

Meeting Title	Board of Directors		
Date	12 September 2019	Agenda item	Bo.9.19.48

## Interim NHS People Plan

Presented by	Pat Campbell, Director of HR		
Author	Lily Hurford, Head of Organisational Development		
Lead Director	Pat Campbell, Director of HR		
Purpose of the paper	To update the Workforce Committee on the Interim NHS People Plan and the implications for our Trust.		
Key control	To be in the top 20% of NHS employers		
Action required	To note		
Previously discussed at/informed by	Not applicable		
Previously approved at:	Committee/Group	Not applicable	Date
	Workforce Committee		24.07.2019
	Senior Leadership Team		06.08.2019

### Key Options, Issues and Risks

The Interim NHS People Plan was published in June 2019. It was developed collaboratively with national leaders and partners and sets out the vision for people who work for the NHS to enable them to deliver the NHS Long Term Plan.

The plan sets an agenda to tackle the range of workforce challenges in the NHS, to make immediate improvements and to build a people plan that is fully integrated with financial and operational delivery plans.

Workforce supply is acknowledged as the biggest challenge facing the NHS but the plan is clear that the quality of staff experience must be improved or those extra people will not stay, or come at all.

NHS organisations are expected to undertake initial actions and further action following the publication of the substantive People Plan. The plan has implications for teams across the Trust, including HR, Education Services, Operations and the Chief Nurse Team.

West Yorkshire and Harrogate has been selected as one of eight national field testing sites to pilot a Workforce Development tool that is being sponsored by the National People Board. This will involve a 5 week programme of engagement across the Summer, findings of which will be used to develop the full People Plan.

A copy of the [Interim People Plan together](#) with an [NHS Employers briefing](#) is in Appendix one.

### Analysis

The Interim People Plan is structured into themes:

- Making the NHS the best place to work
- Improving NHS leadership culture
- Addressing urgent workforce shortages in nursing
- Delivering 21<sup>st</sup> century care
- Developing a new operating model for workforce

A balanced scorecard will be developed to assess organisations as the 'best place to work' via the NHS Oversight Framework and the CQC Inspection Framework (Well Led Assessment).

Work is taking place over the summer nationally with a range of stakeholders to help develop a fully-costed

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final plan. The aim is to publish a full, five-year plan following the Spending Review.

### Recommendation

The Workforce Committee are asked to:

- Recommend relevant Department Heads consider the implications of the Interim People Plan for their plans and teams, so any risks can be identified and addressed.

Further updates will be provided to the committee as more information is released.

Risk assessment						
Strategic Objective	Appetite (G)					
	Avoid	Minimal	Cautious	Open	Seek	Mature
To provide outstanding care for patients			g			
To deliver our financial plan and key performance targets			g			
To be in the top 20% of NHS employers			g			
To be a continually learning organisation				g		
To collaborate effectively with local and regional partners					g	
The level of risk against each objective should be indicated. Where more than one option is available the level of risk of each option against each element should be indicated by numbering each option and showing numbers in the boxes.	Low		Moderate	High	Significant	
	Risk (*)					
Explanation of variance from Board of Directors Agreed General risk appetite (G)						

<b>Regulation, Legislation and Compliance relevance</b>	
<b>NHS Improvement: (please tick those that are relevant)</b>	
<input checked="" type="checkbox"/> Risk Assessment Framework	<input type="checkbox"/> Quality Governance Framework
<input type="checkbox"/> Code of Governance	<input type="checkbox"/> Annual Reporting Manual
<b>Care Quality Commission Domain: Well Led</b>	
<b>Care Quality Commission Fundamental Standard:</b>	
<b>NHS Improvement Effective Use of Resources: People</b>	
<b>Other (please state):</b>	

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Risk Implications (see section 5 for details)	Yes	No
Corporate Risk register and/or Board Assurance Framework Amendments	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Quality implications	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Resource implications	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal/regulatory implications	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diversity and Inclusion implications	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Performance implications	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Relevance to other Board of Director's Committee: (please select all that apply)					
Workforce	Quality	Finance & Performance	Partnerships	Major Projects	Other (please state)
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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## The Interim NHS People Plan

### 1 PURPOSE/ AIM

This paper provides an update on the key themes of the Interim NHS People Plan and identifies implications for the Trust.

### 2 BACKGROUND

The Interim NHS People Plan was published in June 2019. It was developed collaboratively with national leaders and partners and sets out the vision for people who work for the NHS to enable them to deliver the NHS Long Term Plan.

The plan sets an agenda to tackle the range of workforce challenges in the NHS, to make immediate improvements and to build a people plan that is fully integrated with financial and operational delivery plans.

