

PEOPLE PLAN v3 FINAL UPDATED 2 SEPTEMBER 2020

HEALTH AND WELLBEING

	Action	Who	Additional Actions
1	Put in place effective infection prevention and control procedures.	AP/SC	<ul style="list-style-type: none"> • Include statement in People Strategy (PS) in relation to keeping staff safe and well to include IPAC
2	Ensure all staff have access to appropriate personal protective equipment (PPE) and are trained to use it.	AP/SC	<ul style="list-style-type: none"> • As above
3	All frontline healthcare workers should have a vaccine provided by their employer.	AP/SC	<ul style="list-style-type: none"> • Include statement in People Strategy (PS) in relation to keeping staff safe and well to include IPAC
4	Complete risk assessments for vulnerable staff, including BAME colleagues and anyone who needs additional support, and take action where needed.	BW AP/AH/SC	<ul style="list-style-type: none"> • Reference in PS • Introduce risk assessment for new starters • Include in induction checklist • On-going promotion to line managers of the importance of this not being a one-off conversation
5	Ensure people working from home can do safely and have support to do so, including having the equipment they need.	LC/ RFCL/JG	<ul style="list-style-type: none"> • Review and refresh Home working policy • Promote importance of DSE assessments • Processes in place for staff to have the appropriate equipment
6	Ensure people have sufficient rests and breaks from work and encourage them to take their annual leave allowance in a managed way.	AH/JW/SW	<ul style="list-style-type: none"> • Supported via Live Life Well (LLW) group • Infographic to be included in welcome booklet for new starters, screen savers • Leaders role in LLW embedded in all leadership programmes • Masterclass/bite-size training for managers on staff health and wellbeing – managing teams remotely (include maintaining morale)
7	Prevent and tackle bullying, harassment and abuse against staff, and create a culture of civility and respect.	Wider exec AH/SC/LC	<ul style="list-style-type: none"> • Already part of staff survey action plan • Further cultural inquiries

	Action	Who	Additional Actions
8	Prevent and control violence in the workplace – in line with existing legislation.	RF/AH/LC	<ul style="list-style-type: none"> As above
9	NHS violence reduction standard to be launched.	NHS England and NHS Improvement	December 2020 – For Noting
10	Appoint a wellbeing guardian.	AP	<ul style="list-style-type: none"> AP Exec lead AP to discuss Non-Exec lead with ME
11	Continue to give staff free car parking at their place of work – for at least the duration of the pandemic	MR	<ul style="list-style-type: none"> Initial action to review current situation for staff who are working from acute sites – are they still having to pay?
12	Support staff to use other modes of transport and identify a cycle-to-work lead.	CL/MR	<ul style="list-style-type: none"> Raise the profile of the cycle to work scheme and other travel options/reduction in need to travel
13	Ensure staff have safe rest spaces to manage and process the physical and psychological demands of the work.	RF/AH	<ul style="list-style-type: none"> Review the last site survey to check if all sites have rest facilities. Continue raising awareness of the importance of taking a break. Continue to promote support e.g. mindfulness sessions etc
14	Ensure that all staff have access to psychological support.	AH/DV	<ul style="list-style-type: none"> Continually review our Stepped approach Review and monitor feedback on counselling support Continue to promote all national and regional offers Promote CPFT offer
15	Continue to provide and evaluate the national health and wellbeing programme.	NHS England and NHS Improvement	SW / AH / LC For noting

	Action	Who	Additional Actions
16	Identify and proactively support staff when they go off sick and support their return to work.	LC/HRBPs	<ul style="list-style-type: none"> Ongoing and People first approach in place
17	Ensure that workplaces offer opportunities to be physically active and that staff can access physical activity throughout their working day.	AH	<ul style="list-style-type: none"> Reiterate the importance of this and oversee/promote via Trust wide and local LLW groups and newsletter MSK team videos on the intranet
18	Make sure line managers and teams actively encourage wellbeing to decrease work-related stress and burnout.	AH/LC	<ul style="list-style-type: none"> Include some information about this in the infographic Discuss at Leadership Forum – use Paul McGee session Restart line managers behaviour development programme (Amazing Managers)
19	Every member of NHS staff should have a health and wellbeing conversation. From August 2020	AH	<ul style="list-style-type: none"> Embed in appraisal process Combine health and wellbeing conversation and risk assessment – health and wellbeing assessment
20	All new starters should have a health and wellbeing induction. From October 2020	JW/SW	<ul style="list-style-type: none"> Include on induction checklist and Trust Induction
21	Provide a toolkit on civility and respect for all employers.	NHS England and NHS Improvement	March 2021 – For noting
22	Pilot an approach to improving staff mental health by establishing resilience hubs.	NHS England and NHS Improvement	For noting

