

Extract taken from the Joint Forward Plan Update 2024 – 2025 Published 8th April 2024.

Read the full Joint Forward Plan Update 24/25 here: [JFP update April 2024.docx \(live.com\)](#)

Workforce and Education

NHS England’s [NHS Long Term Workforce Plan](#) was released after our JFP was published. It sets out the national workforce ambitions and is a comprehensive framework to support strategic workforce planning, put staffing on a sustainable footing, and improve patient care.

Since then, we have continued to work with our NHS, local authority, ICB, primary care, social care and VCSE partners to tackle the workforce pressures at a system level. Progress has been made in several areas – as highlighted in the following infographic which captures achievements in programmes where we have worked across boundaries to address the challenges, scale up our work and impact, and create efficiencies.



ICS People Achievements in programmes across boundaries

Source: ICS People Culture and Inclusion Annual Report 2023 – [YouTube](#)

NHS Long Term workforce Plan – Local delivery

The [NHS Long Term Workforce Plan](#) (LTWP) sets out a strategic direction for the long term, as well as action to be taken locally, regionally, and nationally in the short to medium term to address workforce challenges including the workforce gap. It details the actions that will be taken in the coming years to address the identified shortfall in addition to, and building on, actions and investment already committed.

The actions fall into three priority areas: Train, Retain, and Reform – supported by strategic workforce planning.

TRAIN	RETAIN	REFORM
<ul style="list-style-type: none"> • Medical and Dental education • Reduce International Recruitment • ‘New 2 Care’ • Engage with seldom heard communities • Trainee pipeline intelligence & planning • Education / training commissions and workforce development funding • Clinical Placement Capacity • Grow Education provider partnerships • Alternative training / education models • Apprenticeship expansion 	<ul style="list-style-type: none"> • Health and Wellbeing offers • Staff Psychological and Wellbeing Hub long-term funding • Employee Value proposition • Expansion of Flexible Working practice • Equality, Diversity & Inclusion activities • Health Inequalities focus in activities • Experience & wellbeing data and intelligence • Culture, Leadership and Talent activities • Digital Staff Passport 	<ul style="list-style-type: none"> • Reduction in agency • Increase contingent workforce • Delivery of ICS People Digital Plan • Upskilling workforce • Attraction of digital workforce • Future workforce for digital and AI • Delivery of People Services at Scale • Engage Professional bodies • ICS Portfolio workforce planning • Transformation inc new roles & skills • Cultural and Leadership for reform • ICS career pathway & rotational offers

NHS Long Term Workforce Plan priority areas

The plan reiterates the need to ensure the right people, with the right skills, are in the right place, at the right time to provide high quality care, while improving outcomes and experience.

A significant challenge is affordability and growth on the scale outlined in the LTWP, which will contribute to the financial deficit, in the backdrop of a national requirement to increase capacity in priority areas including urgent and emergency care (UEC), elective and mental health to contribute to system recovery. Therefore, work is underway to align the national assumptions with local planning and trajectories.

In 2024/25 and beyond, integrated and transformational planning will be essential to reduce demand on services where possible. This includes ensuring that the current workforce is used effectively.

Productivity will be key, alongside designing new workforce models and roles aligned to clinical pathways, improving access routes (T-Levels and Apprenticeships), retention, medical expansion and reform, clinical expansion and reform (non-medical). Examples include our system rotational apprenticeship schemes, our ‘New 2 Care’ inclusive recruitment model which supports our communities to access entry level jobs with support, and the creation of one occupational health contract for NHS organisations.

In addition, the ICB have established a Primary Care Workforce Implementation Group with multidisciplinary representation from practice, PCN, system, training hub and regional partners. This group is in the process of developing a Primary Care Workforce Local Delivery Plan in response to the NHS LTWP. The plan will focus on all three elements of the NHS LTWP (Train, Retain and Reform), and will consider clinical and non-clinical roles within general practice and additional roles reimbursement scheme (ARRS) roles within the PCNs.

