

Board of Directors (in Public)

Item 3.2

Subject: NHS Interim People Plan
Date of Meeting: Tuesday 26th November 2019
Prepared by: Sue Hodgkinson, Director of People & Culture
Presented by: Sue Hodgkinson, Director of People & Culture
Purpose of Report: To Note

BAF Reference	Impact on BAF
4	To provide assurance that the Trust is working towards the key themes of the NHS Interim People Plan.

1. Executive Summary

The purpose of this paper is to inform the Board of Directors on the NHS Interim People Plan and to provide assurance that the Trust is working towards addressing the workforce priorities aligned with the direction of the NHS Long Term Plan and the NHS Interim People Plan.

It is recommended that the People Committee will monitor actions and receive assurance at each meeting, which include updates related to the development of the Trust's People Strategy. Following engagement and consultation with our staff and further development work, an update will be provided to a future Board of Directors when the People Strategy has been prepared. This is anticipated in late Quarter 4 2020.

2. National Context

When focusing on workforce, the NHS Long Term Plan aims to continue to increase the NHS workforce, training and recruiting more professionals, including significantly more clinical placements for undergraduate nurses, medical school places, and more routes into the NHS such as apprenticeships. The plan describes how improvements will be made to ensure the NHS is a better place to work, so that more staff stay within the NHS and feel able to make better use of their skills and experience for patients.

The key themes of the NHS Long Term Plan are to:

- Create the workforce we need for the next 10 years.
- Build upon a culture of innovation, continuous improvement and strong relationships with community, primary and social care.

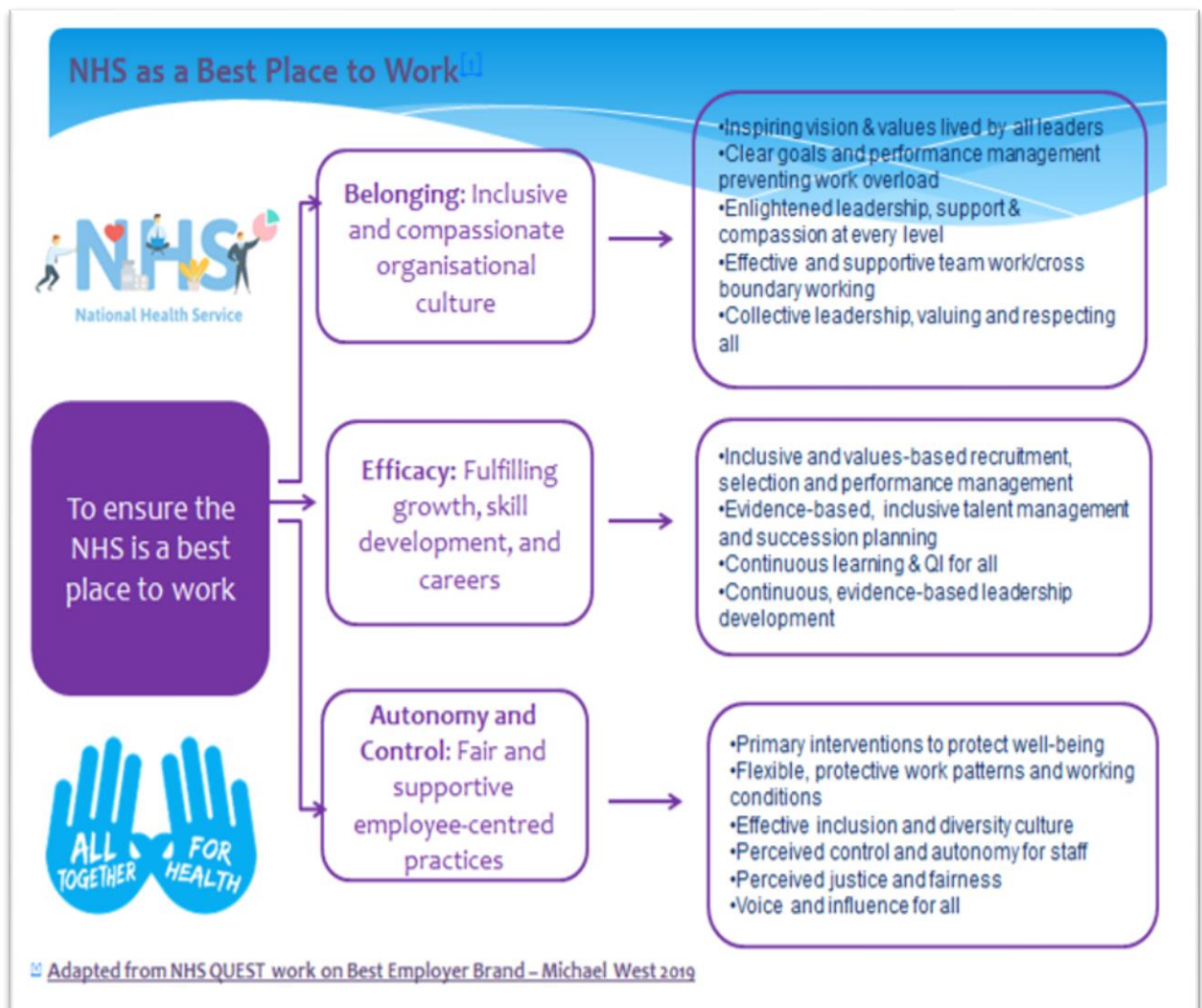
- Provide a flexible approach to working to ensure we have the right people with the right skills at the right time
- Optimise the use of technology across workforce processes to improve employee experience
- Design roles/new models of working and develop staff to use new clinical technologies.
- Value our people and recognise that our staff are our greatest asset.
- Develop staff, providing them with clear pathways
- Provide staff with the leadership, skills and knowledge they need to reach their potential now and in the future.
- Support improved well-being and recognise and value diversity

