



# PROVIDING FOR OUR MEMBERS 2025-26

Our priorities

# MESSAGE FROM THE CHIEF EXECUTIVE

Dear colleague,

Welcome to this year's *Providing for our members*, which provides a summary of our work for you and sets out our priorities for the coming year.

At this time of significant change for the NHS, I wanted to take this opportunity to thank you for your continuing support.

It has never felt more important to maintain and build on our close and trusted dialogue with members, hearing about the challenges you face and your concerns for the future, but also the innovations and achievements that are making a difference for patients and staff.

These conversations during visits, calls and our wide range of events and conferences have ensured we are closely connected with colleagues across the country from hospital, mental health, community and ambulance sectors. I have been so impressed by leadership teams that are fully engaged in facing their challenges, supported by motivated and determined staff.

However, we all know it has been a difficult and demanding year for NHS leaders and their staff teams, working to protect and improve care quality and safety in the face of unprecedented financial and operational pressures, against a background of political change and the continued impact of industrial action. Yet in the face of so many obstacles, colleagues have shown remarkable resilience and resolve in finding a way through, collaborating with one another and in systems to deliver change.

The forthcoming 10-year health plan presents a rare opportunity for us to work with the new government and other decision makers to shape the future of the NHS.

We remain uniquely well placed to speak for the sector, influencing on your behalf and championing your achievements while supporting you in navigating a challenging and fast evolving health and care landscape through our development offer.

As this update shows, we have played a key role in securing important wins for providers, but we recognise the scale and complexity of the difficulties you face in the coming year.

We will work with you and for you, defending, supporting, advising and celebrating your work for patients and for the NHS in what promises to be a time of great challenge, but also a moment of opportunity for us all.



**Saffron Cordery**  
Interim Chief Executive  
NHS Providers

# WHY IS IT IMPORTANT TO BE A MEMBER OF NHS PROVIDERS?

NHS Providers is led by, here for, and funded by, its member trusts. For the sixth year running we have had all 205 trusts in England in membership. Given the scale of the challenge providers are facing, you consistently tell us that having a robust, effective membership organisation is important to you. Having 100% membership ensures NHS Providers is a powerful and effective voice representing the interests of trusts and enabling us to speak truth to power on behalf of the whole sector.

In the year ahead, NHS Providers will:

## **Shape and support NHS reform**

- Ensuring our members are effectively represented in shaping and supporting NHS reform and the 10-year health plan, by working closely with trusts and decision makers across government, parliament, arm's-length bodies and partner organisations with whom we hold trusting relationships.
- Shaping the national policy and regulatory frameworks, advocating for adequate resources for trusts to improve the quality of care for patients, meeting recovery targets and sustaining policy focus on tackling health inequalities.
- Maintaining our highly regarded media commentary to help shape debate on key issues for members, highlighting the challenges you face and your achievements.
- Playing to our unique strengths to meet members' evolving development needs through our networks and national events, our board development offer and a range of programmes to support leaders who are new in post, help navigate system, collaborative and neighbourhood working, tackle health and race inequalities and enable boards to prepare for the strategic shift from analogue to digital.

### Advocate for trust leaders in all sectors

- Sustaining close and constructive relationships with our members in hospital, mental health, community and ambulance sectors, supporting our Mental Health Leaders network, the Community Network (delivered in partnership with NHS Confederation) and our productive working relationship with Association of Ambulance Chief Executives (AACE), and continuing to improve member engagement and experience.
- Transferring the work of University Hospital Association (UHA) to NHS Providers as its host going forwards, over the course of the year to bolster our insights into medical research, education and training and ensure full synergies across our membership offers in policy, voice, networks and wider support.
- Sustaining close working relationships with representatives of primary care and social care.

### Develop and improve NHS Providers as an organisation to maximise our effectiveness

- Launching a new and more user-friendly website with a fresh, clean feel and easy access to our resources and to book onto events and support.
- Continuing to implement our commitment to anti-racism through our race equality action plan while strengthening our wider commitment to inclusion in partnership with our staff networks.

In our latest member research, we received 398 responses from 173 trusts (84% of our membership), in addition to feedback from 20 qualitative interviews. Overall, 88% of members are satisfied with the work of NHS Providers, the same rating as last year. By role, 96%, 93% and 100% of chief executives, chairs and directors of communications respectively are satisfied or very satisfied. Here's what else you said:

**94%**

said they felt it is very or fairly important for their organisation to be a member

**94%**

of chairs and chief executives said they would speak positively about NHS Providers

**89%**

said NHS Providers understands the context within which trusts are working

**96%**

of chairs and chief executives said they use our policy reports and briefings

**83%**

said NHS Providers stands up for and defends the reputation of NHS providers

# LOOKING BACK – OUR PERFORMANCE

As a high performing organisation, we deliver value to you through a range of activities, including influencing the environment in which you operate, offering trusts a collective voice and offering you peer led learning, support, relevant events and developmental programmes.

As we enter another challenging year for the provider sector, our four strategic objectives – **influence**, **voice**, **support** and **excellent organisation** – will continue to drive our work.

## Last year, you asked us to do more to...

### **Manage government and public expectations and seek realistic goals for NHS services that meet the needs of the public within current funding parameters.**

In a general election year, we emphasised the shared commitments trust leaders would like to make with the new government, reaffirming the NHS's founding aims and to set the service up for success in the future. We have been clear about the challenges trusts face, but also their achievements while operating under unprecedented pressure. We have begun shaping the debate about NHS reform and will continue to do so in the year ahead. We will place patient care and quality provision centre stage, facilitating peer support and learning for trusts, and building a shared narrative of hope.

### **Continue to support different sectors (hospitals, mental health, community and ambulance) within our membership and consider regional differences.**

We have highlighted the particular challenges different groups of trusts face and their contribution in addressing key system-wide priorities effectively helping make the case to retain the mental health investment standard, drawing attention to the care backlogs facing community providers and underscoring the unprecedented operational pressures facing the ambulance sector.

