time financial visibility, integrated links between finance, workforce and commercial data, automated controls, and consistent processes - improving forecasting, resource allocation and decision-making.

The platform processed **£19bn** of NHS funding on day one, demonstrating its scale and resilience.

Thanks to the success of the new platform, we are:

- » Improving the way the NHS purchases goods and services
- » Improving spend control and value for money across the NHS's £217bn budget - with ISFE2 handling transactions worth even more than this
- » Moving away from repetitive to more meaningful work, by harnessing the power of AI.



**80%**

processes and workflows are automated



**£350bn**

Processed through the platform annually



**200,000 hours**

potentially saved through new supplier set up process

## A national shared services *operational blueprint*

**In 2025 we co-created a national Target Operating Model (TOM) for corporate services – an operational blueprint that aligns to best practice to streamline the NHS’s back office and enhance productivity at local, regional and national levels.**

It defines common workflows across finance, workforce and commercial services; shared technology foundations that enable interoperability, common data standards, and national governance for assurance, investment and risk management. Implementation with NHS teams ensures standardisation; reduces complexity rather than introduces it, and increases agility while lowering duplication, unit costs and administrative burdens.



In a period of reform and constraint, NHS SBS provides something essential: a trusted national capability that allows the NHS to focus on delivering care, while the shared foundations beneath it are built, strengthened and sustained.”

 **Michael Brodie**  
NHS SBS Board Member

# £9 million annual financial benefits for One Devon Integrated Care System

*Case study*

**As all NHS organisations seek to reduce their spending and increase their productivity, the five trusts within the One Devon ICS realised that they could achieve significant efficiencies by working together.**

Yet even when organisations share the same values and guiding principles, there can be big differences in how they are structured and organised.

Recognising that true efficiencies could only be made if they all adopted a single, common structure, the trusts turned to NHS SBS for support.

NHS SBS's consultancy team first worked with the ICB senior leadership to draw up design principles, creating a strategic vision and outline Target Operating Model (TOM) - "House of Finance."

*More than 350 finance staff interviewed by NHS SBS*

The team then did a deep-dive into the organisations, interviewing more than 350 finance staff to turn that strategic dream into operational reality. Once they gathered a true picture of how services, roles and organisations are structured, they pivoted. Implementing the original TOM would have had a detrimental impact on a number of roles, breaking a core design principle, which was to preserve high-quality local jobs for local people.

**The result?** A new multi-phase TOM, in which the formation of a single Finance Intelligence Hub (FIH) drives financial insight production and operational delivery across the ICS, standardising all financial processes around the same shared system which will enable tasks to be delivered more efficiently, boosting productivity.

*NHS SBS will be supporting in a 15-year partnership*

The team also produced all practical collateral, governance and support needed to support the establishment of the FIH and engaged with all levels of the finance community to encourage understanding of the new model, which NHS SBS will be supporting in a 15-year partnership.

# Embedding commercial *and* procurement capability

Procurement is one of the NHS's most powerful productivity tools.

**Supporting organisations to buy well** – to leverage the vast buying power of the NHS and to understand what they are buying, why they are buying it, what good looks like and how value will be measured – is embedded in our 45 framework agreements, our transactional procurement service and in our procure-to-pay models.



**£18bn**

total spend under management

In 2025, NHS SBS embedded commercial capability within the shared model – aligning specifications, routes to market and category strategies; aggregating demand where appropriate; and improving spend visibility.

**Alongside £432 million in savings, this approach shortened cycle times, reduced risk and strengthened commercial assurance** for systems under financial pressure.



**£432 million**

in savings

Our expert teams also supported their colleagues through the implementation of the Procurement Act 2023, which came into force in February 2024. One of the most significant shifts in NHS procurement for over a decade, the Act offers NHS procurement teams **the opportunity to modernise processes, improve market access and enhance value.**



NHS SBS have brought in a wealth of experience and understanding around the NHS, which is not typically found in other consultants working across major programmes and projects.”



**Emma Whigham**

Market Management Director  
New Hospital Programme, NHS England

## Scaling automation & *AI readiness*

## Automation has reduced processing time, error rates and freed up capacity for higher value work

We expanded automation across finance, people, procurement and more, while Intelligent Automation has been embedded through process redesign and user support.