In the NHS Long Term Plan, Chapter 4: “NHS staff will get the backing they need” there is national commitment to:

- Increase the numbers of nurses, midwives, Allied Health Professionals and other staff.
- Grow the medical workforce with a focus on more generalist roles and increase number of doctors working in general practice.
- New arrangements to support international recruitment.
- Make the NHS a consistently great place to work and shape a modern employment culture.
- Increased focus on respect, equality and diversity.
- Productive working through electronic rosters and job planning.
- Encouragement for and investment in volunteering initiatives.
- New focus on leadership and talent management.
- Improved mental health support to doctors.
- Zero tolerance on violence towards NHS staff.
- Focus on staff retention through workforce development and multi-professional credentialing.
- Workforce implementation plan and national workforce group.

On 3rd June 2019, NHS England & Improvement published the NHS Interim People Plan (Appendix A) which has been developed by Prerana Issar, NHS Chief People Officer. The Interim NHS People Plan, developed collaboratively with national leaders and partners, sets a vision for how people working in the NHS will be supported to deliver care and identifies the actions that will be taken nationally to help them. It begins with how we make the NHS the best place to work, which is a key part of our strategic intent, and how creating a better leadership culture is critical to that change. The plan has approached this work by modelling the changes we want to see, working collaboratively as a multi-professional and multidisciplinary team and it has worked from the outset on the basis that multi-professional clinical teams will be the foundation of the future workforce, rather than treating the workforce as a group of separate professions. The underlying principles of the Interim People Plan focus on the NHS as a “Best place to work,” which is illustrated in Diagram One by Professor Michael West.

Diagram One – NHS as a Best Place to Work, Professor Michael West



On the 2nd July 2019, Prerana Issar, NHS Chief People Officer, wrote to Directors of HR to share a new guidance document “A Fair Experience for All” (Appendix B) which promotes the closing of the ethnicity gap in rates of disciplinary action between black and minority ethnic (BME) and white staff across the healthcare system. In the letter, it states that one of the key aims of the Interim NHS People Plan is to make the NHS the best place to work for all of its workforce and that it is not acceptable that if you come from some backgrounds, you are more likely to enter the formal disciplinary process, stay in it longer and have more career limiting outcomes.