We have also strengthened our influence and support for provider collaboratives and place-based arrangements, and we look forward to transferring the functions of UHA to NHS Providers this year to drive and amplify our work on research and medical education and training. Our member visits programme and supporting case study blogs in our Start the Week newsletter, ensures our team visit as many of you as possible and features all regions. We have increased our focus on understanding the communities you serve and sharing learning from your responses to local challenges.

**Deliver more developmental support and networking opportunities.** Last year our Annual Conference and Exhibition was our best attended yet became a pivotal moment for debate about the pressures and opportunities facing trust leaders with a focus on the secretary of state's vision for the future. We continued to grow our well-regarded board development offer, secured the opportunity to deliver the NHS England (NHSE) commissioned 'aspiring chairs' programme and expanded our role in supporting peer learning as well as sustaining high levels of engagement with our networks and programmes in support of race equality, digital transformation, health inequalities and change to trusts' collaboration in systems.



*The NHS Providers team have their finger on the pulse and I like the way the team will often be proactive with issues before they become national issue.*

Chair,  
mental health and  
learning disability trust



***I couldn't do my job  
as a chief executive  
without what NHS  
Providers provides.***

Chief executive,  
ambulance trust

**Continue supporting providers as they navigate system working; make the case for a workforce plan and an end to industrial action; and advocate for appropriate revenue and capital investment.** We persistently advocated for a clarified system of regulation and oversight, to support providers to work effectively in their systems, and have welcomed the indications this year of changes to the oversight framework and role of Integrated Care Boards (ICBs), along with reforms to the Care Quality Commission (CQC). We called for the resolution of industrial action and made plain its impacts and were pleased to see an end to the strikes. Our election asks focused on the enablers the NHS requires to support patients and staff effectively, including adequate revenue and capital investment – the new government's first autumn budget demonstrated that the NHS's calls for investment had been heard.

**Ensure our member communications are effective as we adapt and develop our offers.** We have continued to monitor and evaluate our communications with members across all channels ensuring our information and resources reach the right audiences effectively. This has enabled us to reduce the volume of emails and improve targeting, resulting in better engagement. We have also been working with a digital agency on a new and improved website which will go live in early 2025.

## Speaking truth to power

Our influence derives from the evidence and intelligence you share with us, combined with excellent stakeholder management, parliamentary engagement, analysis, expert thought leadership and partnerships with other bodies. Our influencing deliberately draws on our extensive network of deep relationships with senior national leaders and is leveraged via our high media profile.

While much of NHS Providers' work is visible, our influence is often exerted when we are in the room with decision makers in working groups, in one-to-one conversations and via parliamentary engagement.

In an election year, we highlighted the challenges trusts face which require political action, and trusts' achievements in difficult circumstances. We offered constructive solutions to enable the new government to deliver on its ambitious agenda and contributed to rapidly developing policy on several fronts.

Over the course of last year, we have:

- **Voiced providers' priorities during the election campaign and rapidly established our influence with the new government.** We have advocated an approach to health which embraces prevention, tackles health inequalities and funds the health and care system appropriately. Drawing on well-established networks with Labour and within the Department of Health and Social Care (DHSC), we have established productive relationships based on the principles of trust and transparency.
- **Engaged comprehensively with the new government's emerging NHS policy programme.** We contributed our analysis of the challenges trusts face in restoring operational performance, to the Darzi review. And, we have had continuous contact with the 10-year health plan team, hosting discussion sessions with members at our networks and Annual Conference and Exhibition, and via private meetings with key officials.
- **Defended the reputation of the provider sector and the wider NHS, promoting trusts' achievements.** We explained the scale of operational, financial and workforce challenges facing trusts, and highlighted the longstanding external factors underlying these difficulties. Informed by your insights, we have made clear the scale of operational and financial challenges facing trusts, and the support they need. Our analysis and commentary placed stretching national performance and recovery targets in this context. We have championed the contribution you make to the economy and local communities, including through your work as anchor institutions, and highlighted good practice on a broad range of topics including shifting care upstream, achieving value for money.
- **Called for action to tackle care backlogs in all sectors.** From our pre-election influencing through to our dialogue with the new government we have acknowledged the need to recover the elective care backlog alongside backlogs for mental health and community services, and the ongoing impact on ambulance services. Informed by your concerns, we have demonstrated the impact on children and young people and the urgent need to prioritise services they depend on. We have advocated for a clear ask of the NHS which is resourced and realistic, and for clear prioritisation.





*NHS Providers is my  
'go to' organisation  
for understanding  
best practice and  
comparing myself  
and my organisation  
with others.*