Non-human workers are now an integral part of many teams - whether they're processing referrals, managing ledger reconciliation, analysing and consolidating invoices or helping onboard new staff.

### Automated referrals

**save 185 days per year\***

### Automation condensed

**6.5 years of working into 12 months**

\* At Cambridgeshire Community Services NHS Trust

# Digital worker “Ada” cuts referral processing time from 40 to 5 minutes saving over 1,500 hours per year

Case study

**When processing incoming paediatric referrals became onerous, Cambridgeshire Community Services (CCS) NHS Trust, which hosts Bedfordshire and Luton children’s services, turned to automation experts NHS Shared Business Services and UiPath for assistance.**

**Together, they developed “Ada” – a digital worker** who streamlines referrals, reduces admin and improves efficiency.

**The challenge?** Paediatric referrals at Cambridgeshire Community Services NHS Trust were admin-heavy, causing delays in patient care and stress for staff.

Processing each referral took around 40 minutes, with data needing to be manually input into CCS’s downstream system.

*Ada processes around 240 referrals each month*

The routine, unrewarding work was stressful for staff, who had other tasks to complete, and unpopular with patients and colleagues, who frequently had to deal with errors.

Worst of all, children were waiting longer than necessary for the outcome of the request for support and acceptance onto the community paediatrics referral pathway.

**The solution?** A new automation, “Ada”, went live in April 2025. A digital workforce solution designed to revolutionise the way referrals are handled, Ada processes around 240 referrals each month.

Referred to as “she” by her colleagues, Ada reads incoming referrals from GPs and other professionals and inputs the data into CCS’s downstream system.

By automating data extraction, validation and input, Ada – named after the mathematician Ada Lovelace – not only speeds up referral processing, but also standardises referral handling across the trust, ensuring it’s compliant with referral protocols.

Ada also:

- » Automatically sends Conner’s Assessment questionnaires to parents, carers and teachers when recognising the presence of ADHD in children over five years old
- » Sends real-time notifications to referrers to keep them informed of the progress of their referral.

**The result?** Ada has reduced the average time taken to process a referral from 40 minutes to less than five.

A 90% risk reduction of errors ensures rework and manual intervention is kept to a minimum. Response times have reduced by 50%, meaning referrers are less likely to send follow-up enquiries.

*Projected cost savings of c. £16,000 per year*

With over 116 hours saved per month, staff have more time to devote to front-line care, reducing stress levels. And projected cost savings of c. £16,000 per year mean that service levels can be maintained without increasing headcount, and Ada will have paid for herself in two years.

# Supporting *NHS reform*

The government requires a system that is digitally enabled, prevention focused and increasingly rooted in community care

#1

**Analogue to Digital**

**Digital foundations that unlock system productivity**

Making the digital shift real across **finance, workforce and procurement**.

#2

**Treatment to Prevention**

**Enabling earlier intervention through better insight and resource use**

Using integrated data and modern processes to **anticipate issues**, not just react to them.

#3

**Hospital to Community**

**Infrastructure and workforce models that support care closer to home**

Scaling shared services and capital programmes that **enable community based pathways**.

For more information about how NHS SBS is supporting the government's healthcare reforms, please visit [www.sbs.nhs.uk](http://www.sbs.nhs.uk)

# 20% savings for award-winning Community Diagnostic Centres

Case study

**Community Diagnostic Centres (CDCs) were introduced in 2021 as part of the NHS Long Term Plan to tackle growing diagnostic backlogs and improve early detection of disease.**

With 170 CDCs opening in just three years, many Integrated Care Systems struggled to find the specialist expertise needed to plan, construct and equip them efficiently.

When **Norfolk and Waveney Acute Hospital Collaborative** had three CDCs being developed concurrently, they turned to NHS SBS for help.

Their Procurement & Project team engaged NHS SBS's Capital Projects team to

support them in validating the equipment costs against the original full business case. Afterwards, they asked NHS SBS to manage the procurement of equipment and kitting-out of the centres.

**NHS SBS was able to help at short notice, and used relevant procurement frameworks** when purchasing all the equipment as well as providing monthly reporting for finance and governance for cost control.

Whilst **adhering to trust standards** for certain items, the NHS SBS team offered their expertise if needed – for example, they helped to redesign waiting areas to ensure that the required number of seats were met, and that the spaces were both attractive and functional.