The NHS LTWP excludes social care but assumes that the social care workforce will remain static. However, Skills for Care forecast estimates that there will need to be an increase of total posts by 28%. We will continue to work closely with our partners in adult social care (ASC) to understand the social care workforce, required growth, and in implementing the priorities within the NHS LTWP. We await the national ASC Long Term Workforce plan, and once it is published, we will work with partners to analyse and integrate into our local LTWP.

People Programme Priorities 2024/25

Given the current context, a shift in focus for the ICS People Programmes is necessary to support the achievement of the system priorities and recovery. A review of delivery plans associated with the LTWP, programme work, and core business was undertaken, and activities realigned to support the financial framework and the aims of the Operating Plan.

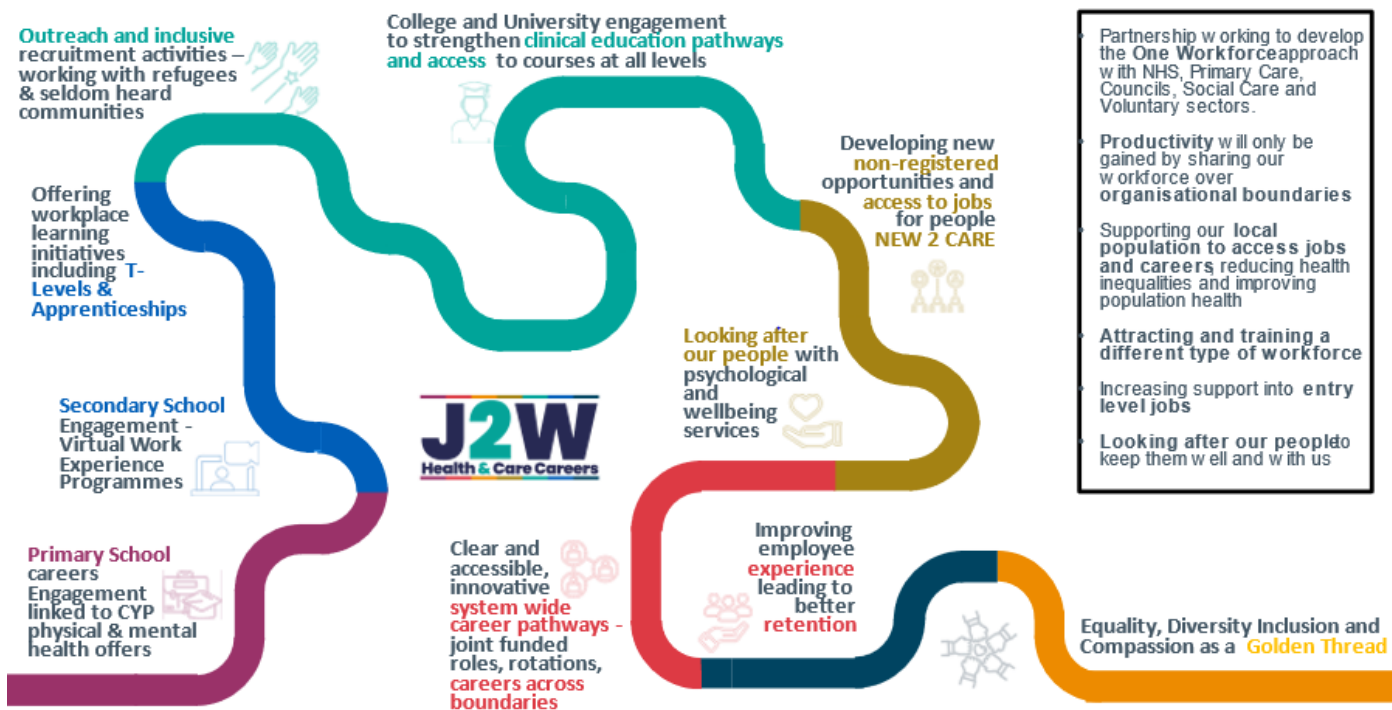
Over the coming years, we will work in partnership to implement the recommendations of the [Delivering People Services at Scale](#) framework. These will support several system aims, including productivity, reducing waste and duplication, digital advancements, enhanced employee experience – all leading to improved quality and service user experience.

