

Report to the NHS Somerset Integrated Care Board on 30 November 2023

Title: NHS Long Term Workforce Plan - Briefing	Enclosure J
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Summary and Purpose of Paper

The enclosed presentation provides a summary of the key themes within the published NHS Long Term Workforce Plan (June 2023). It also includes initial steps required by Somerset teams in achieving the plan. Currently, NHS Somerset and SFT are working with NHSE Regional colleagues in designing plans to support the delivery of the plan in an efficient and cost-effective manner. Although the plan is focused on the NHS workforce, in Somerset we continue to move to developing One Workforce with integration and collaboration as key principles to how we work, and plan for the future.

Recent work, to focus on the future workforce in Somerset, has been undertaken to address the skills and capabilities needed to meet the vision for the health and care model that supports people’s wellbeing and needs. This work – called Scenario Planning: Workforce 2035 – will provide additional opportunities to meet the demands for health and care with a different workforce as well as benefiting from the commitments in the Long Term Plan for Workforce.

Appendix 1 provides a high-level summary of the National plan and provides details of the next steps for Somerset. This presentation was received by Somerset People Board in August 2023.

Recommendations and next steps

The Board is asked to **note** the NHS Long Term Plan, and the role of the Somerset People Board in providing oversight of the implementation of the plan in Somerset.

The Board is asked to **discuss** the emerging themes.

Impact Assessments – key issues identified

Equality	The Workforce Plan for the NHS seeks to meet the needs of the communities it serves. Developments in services requiring new workforce skills will be subject to full Equality Impact Assessment(s).
Quality	The quality of care is related to the quality of the skills, quality and numbers of staff and the plan aims to achieve having the ‘right people in the right place at the right time’.

Safeguarding	None identified.			
Privacy	N/A			
Engagement	Engagement with partners across the system has recently been undertaken through the Scenario Planning work. Further engagement will continue as we look to develop new skills pathways and future careers.			
Financial / Resource	The plan is funded, from national funding, for the coming 5 years for training and education.			
Governance or Legal	None.			
Sustainability	None identified.			
Risk Description	There is a risk that if the Somerset system is unable to create and sustain a workforce to meet medium and longer term demand that health and care services will be compromise and members of our community will suffer detriment.			
Risk Rating	Consequence	Likelihood	RAG Rating	GBAF Ref
	4	4	16	222 (GP workforce)
	5	4	20	292 (Workforce Sustainability)

NHS LONG TERM WORKFORCE PLAN

30 November 2023

NHS LONG TERM WORKFORCE PLAN - BRIEFING

CONTENTS

	Page
1 INTRODUCTION	1
2 BACKGROUND	1
3 THEMES	2
4 NEXT STEPS AND RECOMMENDATIONS	2

APPENDICES

APPENDIX 1	Presentation: NHS Long Term Workforce Plan 2023 (including Somerset next steps)
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NHS LONG TERM WORKFORCE PLAN - BRIEFING

1 INTRODUCTION

- 1.1 The enclosed presentation provides a summary of the key themes within the published NHS Long Term Workforce Plan (June 2023). It also includes initial steps required by Somerset teams in achieving the plan. Currently, NHS Somerset and SFT are working with NHSE Regional colleagues in designing plans to support the delivery of the plan in an efficient and cost-effective manner.
- 1.2 Although the plan is focused on the NHS workforce, in Somerset we continue to move to developing One Workforce with integration and collaboration as key principles to how we work, and plan for the future.
- 1.3 Recent work, to focus on the future workforce in Somerset, has been undertaken to address the skills and capabilities needed to meet the vision for the health and care model that supports people's wellbeing and needs. This work – called Scenario Planning: Workforce 2035 – will provide additional opportunities to meet the demands for health and care with a different workforce as well as benefiting from the commitments in the Long Term Plan for Workforce.
- 1.4 Appendix 1 provides a high-level summary of the National plan and provides details of the next steps for Somerset. This presentation was received by Somerset People Board in August 2023.

2 BACKGROUND

- 2.1 The number of NHS staff has grown since 2010.
- 2.2 Staffing has increased by 263,000 full-time equivalent (FTE) staff, including 42,000 more doctors and 55,000 more nurses, health visitors and midwives, with an estimated increase of 4,600 doctors and 2,400 nurses in general practice. However, the need and demand for healthcare has and continues to grow.
- 2.3 Over the next 15 years, the population of England is projected to increase by 4.2%, but the number of people aged over 85 will grow by 55%, bringing with it increased numbers of people with complex care needs.
- 2.4 It is predicted that by 2037, unless more is done to moderate current trends, two-thirds of those over 65 will have multiple health conditions and a third of those people will also have mental health needs.
- 2.5 Historically, while the education and training pipeline has increased and the workforce has grown by 25% since 2010, the number of staff trained has not kept pace with demand for NHS services. To fill service gaps and ensure safe staffing levels, the NHS is firmly reliant on temporary staffing and international recruitment.

