

Date: Wednesday 4th December 2002
Venue: Committee Room 2, National Assembly for Wales
Title: Recruitment and Retention, a Strategy for NHS Wales

Purpose

To update the Health and Social Services Committee on the recruitment and retention strategy for the NHS in Wales.

Recommendations

Health and Social Services Committee are invited to note the strategy and actions it identifies.

Summary

The focus of the strategy is to address the issue of recruitment and retention in Wales and determine the framework that will be followed to ensure that all actions are clearly identified and their contribution to overall objectives monitored. It is a "live" document that can be added to and built on at any time to enhance the recruitment and retention of all staff in the NHS family (unless otherwise stated). The strategy complements the staffing targets announced in 2002 for the proposed staffing levels for the NHS in Wales, based on the workforce plans produced by the Trusts and Health Authorities. The aim of the strategy is to bring together all the objectives NHS Wales needs to achieve in order for an all Wales co-ordinated approach to meet the staffing levels required and bring all NHS organisations up to the same level of those with the highest recruitment and retention standards.

Background

The Human Resources Strategy for NHS Wales, "Delivering for Patients" identified key recruitment objectives across NHS Wales. One of the objectives for 2001-2002 was that: -

"Each health organisation and each profession experiencing shortages will produce their own Recruitment and Retention Strategy by September 2001"

Local recruitment and retention strategies were produced and subsequently action plans developed to support them. Key themes from local strategies have been incorporated with existing targets in the Human Resources Strategy relating to recruitment and retention to produce the recruitment and retention strategy

The strategy was based on the principle that recruitment and retention covers the whole spectrum on the career path, from making career choices in school to planning for retirement and emphasises the need to market NHS Wales as the employer of first choice. As such it is split into 7 stages. Contributions were made to each 'stage' of the strategy by the relevant branch within the NHS HR Division i.e. workforce planning; education, training and development; recruitment and retention; employment policy; and primary care.

The draft strategy was discussed at a special meeting of the Partnership Forum Recruitment and Retention Sub-group of trade union representatives and NHS employers. It was subsequently circulated to Trust and Health Authority Chief Executives and Human Resources Directors for comment. It was also copied to Trust Directors of Nursing, Medical Directors and Finance Directors along with Health Authority Directors of Public Medicine and Professional Nurse Advisers and Finance Directors for information. The draft strategy has been approved by the NHS Wales Department Management Board and was given final approval at a special meeting of the Partnership Forum in September 2002.

The Recruitment and Retention Strategy and Action Plan for NHS Wales

Recruitment and retention of staff across all sections of the NHS in the UK has become increasingly difficult and Wales is no exception to this. In order to ensure NHS Wales is able to recruit and retain enough staff to deliver a high quality service to its patients, it needs to plan how it will do this in a co-ordinated manner. Effective recruitment and retention needs to cover the entire path from the initial planning and training stages right through to the final working years. Seven stages have been identified to form a logical, all encompassing framework around which NHS Wales will base action to meet its recruitment and retention needs. These can be found in section 3 under the heading "FRAMEWORK" in the "Recruitment and Retention a Strategy for NHS Wales" in APPENDIX 1.

The strategy is split into two main parts, the first describes what has been done so far to tackle the issues surrounding recruitment and retention in NHS Wales and goes on to state what will be done in the future to continue to address this. The second part gives the action points considered necessary to be met in order to achieve this, along with accountability as to who is responsible for ensuring the action is achieved and a target/review date to say when they have to achieve it by.

The strategy works in tandem with other strategies such as the Primary Care Strategy and Action Plan and seeks to bring all of the issues relating to recruitment and retention into one document. This should make it the focal point for recruitment and retention across of the whole of NHS Wales. As strategies develop they will make reference to the main recruitment and retention and any action points they develop will be incorporated into the main recruitment and retention strategy and it will "grow" as new developments emerge.

The Partnership Forum Recruitment and Retention Sub-Group will monitor progress of the strategy action plan. The NHS Wales Human Resources Division will also review progress of local strategies and action plans and the main strategy and annually incorporate any new targets as they are developed.

Financial Issues

The objectives laid out in the action plan in the second half of the strategy under section 4 state what needs to be achieved in order to meet the requirements of the strategy, who is responsible for making this happen and by when. The action points are for consultation only at this stage but will not be implemented unless resources are available from agreed budgets. Some funding has already been secured but some may be subject to future submissions for approval, under the relevant areas of responsibility. Some of the elements of the action plan are cost neutral, whereas some may have cost implications for the Welsh Assembly Government or NHS employers.

Assembly Compliance

The Assembly has delegated authority for NHS Workforce issues under section 2 of the NHS Act 1977. The Assembly's functions under the NHS Act so far as delegated to the First Minister, are delegated to the Minister for Health and Social Services. The paper has been prepared in accordance with standing order 9 and there are no issues of regularity and propriety.

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RECRUITMENT & RETENTION A STRATEGY FOR NHS WALES

1. INTRODUCTION

NHS Wales currently employs around 77,000 staff; a further 10,000 are employed in primary care. The recruitment and retention of staff across all sections of the NHS has become increasingly difficult and Wales follows this pattern. Action is needed to rectify this situation to ensure qualified staff is used to their maximum effect and to modernise our workforce. Where this strategy refers to NHS staff in the context of recruitment and retention, it includes all of these 87,000 staff in the NHS family, unless otherwise stated.

The Human Resources Strategy for NHS Wales, “Delivering for Patients” (June 2000), identified key recruitment objectives for the Welsh Assembly Government and each NHS organisation and profession across Wales. This included each NHS organisation developing a local recruitment and retention strategy with local action plans to set out their targets for meeting their targets for their future workforce.

