

How do you house 60 NHS key workers across three cities at once?

A rolling programme for an NHS trust - one monthly invoice, 98% occupancy satisfaction, around 40% below equivalent hotel rates.



60

key workers housed at any time

3

cities - Leeds, Manchester, Liverpool

98%

occupancy satisfaction

1

monthly invoice, coded by cost centre

~40%

below equivalent hotel rates

Prepared by the Jigsaw Conferences delivery team

Established 2003 · ISO 9001 & ISO 27001 certified · Free to the client

Client identities withheld under our confidentiality policy

THE 40-SECOND ANSWER

Jigsaw Conferences runs a rolling accommodation programme housing 60 NHS key workers in inspected serviced apartments and studios across Leeds, Manchester and Liverpool. The trust receives one consolidated monthly invoice coded by cost centre instead of dozens of hotel folios, stays flex from 4 to 52 weeks on seven days' notice, and occupancy satisfaction runs at 98%.

Why was hotel accommodation failing the trust and its staff?

An NHS foundation trust recruiting internationally - and rotating locum staff between three hospital sites - was housing arrivals in hotels. The spend was unsustainable, but the operational pain was worse: dozens of separate bookings and folios every month, no kitchens or laundry for staff on 12-hour shift patterns, and newly arrived international nurses landing at night with nowhere that felt like a home.

Workforce teams were spending days each month reconciling invoices and extending bookings one by one. Staff experience surveys flagged accommodation as a retention risk - an expensive problem when each international recruit costs thousands to bring onshore.

What does a managed key worker programme actually look like?

We built the trust a rolling programme rather than a series of bookings. A dedicated account desk holds pre-inspected apartment and studio stock within commuting distance of each hospital site, and cohorts are placed, extended and rotated against one framework agreement.

- Pre-inspected serviced apartments and studios within 30 minutes of each hospital - every property has a kitchen and laundry access.
- Airport-to-door arrivals for international cohorts: apartments made up, keys handled, arrival packs waiting - including for late-night landings.
- Stays flex from 4 to 52 weeks on seven days' notice, so rota changes never trigger cancellation penalties.
- One consolidated monthly invoice coded by cost centre, replacing dozens of hotel folios.
- Quarterly occupancy, cost and satisfaction reporting - currently 98% occupancy satisfaction across the programme.

How does the programme compare with ad-hoc hotel booking?

	Managed programme with Jigsaw	Ad-hoc hotel bookings
Monthly cost	Around 40% below equivalent hotel rates	Full flexible hotel rates, every night
Administration	One invoice, coded by cost centre	Dozens of folios reconciled by hand
Staff welfare	Kitchen, laundry, a front door of their own	Hotel rooms and meal allowances
Flexibility	4-52 week stays, 7-day notice	Extensions renegotiated booking by booking
Visibility	Quarterly occupancy and satisfaction reporting	None beyond the invoices

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- Workforce accommodation lead, NHS foundation trust (name withheld under our confidentiality policy)

Questions clients ask about this work

What is the minimum stay on a key worker programme?

Four weeks. Stays flex up to 52 weeks and beyond on seven days' notice, so rota changes, extended placements and early departures are handled without cancellation penalties.

How is billing handled for NHS and public-sector clients?

One consolidated monthly invoice, coded by cost centre or department as your finance team requires. No individual folios, no staff expense claims, and reporting that stands up to public-sector audit.

How quickly can a new cohort be onboarded?

Existing programme cities can usually absorb a new cohort within days from our held stock. Standing up a new city takes two to three weeks, including property inspection.

Are the properties vetted?

Every property is inspected before it enters the programme and operators must hold current safety certification and insurance. The same standards apply across all three cities.

Does this model work outside the NHS?

Yes - the same programme structure serves local authorities, housing associations, contractors on long infrastructure projects and corporate relocation cohorts anywhere in the UK.

Housing key workers, locums or project teams?

Tell us the cohort size, cities and shift patterns - we'll model a programme with one invoice and full reporting.

> <https://jigsawconferences.co.uk/enquire?type=accommodation&mode=quick-brief>

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Case study prepared by the Jigsaw Conferences delivery team. Client identities are withheld under our confidentiality policy; outcomes are operational figures reported by the delivery team.