- 2.6 The need for our workforce to grow and evolve is evidenced by the fact that there were over 112,000 vacancies across the NHS workforce in March 2023.
- 2.7 The current NHS workforce largely concentrates on responding to care and health needs, rather than doing more to fulfil the role it can play in preventing ill health. New and emerging roles, including advanced practice, are growing but we need a greater pace, in order to change the overall shape of the workforce.
- 2.8 The NHS Long Term Plan (2019) describes the changes needed for an NHS fit for the 21st century, including boosting primary and community care, investing in mental healthcare, diagnosing cancer earlier, and focusing on population health, integration and prevention. The Workforce plan will pay attention to these ambitions through education and training, growing a different workforce fit for the future.

3 THEMES

3.1 The plan indicates significant investment in training for the future workforce, over the next five years, and directs the NHS to a number of challenges and opportunities around 3 key themes:

- **Train:** significantly increasing education and training to record levels, as well as increasing apprenticeships and alternative routes into professional roles, to deliver more doctors and dentists, more nurses and midwives, and more of other professional groups, including new roles designed to better meet the changing needs of patients and support the ongoing transformation of care.
- **Retain:** ensuring that we keep more of the staff we have within the health service by better supporting people throughout their careers, boosting the flexibilities we offer our staff to work in ways that suit them and work for patients, and continuing to improve the culture and leadership across NHS organisations.
- **Reform:** improving productivity by working and training in different ways, building broader teams with flexible skills, changing education and training to deliver more staff in roles and services where they are needed most, and ensuring staff have the right skills to take advantage of new technology that frees up clinicians' time to care, increases flexibility in deployment, and provides the care patients need more effectively and efficiently.

4 RECOMMENDATIONS AND NEXT STEPS

- 4.1
1. The ICB Board is asked to **note** the NHS Long Term Plan, and the role of the Somerset People Board in providing oversight of the implementation of the plan in Somerset.
 2. The ICB Board is asked to **discuss** the emerging themes.

NHS Long Term Workforce Plan

Victoria Downing-Burn
Director of Workforce Strategy

30 November 2023



The Long term workforce plan

Published on 30 June 2023, the [NHS long term workforce plan](#) sets out the case for long-term change for the NHS workforce, and outlines plans to address an expected shortfall of between 260,000 and 360,000 staff by 2036/37.

The actions set out by the plan build on existing ambitions to increase the NHS workforce. We are awaiting a national and regional delivery plan.

The Long Term Workforce Plan sets out the case for taking a more strategic, long-term approach to NHS workforce planning. It outlines this approach and proposes actions to be taken locally, regionally and nationally in the short to medium term to address current and future workforce challenges. The actions set out in the plan fall into [three identified priority areas](#).



Three priority areas

Recruit

Grow the Workforce

Retain existing talent

Embed the right
culture and improve
retention

Reform

Working and training
differently

Train: growing the workforce through increasing education and training, as well as increasing the number of apprenticeships and alternative routes into health care roles.

Retain: working to improve culture and leadership across NHS organisations and better support staff throughout their careers to ensure that the NHS keeps more of its staff.

Reform: improving productivity among the workforce by ensuring staff have the right skills to take advantage of new technologies that will provide patients with the care that they need more efficiently and effectively, and by expanding enhanced, advanced and associate roles to offer modernised careers, with a stronger emphasis on the generalist and core skills needed to care for patients with multimorbidity, frailty or mental health needs.

By significantly expanding domestic education, training and recruitment, we will have more doctors, nurses and other healthcare professionals working in the NHS. We will:

Recruit: Grow the Workforce

Retain existing talent: Embed the right culture and improve retention

Reform: Working and training differently

- Double the number of undergraduate medical school training places to 15,000 by 2031 with more medical school places in areas with the greatest shortages to level up training.
- Increase the number of GP training places by 50% to 6,000 by 2031.
- Almost double the number of adult nurse training places by 2031, with 24,000 more nurse and midwife training places a year by 2031
- Increase the number of advanced practitioners by 6300, independent prescribers, and Allied Health Professionals acting as senior decision-makers in appropriate settings.
- Increase the proportion of training for clinical staff through apprenticeship routes by 2030. This will ensure we train enough staff in the right roles and help widen access to opportunities for people from all backgrounds.
- Launch a new medical degree apprenticeship and recruit over 850 via this route by 2028-9.
- Expand dentistry places by 1,100 and consider how to incentivise dentists to offer more work to the NHS.
- Train more NHS staff domestically. This will mean that we can reduce reliance on international recruitment.

Recruit: Grow the
Workforce

**Retain existing
talent:** Embed the
right culture and
improve retention

Reform: Working and
training differently

Retain existing talent: Embed the right culture and improve retention to ensure 130,000 fewer people leave the NHS.