Chair,  
combined mental health,  
learning disability and  
community trust

- **Made the case to tackle health inequalities and race inequality.** We published a report demonstrating the progress members have made in reducing health inequalities and where there is more still to do. We gathered insight from members on race inequality as part of our programme of surveys throughout the year and stressed the importance of addressing racial disparities as part of our engagement with the Mental Health Bill.
- **Advocated for appropriate funding and resourcing.** We have argued for increased capital funding and reform of how trusts access capital, including exploring alternative sources such as private investment. Our long-term lobbying on capital helped secure an increase of £3.1bn to the capital budget for health. We have also contributed to the National Audit Office and public accounts committee reviews of financial sustainability. We have continued to call for a fully funded workforce plan including education and training, and for appropriate settlements for public health and social care.
- **Shaped the evolving policy around system working and group models.** NHSE has committed to a more streamlined and focused role for ICBs, after we argued the case for making oversight arrangements simpler and better aligned with the statutory framework. We have published case studies demonstrating how provider collaboration can build capacity to deliver on operational priorities. We have also helped NHSE develop its regulatory approach to shared board appointments between trusts.
- **Called for proportionate, value-adding regulation and oversight.** Our thinking on how CQC needs to evolve was well received by Dr Penny Dash and reflected in her review of the regulator's performance, and CQC's response. We responded robustly to NHSE's proposals for a new oversight and assessment framework, particularly relating to the role of ICBs, and have kept in close, constructive contact with them as they continue to develop these plans. Informed by a member steering group, we have also contributed our thinking on manager regulation, calling for a patient focused and equitable approach that supports and develops NHS managers and leaders.
- **Maintained our core influence and support for good governance and accountability.** We published three new chapters of our *Guide to good governance in the NHS*, on system working, councils of governors, and shared leadership, to support members and highlight core principles to policymakers. We have highlighted concerns about the pipeline of future directors, in particular chairs, and supported NHSE in understanding this with a view to providing more effective support. We also supported the national quality board in developing guidance on managing risk within Integrated Care Systems (ICs).
- **Supported the NHS workforce.** We highlighted the damage done by pay disputes between unions and government and strongly welcomed the end of the doctors' and nurses' strikes. We have supported the production of a new pay framework for very senior managers, and called attention to the tension between this process and the government's plans for performance related pay for trust leaders. We supported NHSE's work developing a management and leadership development framework. And we contributed authoritative evidence into clinical pay reviews, bringing members' views into the heart of these processes.
- **Developed our contribution on care quality and safety.** We have continued to advocate for greater consideration of safety and quality of care in national decision making. We have developed our representation of trusts in this space, including via membership of advisory groups focused on Martha's Rule and the work of the patient safety commissioner. We have also contributed to work to further the impact of the Health Services Safety Investigations Body, and undertaken sustained engagement with NHSE as it reviews its approach to safety and quality.





*Good conferences,  
great board  
development offer,  
key influencing  
politically and  
nationally, excellent  
briefings on topical  
issues of the moment.*

Chief executive,  
acute trust

- **Supported sector-specific needs across our membership:**

- Continued to highlight mental health services, emphasising increasing demand and complexity of need, and informing discussions around the Mental Health Bill and the mental health investment standard. We have contributed to a range of reviews and inquiries, including a report by the public accounts committee and the Health Services Safety Investigations Body's mental health investigation programme.
- Supported the Community Network, in partnership with NHS Confederation. We have drawn attention to care backlogs in community services and their impacts on communities, in particular children and young people. We made the case for capital investment to support community services' infrastructure ahead of the comprehensive spending review based on a survey of members. We have established the network as a key voice in discussions of the government's proposed shift from hospital to community services, bringing members together with senior officials, and giving oral evidence to parliament.
- Worked closely with the AACE to bring leaders together and highlight the unprecedented ongoing operational pressures facing urgent care and the ambulance sector. We also contributed to the ambulance culture review delivery board.
- Monitored changes to the commissioning of specialised services, in close collaboration with the Shelford Group and the Federation of Specialist Hospitals. We have paid close attention to the delegation of specialised mental health commissioning to ICBs, and the implications this has for well-established provider collaboratives.
- Maintained relationships with a range of stakeholders in primary care, social care and the voluntary sector. This has supported our initial thinking on integrated neighbourhood health services.

## Built on our media and digital profile

We continue to be the collective voice of NHS providers working in systems, reflecting the diversity of our membership, and championing your interests in the media, government, the NHS and wider healthcare community. Over the course of last year, we have:

- **Ensured our astute messaging consistently resonates across the media:** landing significant coverage on behalf of our members on the issues that matter to them. We secured over 14,000 media mentions in print and online media over the past year and numerous broadcast interviews with high profile outlets including BBC Radio 4's Today programme, BBC Breakfast and Channel 4 News. Our op-ed and blog programme goes from strength to strength with 16 prominent comment pieces in publications including the Financial Times, the HSJ, BMJ, National Health Executive and Public Sector Focus.
- **Sustained our media profile to ensure we voiced your views effectively on the pressures and the support trust leaders need to tackle the challenges ahead:** establishing NHS Providers as the go-to commentator for media outlets seeking a balanced, informed, and authoritative public voice on behalf of the provider sector. High profile media interventions included activity on the general election, children and young people's services, regulation and the New Hospital Programme.
- **Made the case for capital investment:** leading calls for capital investment across the NHS through our media messaging on the safety risks posed by the near £14bn repairs bill facing the NHS, and the critical need for investment in new hospitals and infrastructure across the provider sector.
- **Explained the impact of care backlogs and operational pressures:** consistently highlighting trust leaders' efforts to bear down on major backlogs alongside efforts to provide timely, high quality patient care in incredibly challenging circumstances.
- **Set out the challenges facing providers:** securing widespread media coverage of our annual State of the Provider Sector report which set out in stark detail the operational, financial and workforce pressures facing leaders across the provider sector.
- **Shared and promoted trusts' achievements:** taking every opportunity to demonstrate the good work of trusts in the media. Our **Activity Tracker** series offers valuable insights into how trusts deliver care despite major pressures and our **Providers Deliver** series showcases the innovative work you are leading.
- **Enhanced and diversified our social media presence:** our **LinkedIn** followers grew by 25% over the last year, with an engagement rate of 6.7% – a 17.5% increase from the previous year. We launched a **Bluesky** account in early January 2025 which is experiencing positive growth. In line with our organisational values, we made the decision to pause posting on X at the end of January 2025.
- **Continued to share information and best practice via digital outputs:** we continued to provide members with relevant updates and best practices through digital channels including videos and **The Provider Podcast**. This year's content covered key topics such as the general election, NHS productivity, and health inequalities, as well as insights from conferences and webinars.
- **Advanced our website development project:** we started the project with our website agency, Manifesto in April 2024, with the design phase starting in June and the build phase from September. In parallel, we developed a new content strategy to ensure an improved digital experience for members. Launch of the new website is expected in Spring 2025.