	Action	Who	Additional actions
23	Pilot improved occupational health support in line with the SEQOHS standard.	NHS England and NHS Improvement	For noting

FLEXIBLE WORKING

	Action	Who	Additional actions
1	Be open to all clinical and non-clinical permanent roles being flexible.	AH/LC/BW	<ul style="list-style-type: none"> • HR and recruitment team to promote with managers • Refresh information on job adverts/policy/intranet etc • Raise with NHS jobs the importance of adding a “flexible” option • Include in recruitment training for managers • Embed into Amazing Managers Training
2	All job roles across NHS England and NHS Improvement and HEE will be advertised as being available for flexible working patterns. January 2020	NHS England and NHS Improvement	For noting
3	Develop guidance to support employers. September 2020	NHS England and NHS Improvement	For noting
4	Cover flexible working in standard induction conversations for new starters and in annual appraisals.	JW/SW	<ul style="list-style-type: none"> • No further action (NFA)
5	Requesting flexibility – whether in hours or location, should (as far as possible) be offered regardless of role, team, organisation or grade.	LC	<ul style="list-style-type: none"> • NFA

	Action	Who	Additional actions
6	Board members must give flexible working their focus and support.	AP	<ul style="list-style-type: none"> NFA
7	Add a key performance indicator on the percentage of roles advertised as flexible at the point of advertising to the oversight and performance frameworks.	NHS England and NHS Improvement	For noting
8	Support organisations to continue the implementation and effective use of e-rostering systems.	NHS England and NHS Improvement	For noting
9	Roll out the new working carer's passport to support people with caring responsibilities.	LC	<ul style="list-style-type: none"> As part of revised adjustments passport
10	Work with professional bodies to apply the same principles for flexible working in primary care.	NHS England and NHS Improvement	For noting
11	Continue to increase the flexibility of training for junior doctors.	Health Education England	For noting

EQUALITY AND DIVERSITY

	Action	Who	Additional actions
1	Overhaul recruitment and promotion practices to make sure that staffing reflects the diversity of the community, and regional and national labour markets. By October 2020	LC/MK/RM	<ul style="list-style-type: none"> • Analysis of current workforce by place • Present data to diversity and inclusion group to inform targets and actions to improve • Review recruitment policy • Diversity statement on job adverts • Leadership forum discussion about the importance of diversity and positive action • Cover in leadership training (Stepping up, Chrysalis, Mary Seacole, Amazing Managers etc) • Refresh equality and diversity training to make it more impactful
2	Discuss equality, diversity and inclusion as part of the health and wellbeing conversations described in the health and wellbeing table.	AH/MK	<ul style="list-style-type: none"> • To be included in HWB assessment conversations • Work to be done to combine this, HWB conversation and risk assessments so that this is one conversation
3	Publish progress against the Model Employer goals to ensure that the workforce leadership is representative of the overall BAME workforce.	All	<ul style="list-style-type: none"> • Need to review Model Employer goals
4	51 per cent of organisations to have eliminated the ethnicity gap when entering a formal disciplinary process. By the end of 2020	AP/AH/MK	<ul style="list-style-type: none"> • Diversity and inclusion group to oversee as part of WRES action plan • BAME Network to provide lived experience
5	Support organisations to achieve the above goal, including establishing robust decision-tree checklists for managers, post-action audits on disciplinary decisions, and pre-formal action checks. From September 2020	NHS England and NHS Improvement	For noting
6	Refresh the evidence base for action, to ensure senior leadership represents the diversity of the NHS, spanning all protected characteristics. From Sept 2020	NHS England and NHS Improvement	For noting