Workforce supply is acknowledged as the biggest challenge facing the NHS but the plan is clear that the quality of staff experience must be improved or those extra people will not stay, or come at all.

NHS organisations are expected to undertake initial actions and further action following the publication of the substantive People Plan, which will be published following the Spending Review. Key financial commitments will be decided as part of the Spending Review.

A copy of the [Interim People Plan together](#) with an [NHS Employers briefing](#) is in Appendix one.

### 3 SUMMARY

The Interim People Plan is structured into themes:

- Making the NHS the best place to work
- Improving NHS leadership culture
- Addressing urgent workforce shortages in nursing
- Delivering 21<sup>st</sup> century care
- Developing a new operating model for workforce

#### 1. Making the NHS the best place to work

This offer would cover:

- creating a healthy inclusive and compassionate culture (including ensuring equality and diversity, tackling bullying and reducing violence)
- enabling great development and fulfilling careers (including CPD and ensuring recognition of qualifications between employers)
- ensuring everyone feels they have a voice, control and influence (including freedom to speak up, health and wellbeing and flexible working).

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A balanced scorecard will be developed to assess organisations in these areas via the NHS Oversight Framework and the CQC Inspection Framework (Well Led Assessment). We need to be prepared for this and consideration may be given to using this as part of the performance framework for the Clinical Business Units and Corporate Services.

NHS organisations will be asked to develop their approach to making their organisation the best place to work and to contribute ideas to the development of a new offer for staff setting out the support they can expect from the NHS as a modern employer.

We already have a programme of engagement and OD work in place, with priorities set out in the People Strategy annual plan and Staff Survey action plan. Performance is monitored through this committee, the Board Assurance Framework and the Workforce Improvement Programme.

There is an acknowledgement of the impact of the current pension taxation policy on staff retention, particularly in relation to senior clinicians so the government is bringing forward a consultation on a proposal for new pension flexibility for senior clinicians. This consultation is expected to take place over the summer, and it may lead to changes from April 2020.

## 2. Improving NHS Leadership culture

System leadership; Quality improvement; Talent management and Inclusion and diversity are identified as the leadership culture priorities. These are included as priorities in our current leadership strategy and plans.

## 3. Addressing urgent workforce shortages in nursing

The plan includes measures to improve workforce supply and retention across the NHS clinical workforce. Immediate actions focus on nursing and include increasing clinical placements by 25% to 5,000 by September 2019 and better coordination of international recruitment with a national procurement framework for lead agencies

## 4. Delivering 21<sup>st</sup> century care

This will include a transformed workforce with a more varied and richer skill mix, new types of roles and different ways of working; the scaling up of new roles via multi-professional credentialing and more effective use of the apprenticeship levy.

## 5. Developing a new operating model for workforce

The interim plan accepts that the workforce planning model in the NHS needs to change. It commits to devolution of responsibility to the Integrated Care Systems (ICSs) which will take on greater responsibility for people planning and transformation activities.

Work is taking place over the summer nationally with a range of stakeholders to help develop a fully-costed final plan. The aim is to publish a full, five-year plan later this year, following the Spending Review and the development of five-year STP/ICS plans.

The final plan will include measures to embed culture change and develop leadership capability; detail on changes to professional education and on investment in CPD and more detail on additional staff needed.

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West Yorkshire and Harrogate has been selected as one of eight national field testing sites to pilot a Workforce Development tool that is being sponsored by the National People Board. This will involve a 5 week programme of engagement across the Summer, findings of which will be used to develop the full People Plan.

#### **4 RISK ASSESSMENT**

The plan has implications for teams across the Trust, including HR, Education Services, Operations and the Chief Nurse Team.

Work is currently taking place to consider the capacity and capabilities needed by HR to deliver the priorities of this interim plan; reviewing existing People plans and strategies to make sure they align; identify what more we need to do and the implications at system level.

This includes the development of a business case to increase capacity, capability and resilience within the OD function.

The interim plan accepts that the workforce planning model in the NHS needs to change. It commits to devolution of responsibility to the Integrated Care Systems (ICSs) which will take on greater responsibility for people planning and transformation activities. It starts to set out how the principle of subsidiarity will apply to people-related functions by setting out what functions can potentially be carried out at which levels. This needs to be considered in future plans.

#### **5 RECOMMENDATIONS**

The Senior Leadership Team are asked to:

- Note the key elements of the Interim People Plan.
- Note work currently taking place.
- Recommend relevant Department Heads consider the implications of the Interim People Plan for their plans and teams, so any risks can be identified and addressed.
- Note West Yorkshire and Harrogate have been selected as a field testing site for the Workforce Development tool.

Further updates will be provided to the committee as more information is released.

#### **6 APPENDICES**

Appendix one – Interim NHS People Plan

Appendix two – NHS Employers Brief