*NHS Providers is a strong advocate for the NHS sector, offering effective channels for collaboration and ensuring that the voices of trusts are heard at the highest levels. Their work in sharing best practices and connecting peers is instrumental in driving sector-wide improvements.*

Non-executive director,  
combined acute and  
community trust

## Delivered outstanding events, peer learning and development

In the last year we have continued to support members with a broad range of development programmes, designed to drive improvement through effective shared development, support and learning. We delivered a total of 395 events to over 8800 delegates with 99% of delegates recommending our events to a colleague and 93% rating them as good or excellent. Last year we had a particular focus on:

- **Delivering our Annual Conference and Exhibition:** we welcomed over 800 delegates to Liverpool for our flagship conference on the theme of Next Generation. We focused on our collective efforts to maximise the social and economic value of the NHS, ensuring it remains responsive, effective, and centred on patient and community needs. This year's conference received some of our most positive feedback to date from delegates, speakers and partners alike, and became a natural focal point for conversations and debate, with the secretary of state for health and social care and others, about the future of the health system.
- **Delivering our member networks:** we delivered 36 events as part of our member networks programme, providing the opportunity to network with peers in a safe space, engage with policy makers and hear from other inspirational speakers, with many in person meetings delivered as part of this offer.
- **Expanding our training on the essentials of good governance:** in response to your feedback, we increased the number of training events offered and launched four new modules on the essentials of good governance: advanced minute taking, introduction to minute taking, NHS quality for NEDs, and a programme for aspiring directors. Last year our Board Development programme delivered 212 training events for over 2500 delegates.
- **Growing our bespoke and whole-board support offer:** we relaunched our Digital Boards programme, offering free bespoke support for trust boards and senior leadership, workshops on specific topic areas, and coaching for individual board leaders. We delivered 124 in-house and bespoke events directly to NHS organisations with the Board Development programme, ensuring effective governance, and launched board and committee effectiveness reviews for member trusts. GovernWell delivered 50 in-house training and bespoke events directly to councils of governors.
- **Expanding our offer on improvement:** we grew on our existing Improvement programmes to offer boards a pilot on whole board support for embedding improvement, delivered in partnership with Q Community. We also completed our Provider Collaboratives: improving equitably offer, which provided peer learning and coaching on how provider collaboratives can develop shared improvement approaches with an equity lens embedded from the outset.
- **Supporting trusts in systems through provider collaboratives and system-wide peer support:** the Provider Collaboration programme delivered a range of peer learning events focused on sharing case studies on how collaboratives are realising the benefits of working in partnership. The Leading Integration Peer Support programme, completed its two year NHSE contract, providing peer review and peer-led workshops to support 18 ICSs and delivering a range of events and resources to share learning.
- **Continuing a focus on supporting boards to address race inequalities:** we have kept focused on embedding our commitment to race equality throughout our work, while our Race Equality programme continues to share research, evidence based interventions and lived experiences through a range of events and resources for boards.



*Good topics presented by insightful speakers leading in their knowledge area.*

Attendee,  
Non-Executive  
Directors Network

- **Supporting providers as they work to reduce health inequalities:** we had high member attendance on our [Health Inequalities programme](#), which provides a range of events and resources with practical case studies on the provider role in addressing health inequalities, including on co-production with communities, inequalities in rural and coastal communities and in maternity care.
- **Expanding our bank of resources to complement our events:** we continue to provide a broad range of resources for members to access, complementing each of our event programmes. This includes guides, videos, blogs and briefings to enable continuous learning.



*This is one of the best meetings I have been to... excellent presenters and interesting subjects.*

Attendee,  
Chairs and CEOs Network

## Continued to develop as an excellent organisation

We provide outstanding value for money, create a supportive environment for our staff and seek to continually improve. It is important that NHS Providers remains an employer of choice so we can attract and retain the most talented professionals for us to continue to offer members the very best service possible. This year we have:

- **Retained 100% membership of eligible trusts and foundation trusts:** enabling us to speak with authority and credibility on behalf of the provider sector in England.
- **Continued to implement our commitment to become an actively anti-racist organisation:** to create an organisational culture where all our people feel safe, valued and can achieve their potential. We tracked the progress of our cross-organisational race equality action plan and identified areas we need to address in year three of the plan.
- **Continued our internal efficiency programme:** delivering outstanding value for money to our members and sustaining our focus on increasing and diversifying our income base to meet member need in line with our four-year strategy.

# The last year at a glance

**Resources** 

**64**  
briefings produced

**47**  
blogs published

**13**  
reports produced

**13**  
trust visits

**704**  
meetings with key stakeholders

**1**  
new social media account – Bluesky

**14k**  
followers on LinkedIn

**100%**  
of members attended at least one event

  
**Engagement**


**3**  
party conferences

**13**  
member surveys conducted

**19**  
consultation submissions

**16**  
roundtables

**25%**  
increase in LinkedIn followers

  
**Reach**

**>14k**  
media mentions

**16**  
comment pieces in national and trade publications

**84**  
videos published on YouTube

**4**  
podcasts published

**>8.5k**  
delegates attended our events

**93%**  
of delegates scored the event as good or excellent

  
**Events**

**395**  
events held, 30% of which were in person

**196**  
bespoke and in-house training sessions held

**99%**  
of delegates would recommend the event to a colleague

# LOOKING FORWARD – PRIORITIES FOR THIS YEAR

In the coming year, in response to your feedback, we will focus on:

- **Seeking to shape and support NHS reform.**
- **Ensuring we advocate for trust leaders in all sectors of our membership – across hospital, mental health, community and ambulance sectors.**
- **Developing NHS Providers as an organisation and employer to maximise our effectiveness.**



## 1 Influence

Our policy work in the year ahead will be informed by the evidence and intelligence you share with us and delivered through the relationships we have built with stakeholders, our parliamentary engagement, our publications and thought leadership, and our partnerships with other bodies. We will promote and protect your interests by anticipating and responding to key developments. In particular, we will:



*Especially at the moment your ability to influence at a national level is key for all of us providers.*