	Action	Who	Additional actions
7	Ensure in- house Learning is equitable to all staff	AH/SW	<ul style="list-style-type: none"> • Continue to review data at Workforce Diversity and Inclusion groups and act on issues • Build into application/enrolment process a question for staff learners if they need adjustments to support them to learn • Use staff diversity networks as focus group of learners to ensure learning is accessible • Build in as we develop more on-line learning • Provide additional learning support if required

CULTURE AND LEADERSHIP

	Action	Who	Additional actions
1	Work with the National Guardians office to support leaders and managers to foster a listening, speaking up culture. With immediate effect	NHS England and NHS Improvement	For noting
2	Promote and encourage employers to complete the free online just and learning culture training and accredited learning packages and take demonstrable action to model these leadership behaviours. With immediate effect	NHS England and NHS Improvement and Health Education England	For noting
3	Provide refreshed support for leaders in response to the current operating environment. From September 2020	NHS England and NHS Improvement	For noting
4	Work with the Faculty of Medical Leadership and Management to expand the number of placements available for talented clinical leaders each year. By3/2	NHS England and NHS Improvement	For noting – By March 2021

	Action	Who	Additional actions
5	Update the talent management process to make sure there is greater prioritisation and consistency of diversity in talent being considered for director, executive senior manager, chair and board roles. By December 2020	NHS England and NHS Improvement	For noting
6	Launch an updated and expanded free online training material for all NHS line managers, and a management apprenticeship pathway for those who want to progress. By January 2021	NHS England and NHS Improvement	For noting
7	All central NHS leadership programmes to be available in digital format and accessible to all. By April 2021	NHS England and NHS Improvement, Health Education England	For noting
8	Review governance arrangements to ensure that staff networks can contribute to and inform decision-making processes. By December 2021	All NHS organisations	<ul style="list-style-type: none"> • Vibrant BAME network in place • Disability network underdevelopment • Further networks to be developed
9	Publish resources, guides and tools to help leaders and individuals have productive conversations about race, and to support each other to make tangible progress on equality, diversity and inclusion for all staff. From October 2020	NHS England and NHS Improvement	For noting
10	Publish competency frameworks for every board-level position in NHS provider and commissioning organisations. March 2021	NHS England and NHS Improvement	For noting
11	Place increasing emphasis on whether organisations have made real and measurable progress on equality, diversity and inclusion, as part of the well-led assessment. Throughout 2020/21	Care Quality Commission	For noting

	Action	Who	Additional actions
12	Launch a joint training programme for Freedom to Speak Up Guardians and WRES Experts and recruit more BAME staff to Freedom to Speak Up Guardian roles. By March 2021	NHS England and NHS Improvement	For noting
13	Publish a consultation on a set of competency frameworks for board positions in NHS provider and commissioning organisations. During October 2020	NHS England and NHS Improvement	For noting
14	Finalise a response to the Kark review. No timeframe provided	NHS England and NHS Improvement	For noting
15	Launch a new NHS leadership observatory highlighting areas of best practice globally, commissioning research, and translating learning into practical advice and support for NHS leaders. By March 2021	NHS England and NHS Improvement	For noting

NEW WAYS OF DELIVERING CARE

	Action	Who	Additional actions
1	Use guidance on safely redeploying existing staff and deploying returning staff, developed in response to COVID-19 by NHSEI and key partners, alongside the existing tool to support a structured approach to ongoing workforce transformation.	AP	<ul style="list-style-type: none"> • No staff currently on redeployment • Noted for any future redeployment • MOU • Enabling staff movement agreement
2	Continued focus on developing skills and expanding capabilities to create more flexibility, boost morale and support career progression.	AH/JW/SW	<ul style="list-style-type: none"> • Linkage between recruitment and students • Review learning and development Policy and practice

	Action	Who	Additional actions
3	Use HEE's e-Learning for Healthcare programme and a new online Learning Hub, which was launched to support learning during COVID-19.	JW	<ul style="list-style-type: none"> Ongoing and will consider how we will sustain this
4	Work with the medical Royal Colleges and regulators to ensure that competencies gained by medical trainees while working in other roles during COVID-19 can count towards training.	Health Education England	For noting
5	Develop the educational offer for generalist training and work with local systems to develop the leadership and infrastructure required to deliver it. During 2020/21	Health Education England	For noting
6	Support the expansion of multidisciplinary teams in primary care. End of 2020/21	Health Education England	For noting