Partners will consider areas such as recruitment and improvement of ‘time to hire’, portability of employment checks across NHS trusts, and exploring digital enablers such as a Digital Staff Passport. We will also consider opportunities to explore more standardised employment offers, enabling working across sector boundaries and levelling-up to create ‘one workforce’.

At the heart of all we do together is our commitment to look after our people, aligning to the [NHS People Promise commitments](#). This will be enabled by the development of a system-wide Employee Experience and Health and Wellbeing Strategy (to be launched in 2024/25), which supports our whole workforce. We will continue to strengthen our system-wide compassionate culture enabled through the development of a system-wide Organisational Development (OD) Plan, leadership compact, and development offers.

Equality, diversity and inclusion will be a ‘golden thread’ throughout all programmes, building on the successes of existing programmes including Inclusion Schools, WRES Champions and Differently Abled Buddy scheme, and addressing the findings of the [Too Hot to Handle? report](#) locally.

The infographic below sets out our ‘Journey to Work’ model which captures our long-term approach to engaging our communities; attracting and supporting local people into health and care volunteering, jobs and careers; and looking after people through the employment lifecycle.



Journey to work: Our long term approach to achieve our People Programme Priorities 2024/25

Education and Training

The Education, Training and Development workstream has progressed significantly since we published our JFP. Under the leadership of an Executive Clinical Sponsor, partners are working collaboratively to drive forward specific projects including understanding our future pipeline, clinical education landscape, strengthening our work with universities, clinical placement capacity, career pathways and improving the quality of education.

We have undertaken an analysis of the Long-Term Workforce Plan, proposed growth and review of the ambitions, and work is ongoing to map the national expansion to local operational plans, Multi-Professional Educational and Training Investment Plans (METIP) and pipeline data. Achieving the proposed growth is a significant challenge for our system, so we will need to redesign traditional workforce models to meet the future demands and clinical pathways within our available budget.

Our approach to education and training will focus on reform - creating innovative workforce solutions, designing and attracting a different workforce for the future by developing new roles, and routes into health and care careers, skill mixing and working in integrated teams across organisational boundaries.

We will continue to work with NHS England and higher education to understand the trainee pipeline, aligning with operational and long-term planning. We will mitigate risks to future education supply through local targeted activities for clinical, social and education pathways. Additionally, we will work in partnership to maximise the value of the education tariff and ensure high quality education provision.

There will be a specific focus on widening participation and inclusion including but not limited to expansion of workplace learning schemes and development of entry level, non-registered routes. This will build on our successful apprenticeship pathways and delivering the national T-Levels Pilot programme for the Midlands.

We will be working with our local communities to promote health and care careers, improving access to jobs through training and shadowing opportunities, working with colleges to develop entry level courses and support. Our work with schools as a 'Cornerstone Employer' will continue to grow through increased promotion of health and care careers in Primary and Secondary education and joined up working with colleges to create attractive pathways into further education and careers.

Our overarching ambition is to raise aspirations, create accessible career pathways and support the overall health and wellbeing of our young people by aligning our approach with the [ICS Children and Young Peoples Strategy: Getting the Right Start](#).

The Education, Training and Development Steering group has developed a set of priorities for the workstream to focus on during 2024-25. Although ambitious, partners are signed up to this collaborative plan with key stakeholders from across the system leading individual workstreams to drive forward the programmes of work. Those leads include NHS, Social Care, Primary Care, University, College and NHS England.



The Education, Training and Development Steering Group Priorities 2024/25