Chair,  
acute trust

### **Ensure our members are effectively represented in shaping and supporting NHS reform. We will:**

- **Work directly with the senior officials leading the 10-year health plan** to ensure they understand the perspective of trust leaders, and the value they can bring to creating and implementing the plan. We will ensure members' insight and experience informs any policy changes needed to enable the plan, such as to funding flows and financial incentives, and accountability and oversight.
- **Support NHSE, DHSC and trusts** as they design and implement the new NHS operating model. We will promote the importance of good governance principles as being central, and argue for clear roles, responsibilities, and lines of accountability between trusts and other parts of the system.
- **Engage in work to reform system working, including bringing a provider lens to the developing strategic commissioning framework and implementation plan.** We will demonstrate the provider contribution to system working, including via collaboration at scale, and locally between sectors. We will also engage with developing plans for social care reform, and for devolution to local government, mindful of the implications for integrated care and ICSs.
- **Work with ministers and officials to develop a vision for a 'neighbourhood health service'** that makes the most of trusts' added value and contribution. In developing our position, we will work closely with the primary care and social care sectors with the aim of building consensus.
- **Demonstrate the vital importance of community services to delivering the government's planned shifts** from treatment to prevention, and from hospital to community. We will support the Community Network in partnership with NHS



*Being a member of NHS Providers allows for invaluable networking, access to key resources, and the ability to stay informed on best practices and national priorities.*

Non-executive director,  
combine acute and  
community trust

Confederation, highlighting the benefits of investing in the community sector in the interests of the whole service, and ensuring community providers have a strong collective voice with stakeholders and ministers.

- **Influence the Mental Health Bill** as it passes through parliament, and support its implementation once it becomes law, to ensure the reforms it introduces succeed in improving the quality of care for patients.

**Shape the wider national policy framework, and advocate for adequate resources, to enable trusts to improve the quality of care for patients. We will:**

- **Represent members' interests and priorities in the run-up to the multi-year comprehensive spending review**, and call for the funding settlement to be matched with an appropriately ambitious but deliverable ask for providers. We will recognise the importance of improving productivity, framed in terms of delivering better value for patients and communities.
- **Advocate for an improved capital regime** which efficiently enables trusts to build, buy and maintain the facilities needed to deliver the services their populations need. We will highlight the consequences of underinvestment for trusts, staff and patients.
- **Emphasise the importance of adequately funding and prioritising mental health, community and ambulance services alongside the focus on restoring constitutional standards.** We will highlight rising demand in all sectors, and trusts' efforts in meeting that demand. We will emphasise the importance, to the economy and communities, of investing in the whole NHS. We will also continue to work in partnership with AACE to support the ambulance sector, and with Shelford Group and the Federation of Specialist Hospitals to represent members providing specialised services.
- **Bring trust leaders into the heart of the discussion on regulation**, including CQC's change programme, and the relaunch of NHSE's oversight and assessment framework and recovery support programme. We will voice your concerns on league tables and work to ensure these are implemented and used fairly and constructively.
- **Use members' insights and perspectives to shape reviews and strategies on patient safety**, including the national quality strategy, and the Dash reviews of the organisations currently overseeing patient safety. We will also help shape the development of an equity and equality strategy in maternity and neonatal care, mindful of the racial inequalities that exist there.
- **Inform pay frameworks and reviews for NHS staff, particularly the implementation of the new framework for very senior managers.** As an actively anti-racist organisation, and mindful of our wider commitment to inclusivity, we will continue to support members in implementing the equality, diversity and inclusion improvement plan. We will work to highlight the potential impacts of linking leaders' pay to organisational performance and will work constructively with government on its plans to introduce regulation for NHS managers.



**Design and deliver a stakeholder engagement programme to cement influential relationships across government, parliament, arm's length bodies and partner organisations. We will:**

- **Build on and maintain our already well-established relationships with ministers, their advisors, and parliamentarians including peers.** We will ensure we are the go-to organisation for the frontline NHS perspective, bringing your experiences to the heart of government.
- **Supply bespoke resources to parliamentarians, raising our profile and building our credibility** with them, mindful that the majority of MPs were elected for the first time last year and many will be new to health policy. We will track parliamentarians interested in health and ensure they know who we are and that they hear your perspective.
- **Monitor parliamentary activity related to health and care**, ensuring we are up to date with latest developments, announcements and debates. We will regularly participate in and attend parliamentary events and take opportunities to share our work.
- **Cement relationships with members of the health and social care select committee, public accounts committee and women and equalities committee**, and the staff supporting them, as a key avenue of accountability for the government, providing briefings to help them shape their lines of inquiry, and submitting oral and written evidence.
- **Bring the insight we gain from our work in Westminster to help members understand the political context for reform**, and where the NHS sits as part of a wider set of political and public service priorities.
- **Maintain and review our extensive base of stakeholders including arm's length bodies, charities and think tanks**, ensuring we hold relationships at all levels and are listened to by organisations that are influential with the new government.
- **Attend and hold events** at the three major party conferences to consolidate our profile and critical relationships.



## 2 Voice

We will continue to be the collective voice of NHS providers working in systems, reflecting the diversity of our membership, and championing your interests in the media, government, the NHS and wider healthcare community.

This activity will become even more important as we seek to help shape and act on the 10-year health plan with its associated big shifts, and the spending review. At a time of continuing close and critical scrutiny on a range of issues including performance and backlogs, quality and safety and NHS productivity, we will use our media platform to articulate a positive narrative of how much the NHS is achieving in this difficult context, given the need to retain public confidence in the service, while setting out what needs to be done to support trust leaders as they tackle the challenges ahead.

Our communications activity will focus on:

- **Sustaining our increased media profile, as you have asked us to do:** to ensure we voice your views effectively on the growing pressures you face, and the support trust leaders need to tackle the challenges ahead.
- **Being the recognised commentator for NHS provider issues:** within the evolving context of system working for both the national and trade media.
- **Delivering our website redevelopment project:** resulting in an improved website for members and stakeholders and ensuring our influencing and support work is clear and accessible.
- **Ensuring we have significant reach and profile:** communicating across social media channels and making sure our media commentary and analysis, resources and thought leadership have maximum visibility.
- **Speaking truth to power:** highlighting the consequences of the current pressures on providers and what the sector can reasonably be expected to deliver given these pressures.
- **Developing our well received case studies:** including our **Providers Deliver** series, alongside other case study reports and conference showcases to highlight the achievements of the provider sector and share learning on successful innovation.
- **Updating our approach to social media:** ensuring we maximise our impact on channels that better reflect our values.