NHS SBS procured, ordered and managed the

*Typically saving 15 – 20% on the equipment costs*

on-site deliveries for all three schemes, totalling **over 1800 items** of equipment and furniture. This was all successfully managed as per each trust's programme and allowed the project team to focus on construction and operational issues.

Thanks to the capital team's attention to detail, product expertise and clinical engagement, all three CDCs were equipped to specification.

They opened on time and to budget, **typically saving 15 – 20% on the equipment costs** given in the full business case, and going on to win "Best Healthcare Developments Under £25m" at the 2025 Building Better Healthcare awards.



Since opening, our patients and staff have told us they love the spacious new environment, which has improved the overall experience of imaging and diagnostic services at James Paget."



**Anita Haylett**

Diagnostic Imaging Service Manager  
James Paget University Hospital

# Our People


*the expertise  
behind the impact*



In 2025, colleagues completed 37,000 learning hours. And, as **the only NHS organisation certified as a Great Place to Work™** we invest in the skills of our colleagues and reap the benefits of a more engaged, productive workforce - independently confirmed by our recognition as a Great Place to Work™ for development, in technology, for women and for wellbeing and by our UK Company Culture Award.



I wanted to say a huge THANK YOU again. You are all so knowledgeable in your field and the feedback has been incredible already."


**Helen Gauntlett**  
 People Engagement Team  
 East Sussex Healthcare NHS Trust

## Social value and sustainability



We continued to support the NHS's ambition to be the world's first Net Zero health service. In 2025, we diverted 100% of directly managed waste from landfill; spent more than 7,000 hours volunteering for good causes and supported hundreds of charities through volunteering and donations – reflecting our commitment to being a force for good, supporting a healthy NHS and healthy communities.

### In 2025 alone...



**No waste sent to landfill**



**>900 days volunteering for good causes**



**£15,000 donated to charity**

## Safe and secure *ways of working*

**Cyber threats continue to evolve, and NHS SBS remains committed to protecting its organisation, customers, and partners.**

**Our approach brings together advanced technologies, skilled professionals, and robust processes,** underpinned by strong physical and digital security controls.

These include secure system and network architecture, stringent access management, regular audits and vulnerability assessments, timely software updates, advanced malware protection, and continuous monitoring. All colleagues complete comprehensive cyber and data security training.

NHS SBS closely monitored emerging threats, drawing

on recognised best practice resources such as guidance from the UK's National Cyber Security Centre. In 2025, we maintained ISO 27001:2022 certification and achieved Cyber Essentials Plus for the fifth consecutive year.

As a well run organisation, we were also pleased to receive strong assurance through our successful **ISAE 3402 audit, which confirmed the reliability and effectiveness of our controls across all services.** We are proud to report that no significant security incidents occurred during the year, reflecting the robustness of our risk management approach.



**ISO 27001:2022**

certification in 2025.  
Cyber Essentials  
Plus achieved fifth  
consecutive year



The NHS SBS team have always been super responsive and knowledgeable. Nothing is too much trouble. Requests for information such as reports are provided almost immediately, and the team are very friendly and approachable. I cannot praise the team highly enough. Thank you for all you do for our staff!"



**Sharon Waites**  
Clinical Systems Manager  
Cambridgeshire and Peterborough  
NHS Foundation Trust

# Looking ahead: *to 2030*

## Our national shared services model has the potential to release £3bn by 2030

Our “One NHS SBS” strategy sets out a unified approach to simplifying, standardising and scaling corporate services across the health system – helping organisations focus resources where they matter most: patient care.

### Expanding national shared services

**We will roll out our new, unified NHS procurement and finance service to deliver savings, insight, and transformation across provider organisations.**

Designed to give NHS organisations the visibility, control and confidence to drive strategic value and operational impact, the service automates up to **80%** of tasks, standardising best practice and compliance.

Through this expansion, NHS SBS will support system-wide digital transformation, enhance productivity, improve performance and strengthen efficiency across the NHS.

### Working in partnership to redesign national services

In close collaboration with the Department of Health and Social Care and NHS Business Services Authority, we will support the next generation of national finance and people services.

Our technology partnerships will continue to accelerate automation and AI adoption, offering innovative, value driven consultancy typically delivered at **20–25%** below market rates.