By improving culture, leadership, and wellbeing, we will ensure fewer staff leave the NHS over the next 15 years. We will:

- Build on the actions from the NHS People Plan, to make the NHS People Promise a reality for our staff.
- Work to deliver the actions set out in the NHS equality, diversity and inclusion improvement plan.
- Back plans to improve flexible opportunities for prospective retirees and work with government to deliver the actions needed to modernise the NHS pension scheme.
- Ensure NHS organisations across the country, from day one of employment offer people flexible working and the best possible start to an NHS career
- Commit to ongoing national funding for continuing professional development for nurses, midwives and allied health professionals, so NHS staff are supported to meet their full potential.
- Reform how the NHS recruits' staff, so that we offer a much better candidate experience, and support local jobs.

Recruit: Grow the Workforce.

Retain existing talent: Embed the right culture and improve retention.

Reform: Working and training differently.

Working differently means staff can spend more time with patients; harness digital innovation and enable new and innovative ways of working.

Training will be reformed, to give learners a better experience. We will:

- Take advantage of digital and technological innovations, such as AI, speech recognition, robotic process automation and remote monitoring to support the NHS workforce.
- Focus on expanding enhanced, advanced and associate roles to offer modernised careers, with a stronger emphasis on the generalist skills needed to care for patients with multi-morbidities, frailty or mental health needs. By 2031/2 increase training places by 10,500 for NAs, 1500 for PAs, 6300 for Advanced Practitioners.
- Encourage and support clinically-led work to consider how to make best use of new roles in clinical teams as they are brought on stream, to ensure they are a valued part of the wider multidisciplinary team.
- Explore measures such as tie ins to encourage dentists to spend a proportion of their time delivering NHS care.
- Work with the NMC, GMC and others to reform education and training for doctors and nurses so that learners have a good experience of training that prepares them for work in the NHS.
- Work with medical schools and the GMC to introduce four-year degree programmes and pilot a medical internship programme which could shorten undergraduate training time.
- **Deliver a labour productivity gain of 2%.**

National Alignment and links

Recruit: Grow the Workforce

- Redistribution of training posts to South West from London
- Expansion e.g. specialty training, advanced practice, NAs, TAPPs and other new roles in MAPs, MH and ARRS.
- Educator Strategy to support the current and future educator workforce.
- ICB Education Plans linked to METIP to underpin ICB workforce plans
- 7 x Training Hubs and range of academies (Imaging, Endoscopy, Radiography)
- Priority Programmes – integrate workforce, education and training (cancer, diagnostics, mental health, LDA, UEC, planned care, elective recovery and recover plans – Primary Care, Maternity and Neonates and UEC.)

Retain existing talent: Embed the right culture and improve retention

- Retention – exemplar site, system leads and delivery programmes around recruitment, retention, best practice, agency dashboards.
- EDI Improvement plan – six high impact actions
- Talent and Leadership – develop regional/system/provider strategy
- Anti-Racist Framework via NW BAME Assembly
- People engagement, health and wellbeing and support

Reform: Working and training differently

- Digital Workforce Strategy
- SW Improvement Hub
- Fuller and Primary care strategy – neighbourhood teams
- ICS 5-year Joint Forward Plans and strategies

Key Headlines

- Many of the initiatives and ideas outlined in the LTWP are already in play
- Total 300,000 more doctors 60k, nurses 170k and allied health professionals 71k
- Each year nationally approx. 212k youngsters leave school with 3 decent A levels – in a competitive market we are going to have to go some to persuade enough to work in the NHS
- Retention – building on the people plan and and people promise – developing the right working conditions
- A quarter of nurses will be fast tracked onto wards in a consolidated apprenticeship programme
- A year will be cut off the basic timetable for doctors
- Flexibility, career progression – system partners working together to provide consistent quality experience
- The LTWP plan will be reviewed every 2 years
- Universities and education providers will need time to build the infrastructure required
- £2.4 billion funding over 5 years – awaiting further details
- Latest predictions overall workforce – SW NHS growth requires approx. 50-60k to continue its current operating model, the working age of the SW population will only grow by 47k
- Our existing local plans are below what we are predicting re required growth

1. Review capacity and governance
 - Education and training lead directors in post
 - SW People Board and ICB People Board – role and function in leading this work
 - Education collaboratives – Strategic and Operational
2. Review and refresh (if required) Somerset Joint Forward Plan and Five-Year Strategy e.g. Primary Care Training hub & plan for growth
3. Collaboration with higher and further education
4. Further develop our system network of HR / workforce professionals
5. Primary care: effective workforce implementation groups with NHSE SW Region and ICBs.
6. AHP faculties expansion and Supply Boards
7. Review placement capacity building and quality
8. Retention networks
9. Collaborative bank/passporting