*Membership makes it easier for me to network with peers and... provides good insight on what is happening across the country.*

Company secretary,  
mental health and learning  
disability trust



### 3 Support


We will continue to develop our support offer, ensuring we respond to evolving member needs. At a time of unprecedented pressure on NHS leaders, our development programmes will offer an opportunity to step back, reflect, learn and gather support from peers, and to take away practical insights to apply to your own context. Our priorities this year will be to:

- **Recognise changing times:** we aim to adapt our support offer in the context of high levels of board churn, including to meet the needs of the growing number of chairs and chief executives in shared leadership roles across multiple providers, as well as to bring groups of peers together in a more agile way to support each other in tackling pertinent issues including collaboration and neighbourhood working and investment in community based capacity, the shift from analogue to digital, tackling health inequalities and promoting race equality.
- **Ensure our Board Development programme continues to evolve to meet the growing demand for our services:** we will continue to support member development with a focus on equipping boards and senior leaders to be effective at leading their organisations through effective governance and culture. This includes our director inductions, training modules, and tailored in-house board and leadership development. We are excited to grow our offer of governance effectiveness reviews, embed a fuller focus on risk and quality, and expand our new programme of support for aspirant directors as part of this approach. We will also continue to ensure we meet changing demands for our GovernWell offer with new bite sized modules and the continuation of bespoke support.
- **Launch a new partnership with NHSE to support aspiring chairs:** we will be working with NHSE to support a cohort of aspiring chairs, preparing them with the knowledge and skills they require to effectively carry out a chair role in a trust.
- **Refine our offer on improvement:** in response to growing member focus in this area, we will continue to expand our existing **Improvement programme** offer, aiming to provide direct support for boards to share learning on driving continuous improvement.
- **Deliver vibrant and relevant national conferences:** this year we will hold our Governance Conference online, focusing on the theme of **Good governance: anchoring in a shifting landscape**. We will also move our Annual Conference and Exhibition to Manchester for the first time in several years to bring together a vibrant programme for trust leaders, system partners, speakers, partners and national decision makers in the largest annual provider specific conference in the event calendar.
- **Support members to work with systems, within provider collaboratives and at neighbourhood level:** we will continue to offer programmes that support trusts to strengthen their partnerships at place, at neighbourhood, and at scale with their ICS partners. This will include a continued focus on sharing practical insights on how to realise the benefits of provider collaboratives with our **Provider Collaboration programme**.



*This has been the best session I have attended in a while... the route to real tangible improvement.*

Attendee,  
Health Inequalities event

- 
- **Continue to support boards to make race equality a priority:** the **Race Equality programme** will continue to provide events and resources that support members to proactively tackle racism and embed race equality as part of the board's core business. We will also continue our focus on embedding anti-racism throughout our support programmes and influencing work.
  - **Share learning on embedding a focus on health inequalities at board level and beyond:** in response to our latest member insights, our **Health Inequalities programme** will continue to support members with a continued focus on sharing practical examples of how trusts have translated their ambitions into action with demonstratable benefits for patients, staff and the communities they serve.
  - **Deliver our Digital Boards programme:** we will deliver our renewed **Digital Boards programme** made up of bespoke development for the board and senior leadership teams, workshops addressing specific topic areas and coaching for individual board leaders.
  - **Grow and integrate partnerships with commercial organisations:** this year we hope to build on our progress to identify partners with services, products and support which add value to the NHS and help trust leaders find solutions to the challenges they face. We aim to grow our dinner programme in partnership with others and offer a vibrant programme of webinars, publications and blogs drawing on the expertise of a broader set of partnerships.



## 4

### Excellent organisation

We will provide outstanding value for money, create a supportive environment for our staff and continually improve. With a particular focus on:

- **Continuing to embed our organisational values and behaviours:** creating a supportive environment for staff to work in and continually improve, driven by our values. We will focus on communication, learning and development and reviewing reward and recognition all underpinned by our broader approach to inclusivity.
- **Delivering our race equality action plan:** ensuring we have a concerted focus on the actions that will deliver the greatest impact for staff. This will involve teams across the organisation, a continued partnership with our race equality and cultural inclusion network (RECI), and input and scrutiny from our race equality board advisory group.
- **Increasing and diversifying our income:** to support our activities and reduce our reliance on member fees. We will do this without compromising our independence and ability to speak truth to power. This includes:
  - A sustained focus on efficiency at NHS Providers including an annual cost improvement plan.
  - Growing our commercial income, both at our Annual Conference and Exhibition and through other commercial opportunities.
  - Attracting project funding from national bodies such as NHSE where we have mutually aligned aims.

## OUR MEMBERSHIP OFFER

We are committed to providing outstanding value for money to our members. In addition to our influencing work to shape the policy environment in which you operate and our high profile media work on trusts' behalf, your membership of NHS Providers gives you access to what you tell us is a highly valued range of networks, conferences, roundtables, development programmes, newsletters, briefings, publications and blogs.

### Development offer

We provide a wide range of practical support, peer learning and development activities focused on the priority topics for board members and increasingly for aspirant board members.

Each of our programmes is designed to help NHS leaders step back, learn from current practice both within the sector and beyond, and take away practical insights. Our offer is delivered both virtually and in person. It includes conferences, webinars, peer learning forums and whole board and senior leadership development sessions, alongside a range of peer learning resources from how-to guides and case study briefings to blogs, videos and podcasts.

## Networks

Our member only networks are an opportunity to keep up to date with the latest health policy, exchange ideas with peers and hear from key external experts and system leaders in a safe, reflective environment. We offer 12 member networks supporting all NHS board level roles and each network meets several times each year.

These networks are free as part of our core membership offer for provider boards.