GROWING THE WORKFORCE

	Action	Who	Additional actions
1	Enabling up to 300 peer-support workers to join the mental health workforce and expanding education and training posts for the future workforce. 2020/21	Health Education England/LP	<ul style="list-style-type: none"> Explore how we can use peer support workers for physical health
2	Increasing the number of training places for clinical psychology and child and adolescent psychotherapy by 25 per cent (with 734 starting training in 2020/21).	Health Education England	NA

	Action	Who	Additional actions
3	Investing in measures to expand psychiatry, starting with an additional 17 core psychiatry training programmes in 2020/21 in areas where it is hard to recruit, and the development of bespoke return to practice and preceptorship programmes for mental health nursing.	Health Education England	NA
4	Prioritise the training of 400 clinical endoscopists and 450 reporting radiographers. 2021	Health Education England	NA
5	Training grants are being offered for 350 nurses to become cancer nurse specialists and chemotherapy nurses. 2021	Health Education England	NA
6	Training 58 biomedical scientists, developing an advanced clinical practice qualification in oncology, and extending cancer support-worker training. 2021	Health Education England	NA
7	HEE is funding a further 400 entrants to advanced clinical practice training. 2020/21	Health Education England	For noting
8	Investing in an extra 250 foundation year 2 posts, to enable the doctors filling them to grow the pipeline into psychiatry, general practice, and other priority areas, notably cancer, including clinical radiology, oncology, and histopathology. 2020/21	Health Education England	NA
9	Increase of over 5,000 undergraduate places from September 2020 in nursing, midwifery, allied health professions, and dental therapy and hygienist courses. 2020/21	Health Education England	NA

	Action	Who	Additional actions
10	Employers should fully integrate education and training into their plans to rebuild and restart clinical services, releasing the time of educators and supervisors; supporting expansion of clinical placement capacity during the remainder of 2020/21; and providing an increased focus on support for students and trainees, particularly those deployed during the pandemic response. 2020/21	AHJW	<ul style="list-style-type: none"> System Educational sub-groups to ensure that this is sustained
11	For medical trainees, employers should ensure that training in procedure-based competencies is restored as services resume and are redesigned to sustain the pipeline of new consultants in hospital specialties. 2020/21	DV/SE	NA
12	Ensure people have access to continuing professional development, supportive supervision, and protected time for training. 2020/21	AH/JW	<ul style="list-style-type: none"> Raise the profile of CPD and clarity on the need for fair and transparent access Include in Leadership Forum discussion – link with discussion about appraisals
13	Establish a £10m fund for nurses, midwives, and allied health professionals to drive increased placement capacity and the development of technology-enhanced clinical placements.	Health Education England	<ul style="list-style-type: none"> Not sure if there was an action here for us?
14	HEE to further develop its e-learning materials, including simulation, building on the offer provided in response to COVID-19. 2020/21	Health Education England	For noting
15	Start delivering a pre-registration blended learning nursing degree programme. The programme aims to increase the appeal of a nursing career by widening access and providing a more flexible approach to learning, using current and emerging innovative and immersive technologies. From Jan 2021	Health Education England /Universities	For noting

	Action	Who	Additional actions
16	HEE to pursue this blended learning model for entry to other professions. From Jan 2021	Health Education England	For noting

RECRUITMENT

	Action	Who	Additional actions
1	Increase recruitment to roles such as clinical support workers, highlighting the importance of these roles for patients and other healthcare workers as well as potential career pathways to other registered roles.	AH/JW/LC/HRPBs	<ul style="list-style-type: none"> Continue to support service with workforce planning Support targeted recruitment in Luton (e.g. from redundant Luton airport staff) Promote and support Health ambassador events – careers, schools Restart work experience programme
2	Offer more apprenticeships, ranging from entry-level jobs through to senior clinical, scientific, and managerial roles.	JW	<ul style="list-style-type: none"> Finalise Manager Guide to Apprenticeships Support Workforce planning and early identification of apprenticeship opportunities Support a trust wide systemised approach to attracting recruiting and supporting apprentices Review option to allocate % of levy pot of targets to services
3	Develop lead-recruiter and system-level models of international recruitment, which will improve support to new starters as well as being more efficient and better value for money.	Systems	NA
4	Primary care networks to recruit additional roles, funded by the additional roles' reimbursement scheme, which will fund 26,000 additional staff until 2023/24. Immediate	Systems	<ul style="list-style-type: none"> Involved in discussions with PCNs in Luton