A full 5 year NHS People Plan is now in development with an anticipated publication in late 2019 / early 2020. This development includes working alongside stakeholders to implement immediate actions of the interim plan, and develop the full People Plan. Representatives from over 250 organisations, including the Trust, have helped develop the NHS People Plan to date, with engagement being undertaken through:

- workstream partner meetings;

- roundtables with NHS execs, clinicians, and the voluntary sector;
- national ICS/STP leaders events;
- meetings with key partners;
- regional workshops on making the NHS the best place to work, and leadership culture;
- fortnightly stakeholder bulletins to over 2,000 subscribers;
- engaging staff through the virtual “TalkHealthandCare” platform.

3. The NHS People Plan - Key Themes

At its heart, the NHS People Plan sets out a transformative vision for the entire NHS workforce, including doctors, nurses, allied health professionals, pharmacists, healthcare scientists, dentists, non-clinical professions and volunteers.

The NHS People Plan has a very deliberate approach which includes:

- modelling collaborative, open and inclusive behaviours
- creating a multi-disciplinary and multi-professional team across NHS Improvement / England, Health Education England, the Department of Health and Social Care
- forming a broad coalition of partners from think tanks, unions, academia, professional bodies and across the NHS
- There is a process of listening closely to our NHS people, and there is a commitment to a new way of working
- Some actions will make a rapid difference, and some will lay the groundwork to grow the NHS’s workforce, support and develop NHS leaders and make our NHS the best place to work.

The NHS People Plan is structured around the following **seven themes**:

1. **Making the NHS the best place to work:** we must make the NHS an employer of excellence – valuing, supporting, developing and investing in our people. This is classed as the “Core Offer”.
2. **Transforming leadership culture:** positive, compassionate and improvement focussed leadership creates the culture that delivers better care.
3. **Tackling urgent nursing workforce challenges:** there are shortages across a wide range of NHS staff groups. However, the most urgent challenge is the current shortage of nurses.
4. **Releasing time for care:** action to give our people more time to devote to patients and service users and release them from duplicative or non-essential tasks.
5. **Workforce redesign optimising skills:** to enable enhanced clinical skills, a different mix of skills, new ways of working and digital skills to deliver 21st century care.

6. **Securing current and future supply:** to increase the number of people joining and working in the NHS now and over the next 10 years, and support multi-professional team working.
7. **A new operating model:** clarity about who does what at a national, regional, system (STP/ICS) and local levels – and test delivery.

The preparation of the full People Plan continues with the aim of completing a full draft so that proposals can be shared with an incoming government after the election.

4. The Trust's People Strategy

The Trust's current People Strategy is entitled "Team LHCH At its Best" with our Team LHCH Framework for 2017-2020 articulating that the core strength of our Trust is our people and by working together as 'Team LHCH', we can ensure the continued delivery of outstanding quality care.

As part of the wider review of the overall Trust Strategy and future strategic intent, a key enabling strategy will be the refreshed People Strategy. This will focus on how we are developing our people to enable them to be the best at providing care for our patients. Our current Trust Strategy is in development but the People Strategy will need to align with many of the key themes of the NHS People Plan.

The People Strategy will be delivered by supporting strategies and their associated delivery plans, each of which will require engagement with our people, and will be presented to the People Committee as part of the business cycle. It is anticipated that these will include:

- Recruitment & Retention Strategy
- Leadership, Education & Talent Management Strategy
- Staff Engagement Strategy
- Equality & Inclusion (2019-2021 – approved March 2019)
- Health & Well Being Strategy
- Workforce Intelligence & Workforce Systems Strategy.

It is recommended that the People Committee receive assurance on the progress in the development of the People Strategy with an update to the Board of Directors given in late Quarter 4 2020.

5. Recommendations

The Board of Directors are asked to note and receive the paper and supporting appendices.

List of Appendices

Appendix	Title
Appendix A	NHS England and Improvement NHS Interim People Plan
Appendix B	NHS England and NHS Improvement A Fair Experience for All - Closing the ethnicity gap in rates of disciplinary action across the NHS workforce