NETWORK	KEY AUDIENCE	YEARLY MEETING FREQUENCY
<b>Chairs and Chief Executives Network</b>	Chairs and chief executives of all foundation trusts and trusts	Four
<b>Communications Leads Network</b>	Communications directors and leads	Three
<b>Community Network</b> co-hosted with NHS Confederation	Chairs, chief executives, board directors and senior executives of trusts providing community services	Three
<b>Company Secretaries Network</b>	Company/trust secretaries, directors of corporate affairs	Three
<b>Digital Boards Leadership Network</b>	Board digital leads and all board members with an interest in digital	Two
<b>Finance Directors and Commercial Leads Network</b>	Directors of finance, commercial and business development leads	Three
<b>HR Directors Network</b>	Directors of HR, workforce and organisational development	Three
<b>Medical and Nursing Directors Network</b>	Medical directors, nursing directors, chief nurses	Three
<b>Mental Health Leaders Network</b>	Chairs, chief executives and non-executive directors of trusts providing mental health services	Three
<b>Non-Executive Directors Network</b>	Non-executive directors	Two
<b>Directors of Operations and Chief Operating Officers Network</b>	Directors of operations, chief operating officers	Three
<b>Strategy Directors Network</b>	Directors of strategy, strategic planning leads	Three



*I love coming to these events as it gives an opportunity to network with other colleagues... the agenda was on point.*

Attendee,  
Company Secretaries  
Network



## Conferences and roundtables

Each year, we host a number of market-leading conferences including our flagship Annual Conference and Exhibition which brings together trust chairs and chief executives and other senior leaders in the NHS.

Our *In conversation with...* roundtables and in person dinners give members a regular opportunity to engage with the most senior leaders in the NHS and beyond. Our offer of policy roundtables gives members the opportunity to speak directly to key stakeholders on hot topics impacting the health and care sector.

EVENT	KEY AUDIENCE	WHEN	FEE	OPEN TO NON-MEMBERS
<p><b>Annual Conference and Exhibition</b></p> <p>A must-attend event for health leaders to hear from high profile speakers, share learning and debate key issues and the annual conference with the highest level of trust board member attendance.</p>	Chief executives, chairs, executive and non-executive directors, key stakeholders, system leaders and aspirant leaders	Annually, in late autumn	Yes, discounted for members	Yes
<p><b>Governance Conference</b></p> <p>A unique opportunity for NHS leaders and governance professionals to debate health governance issues.</p>	Chairs, chief executives, non-executive and executive directors, heads of governance, company secretaries and system leaders	Biennial, in summer	No*	No
<p><b>Quality Conference</b></p> <p>An opportunity to debate quality of care issues and quality governance issues with peers and key system leaders.</p>	Chairs, non-executive directors, medical and nursing directors, heads of quality governance and system leaders	Biennial, in summer	No*	No
<p><b>Governor Focus Conference</b></p> <p>A key event for governors to share learning, receive updates and hear from keynote speakers.</p>	Foundation trust governors, trust secretaries and chairs	Annually, in spring	No	No
<p><b>NHS Communicate Conference and Awards</b></p> <p>Launched in 2021, this conference and awards event focuses on the most relevant and topical subjects for communications leads, with an awards evening which celebrates the very best across the NHS.</p>	Communications leads	Annually, in February/ March	Yes, for conference	Yes
<p><b>In conversation with... programme</b></p> <p>A key event for trust leaders to share learning, receive updates and hear from keynote speakers under the Chatham House Rule.</p>	Chief executives, chairs and board members	Around 10 events per year	No	No
<p><b>Policy roundtables</b></p> <p>Targeted informal discussion groups, with national stakeholders to discuss key issues, seek member views and influence policymakers.</p>	Chairs, chief executives, relevant senior executives, depending on topic being discussed	As and when required	No	No
<p><b>Commercial partners offer</b></p> <p>Webinars, publications, dinners and blogs produced by commercial partners.</p>	Board level and below board audiences	Around eight events a year	No	No

\*No fee for provider members. ICB associate members and partners can attend for a fee.

## Development programmes

We have a range of well-established and highly regarded development programmes, training courses and learning events aimed at improving the knowledge and skills boards require to operate as effective unitary boards.

A number of our offers can be delivered directly to your organisation as in-house training for tailored support. We also deliver bespoke board development programmes designed to support the strategic objectives and development needs of your board, provided at a discounted price for members.

Some of our programmes are included in the membership fee while others are paid for as an addition, at a discounted rate for members.

EVENT	KEY AUDIENCE	WHEN	IN-HOUSE AVAILABLE	FEE	OPEN TO NON-MEMBERS
<p><b>Board Development programme</b></p> <p>A range of skills-based courses including our <i>Effective Series</i> designed to help board members and senior managers understand their roles and responsibilities better, improve their leadership skills and work more effectively together.</p>	Executive and non-executive directors	Programme of events throughout the year	Yes	Yes, discounted for members	Yes
<p><b>Effective Chairing of Organisations</b></p> <p>Four-part programme delivered over a five-to-six-month period for new and aspiring chairs.</p>	Recently appointed or aspiring	Programme of events throughout the year	Yes	Yes, discounted for members	Yes
<p><b>Executive Director induction</b></p> <p>One-day course for new NHS executive directors to help them understand wider system issues and what being part of a unitary board means.</p> <p><i>Offered in partnership with NHS England</i></p>	Recently appointed executive directors new to a board role	Four times per year	No	Yes, discounted for members	Yes
<p><b>Non-executive Director induction</b></p> <p>Two-day course for new NHS non-executive directors to help them understand the NHS and its governance and assist them in getting to grips with their role.</p> <p><i>Offered in partnership with NHS England</i></p>	Recently appointed non-executive directors	Seven times per year	No	Yes, discounted for members	Yes



***It's a fantastic programme offering a really great insight into the skills and mindset needed to make the leap into an exec director role.***