Building on successful work with Integrated Care Systems, we will design and deliver a national Finance Service Target Operating Model, creating high impact specialist roles, reducing duplication, and improving consistency.

## Strengthening procurement and commercial capabilities

**We will grow our commercial portfolio to address inefficiencies in complex NHS markets such as digital, estates and facilities.**

By scaling our procurement framework agreements, expanding commercial delivery partner models, and deploying Enhanced Procure to Pay solutions, we will support NHS organisations to secure measurable savings, strengthen productivity and improve operational efficiency.

## Evolving our operating model for future needs

**As the health landscape changes and demand grows, NHS SBS is entering a pivotal phase of development.**

Our future-ready, scalable operating model – digital first and people led – will expand our impact across the NHS and wider public sector.

This evolution from transactional processing to the orchestration of integrated commercial and financial ecosystems powered by digital, data and cloud technologies, will enable consistent, high quality service delivery, sustainable growth, and greater value for health and care systems nationwide.



NHS SBS is renowned for putting public sector frameworks in place and have in-house and very credible commercial and procurement law teams.”



**Clyde Castelino**  
Procurement Specialist  
Barts Health NHS Trust

## In the press

### *McNeill should look to NHS*

Health Minister Jennifer Carroll McNeill (FG) has been urged to consider the NHS Modular Framework to facilitate the delivery of a cost effective solution to the lack of acute beds in the region....

Leading corporate services provider NHS Shared Business Services (NHS SBS), has unveiled the third iteration of its framework agreement, Modular Buildings 3, to accelerate the construction of vital infrastructure across the United Kingdom.

[Read more](#)


### *NHS Shared Business Services celebrates contact centre success*

Helping the NHS pay its bills can be a rewarding experience, as a recent report proves.

A benchmarking report by the Contact Centre Management Association has found that the customer support centre at NHS Shared Business Services (NHS

SBS) – which provides corporate services to NHS organisations – answers calls in just 80 seconds, compared with 139 seconds in other organisations, and 95% of issues are resolved after just one enquiry, compared with 76% in others.

[Read more](#)

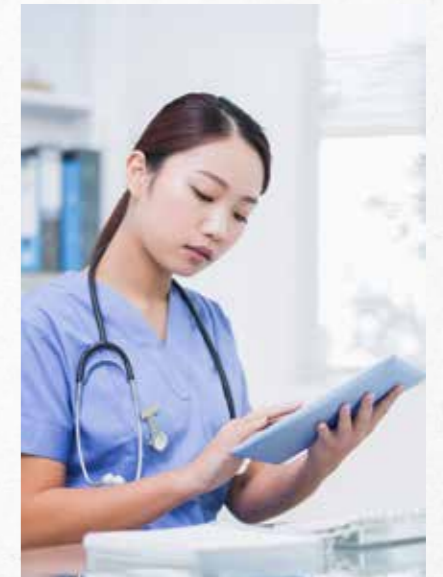
## In the press

### *How is the NHS managing £355 billion in transactions? NHS SBS talks AI, Oracle Fusion, and the future of NHS finance*

Erika Bannerman, Managing Director of NHS Shared Business Services, was speaking at Oracle's AI World Tour London last week, where she said that the NHS is not a single organization.

The organization recently went live with a new national finance and procurement platform built on Oracle Fusion Cloud Applications. The

platform launched on 1 October 2025, bringing 48 NHS organizations onto a single, cloud-based finance system. The work that preceded it took years, with around 30,000 hours of workshops, a 473-item requirements traceability matrix, and a squad-based approach that brought together developers, users, subject matter experts, and customers.


[Read more](#)

Shared vision.  
**Better together**



**Shared Business Services**

# For more information

please visit [www.sbs.nhs.uk](http://www.sbs.nhs.uk)



Or contact us at [sbs.hello@nhs.net](mailto:sbs.hello@nhs.net)

This document is intended for information purposes only and is not for circulation beyond the intended audience. Forward-looking statements may be subject to change at our discretion.

© NHS Shared Business Services Limited (NHS SBS).

No part of this document or its contents shall be reproduced without prior written permission of NHS SBS.

NHS Shared Business Services is a limited company registered in England with registered number 05280446.

Our registered office is 1 Bartholomew Close, London EC1A 7BL, England, United Kingdom.