	Action	Who	Additional actions
5	Increase ethical international recruitment and build partnerships with new countries, making sure this brings benefit for the person and their country, as well as the NHS.	NHS England and NHS Improvement and Health Education England	For noting
6	HEE will pilot English language programmes – including computer-based tests, across different regions as well as offering English language training. 2020/21	Health Education England	For noting
7	Establish a new international marketing campaign to promote the NHS as an employer of choice for international health workers. 2020/21	NHS England and NHS Improvement	For noting
8	Encourage our former people to return to practice as a key part of recruitment drives during 2020/21, building on the interest of clinical staff who returned to the NHS to support the COVID-19 response. 2020/21	Employers and systems	<ul style="list-style-type: none"> Any actions for us?
9	Continue to work with professional regulators to support returners who wish to continue working in the NHS to move off the temporary professional register and onto the permanent register. 2020/21	NHS England and NHS Improvement and Health Education England	For noting

RETAINING STAFF

	Action	Who	Additional actions
1	Design roles which make the greatest use of each person's skills and experiences and fit with their needs and preferences.	Wider Exec with HR support/AE	<ul style="list-style-type: none"> Review support for workforce planning process Upskill managers in role redesign Facilitate service and role redesign conversations
2	Ensure that staff who are mid-career have a career conversation with their line manager, HR, and occupational health.	AH/LC/JW	<ul style="list-style-type: none"> NFA, in place via appraisals but promote again
3	Ensure staff are aware of the increase in the annual allowance pensions tax threshold.	MR	<ul style="list-style-type: none"> Pension advisor has been doing online workshops – will continue Include in comms cascade
4	Make sure future potential returners, or those who plan to retire and return this financial year, are aware of the ongoing pension flexibilities.	MR	<ul style="list-style-type: none"> As above
5	Explore the development of a return to practice scheme for other doctors in the remainder of 2020/21, creating a route from temporary professional registration back to full registration. 2020/21	Health Education England	For noting
6	Develop an online package to train systems in using the HEE star model for workforce transformation. 2020/21	Health Education England	For noting
7	Improve workforce data collection at employer, system, and national level. 2020/21	Health Education England CCS	<ul style="list-style-type: none"> Although this is a HEE action, we need to maximise how we are using our workforce data as a trust and in a place-based way

	Action	Who	Additional actions
8	Support the GP workforce through full use of the GP retention initiatives outlined in the GP contract, which will be launched in summer 2020.	Systems	For noting
9	Strengthen the approach to workforce planning to use the skills of our people and teams more effectively and efficiently.	Systems	For noting
10	Work with HEE and NHSEI regional teams to further develop competency-based workforce modelling and planning for the remainder of 2020/21, including assessing any existing skill gap and agreeing system-wide actions to address it. 2020/21	Systems	For noting

RECRUITMENT AND DEPLOYMENT ACROSS SYSTEMS

	Action	Who	Additional actions
1	Actively work alongside schools, colleges, universities and local communities to attract a more diverse range of people into health and care careers.	Systems	
2	Make better use of routes into NHS careers (including volunteering, apprenticeships and direct-entry clinical roles) as well as supporting recruitment into non-clinical roles. By March 2021	Systems	
3	Develop workforce sharing agreements locally, to enable rapid deployment of our people across localities.	Systems	<ul style="list-style-type: none"> NFA – MOU in place

	Action	Who	Additional actions
4	When recruiting temporary staff, prioritise the use of bank staff before more expensive agency and locum options and reducing the use of 'off framework' agency shifts during 2020/21.	Systems, employer and primary care networks	<ul style="list-style-type: none"> • Need to focus on more resilient bank/temporary workforce – new role will support this • Link in with BLMK bank work
5	Work with employers and systems to improve existing staff banks' performance on fill rates and staff experience.	NHS England and NHS Improvement	