Attendee,  
Aspiring Directors  
programme

<p><b>Digital Boards</b> To support boards in leading the digital transformation agenda.</p>	Executive and non-executive directors	Programme of events throughout the year	Yes	No	No
<p><b>Race Equality programme</b> To support boards to effectively identify and challenge race inequality.</p>	Executive and non-executive directors	Programme of events throughout the year	No	No	No
<p><b>Health Inequalities programme</b> To support our members to make sense of health inequalities, help to prioritise and embed it as part of the board's core business.</p>	Executive and non-executive directors	Programme of events throughout the year	No	No	No
<p><b>Trusts in systems</b> To help members maximise the potential of provider collaboration at scale, place and neighbourhood.</p>	Executive and non-executive directors	Programme of events throughout the year	No	No	No
<p><b>Improvement</b> To support members in leading continuous improvement through board sessions and peer learning events. <i>Board sessions delivered in partnership with Q community.</i></p>	Executive and non-executive directors	Programme of events throughout the year	No	No	No
<p><b>GovernWell</b> GovernWell is the national training programme for foundation trust governors, with further support to equip governors with the skills and knowledge needed to perform their role effectively.</p>	Foundation trust governors	Programme of events throughout the year	Yes	Fee applies to GovernWell courses only	Yes

For more information on our development offer visit [www.nhsproviders.org](http://www.nhsproviders.org) or email [events@nhsproviders.org](mailto:events@nhsproviders.org).

## Newsletters

Our insightful newsletters provide a summary of current news, resources, thought-leadership and events, helping you to stay up to date with the latest information and commentary.



*The national policy overview was very valuable, and hearing the discussion about it from other strategy directors also really helped add to the richness.*

Attendee,  
Strategy Directors  
Network

NEWSLETTER	WHY IS IT USEFUL?
<b>Today's Health News</b> A daily bulletin providing a summary of key health stories in the national and trade news.	Daily update on important health stories, highlighting NHS Providers' media coverage and our latest events, briefings and blogs.
<b>Start the Week</b> A weekly bulletin showcasing what we're doing with and for our members.	This provides a summary on the work we've done for members over the previous week, and a look ahead to what's coming up.

We also have a number of other newsletters and bulletins to update members on different sectors, areas of healthcare policy and our programmes, as well as a biannual newsletter for NHS governors.

For more information on our newsletters email [communications@nhsproviders.org](mailto:communications@nhsproviders.org).

## Resources

Our publications offer an in-depth analysis of how new initiatives, policy and political decisions affect the provider sector, providing you with a timely and topical resource.

Our blogs and comment pieces provide opinion, comment and expertise from leading NHS policy thinkers including NHS Providers staff, external experts, members and stakeholders. You consistently tell us that these are a key part of our offer – providing quality, easy to digest insight, specifically tailored to the needs and interests of provider boards.

You tell us that you regularly copy them to your key executive and non-executive leadership team as a means of keeping them abreast of the national policy agenda.

RESOURCE	WHY ARE THEY USEFUL?
<p><b>On the day and next day briefings</b> Ad hoc briefings on the latest policy initiatives and political decisions affecting the sector.</p>	Reactive updates sharing NHS Providers' analysis of, and response to, important policy developments.
<p><b>Publications</b> Reports, research, papers and infographics on key themes relevant to the sector.</p>	Comprehensive commentary, ideas and insight on key topics as well as publications designed to demonstrate the provider sector's achievements and share practice.
<p><b>Thought leadership pieces</b> Providing a platform for trust leaders to give their views on the state of the NHS and local initiatives.</p>	An opportunity for trust leaders to share their views.
<p><b>Statutory board paper summaries</b> A regular summary of the board papers of NHS England and CQC.</p>	Full update on key issues and developments at each board meeting of the statutory bodies.
<p><b>Performance reports</b> Produced every autumn to help members assess our performance and highlight our priorities for the months ahead.</p>	Allows members to see where we are focusing our efforts, how we are supporting them and whether we are delivering value for money.
<p><b>Blogs, social media updates and comment pieces</b> Produced regularly to provide the latest information and commentary on what's happening in the sector.</p>	Provides short summaries of our arguments, guidance and learnings from others in the sector in a succinct, persuasive and accessible format.
<p><b>Podcasts and videos</b> Audio and video providing comment, analysis and guidance on the key issues facing providers.</p>	Allows members to explore key health and care topics, access guidance and learn from others in an engaging way.

## 2025-26 MEMBERSHIP FEES

The significant majority of NHS Providers' income comes from member subscriptions to enable us to maintain our independence and speak truth to power while delivering the services you tell us are important to you.

The tight alignment between our purpose of representing your interests; our governance model of 20 elected member chairs and chief executives; and our funding model of two-thirds of income coming from member subscriptions is crucial to our success as a membership organisation.

We have committed to increasing commercial funds (subject to strict criteria) and securing more funds from partners to deliver support programmes that meet member needs.



# WHERE CAN I FIND OUT MORE?

Further information is available online in our [strategy documents](#) and [Performance Report](#) or you can email us at [enquiries@nhsproviders.org](mailto:enquiries@nhsproviders.org)

**NHS Providers** is the membership organisation for the NHS hospital, mental health, community and ambulance services that treat patients and service users in the NHS. We help those NHS foundation trusts and trusts to deliver high-quality, patient-focused care by enabling them to learn from each other, acting as their public voice and helping shape the system in which they operate.

NHS Providers has all trusts in England in voluntary membership, collectively accounting for £124bn of annual expenditure and employing 1.5 million staff.



157-197 Buckingham Palace Road  
London SW1W 9SP  
020 3973 5999  
[enquiries@nhsproviders.org](mailto:enquiries@nhsproviders.org)  
[www.nhsproviders.org](http://www.nhsproviders.org)

[NHS Providers on LinkedIn](#)  
[@NHSProviders.bsky.social](#)

© Foundation Trust Network 2025

NHS Providers is the operating name of the Foundation Trust Network  
Registered charity 1140900  
Registered in England & Wales as company 7525114  
Registered Office  
157-197 Buckingham Palace Road, London SW1W 9SP