The Recruitment and Retention Sub-Group of the NHS Partnership Forum also has a national action plan that contributes towards achieving the objectives of the Human Resources Strategy for Wales and these will be monitored against actions set in the overall strategy.

The primary goal of the NHS in Wales is to provide the best possible health care service to patients and clients across Wales. In order to achieve this there is a need to ensure that there are enough staff with the appropriate skills and training to deliver the best possible service as described in the NHS Plan for “Improving Health in Wales” (January 2001). This means having the right people in the right place at the right time, who are equipped with the skills and training they need to perform their job, in an environment where there is clarity about what is expected of them in order to deliver the best possible service to the patient.

This recruitment and retention strategy has been developed in liaison with trade union representatives and NHS employers and includes aspects of the local recruitment and retention strategies that they have developed. It also incorporates the objectives set out in the developing Human Resources strategy agenda and works in tandem with other strategies such as the Primary Care Strategy and Action Plan. It will also adopt the principles relating to recruitment and retention in new strategies as they are developed.

2. PURPOSE

The purpose of the strategy is to address the issue of recruitment and retention in NHS Wales. It does this by determining the framework that will be followed to ensure all actions are clearly identified and their contribution to overall objectives monitored, in order to provide an effective and modern workforce in the NHS in Wales. It sets out what has been achieved to date referring to initiatives in particular areas and goes on to determine further strategies that have been developed to address the future of recruitment and retention in

NHS Wales, thus ensuring all NHS employers operate recruitment and retention initiatives to a recognised standard.

The strategy is a “live” document that will “grow” as new strategies are developed. Any new strategies that contain reference to recruitment and retention will be expected to refer to the main strategy and be incorporated into it in order to form an overall picture and become the focal point of how NHS Wales is going to tackle the issue of recruitment and retention.

3. FRAMEWORK

Effective recruitment and retention needs to cover the entire career path from the first point of contact where the goal must be to make NHS Wales the employer of first choice, through to the final working years. Seven stages, given below, have been identified to form a logical, all encompassing framework around which NHS Wales will base action to meet its recruitment and retention needs and at the same time ensure that staff are valued, developed and rewarded for their commitment:

- 1 “Planning for the Future Workforce” (Workforce Planning)
- 2 “Raising Awareness and Re-capturing Interest” (Working with Schools and Careers services)
- 3 “Harnessing the Potential” (Professional & Support Workers Education and Training)
- 4 “Making NHS Wales the Employer of First Choice” (Recruitment and Employment Practices)
- 5 “Doing Things Differently” (Innovation, Skill Mix and Different Ways of Working)
- 6 “Investing in Staff” (Retention, Flexible working, CPD, Work/Life Balance))
- 7 “Career Maturity” (Pensions and Flexible Working)

4. CURRENT POSITION AND STRATEGIC AIMS FOR THE FUTURE

4.1 Planning for the Future Workforce

It is essential for an employer as large as the NHS to plan and forecast its staffing needs accurately, taking into account all influencing factors including population trends and developments in service provision. The identification of workforce requirements will form the basis of all recruitment and retention planning, including: -

- i) all Wales strategic approach to recruitment and retention
 - ii) contracting for training places for all healthcare professionals
 - iii) looking at working practices.
- A new workforce planning process has been implemented and the 2002 round includes an electronic data collection tool. The new process is based on NHS employers planning their future workforce numbers on the basis of need rather than affordability. NHS organisations have been asked to ensure that their plans take account of the workforce implications of both national and local strategies, policies and initiatives, including the staffing implications of the NSFs and CHI and NICE recommendations. Trusts are being encouraged to introduce workload measurement tools to assist them in the planning process. Welsh Assembly Government officials have worked closely

with the service in the production of their plans and are promoting the development of collaborative planning across Trusts, LHG's, Social Services, Primary Care and the Voluntary Sector.

- A review of the workforce planning process and the decision making structure for the commissioning of education and training was carried out in 2001. The review identified the need to develop a new decision making structure for workforce planning and education and training for the NHS in Wales and its partners. An All Wales Workforce Development Steering Group, a multi-professional group, chaired by the Director, NHS Wales, will lead this. The role of the Group will be to give national leadership and a strategic steer to workforce development issues in line with Welsh Assembly Government priorities and to modernise the workforce to meet changing roles required by the patient. It will also assess and validate the service workforce needs and develop approaches that will enable these needs to be met. Work will initially be carried out to scope the potential for introducing recommendations on skill-mix and job design at an all Wales level.

4.2 Raising Awareness and Re-capturing Interest

The NHS is competing in a shrinking labour market with other employers. It therefore not only needs to ensure that information is available but also to actively market itself as an employer to young people, parents and adults alike. The obvious place to stimulate early interest in a career in the NHS is through interaction with schools. Young people need to be aware of the variety of careers available in the NHS and the qualifications that they need well before they make subject choices for GCSE, A levels and degrees, therefore raising awareness as early as Primary/ Junior School level is essential. This does not preclude helping workers (within and outside the NHS) plan and make mid career decisions, which is vital as part of the recruit, retain and re-skilling aspect of recruitment and retention.

The remit of Careers Wales is to provide impartial advice. At a time when the NHS is experiencing staff shortages as well as the need to expand the numbers in training, it is essential that there is a clear strategy for ensuring that careers information and guidance on all the careers and job opportunities in the NHS is readily accessible to young people as well as adults, from a diverse range of backgrounds. It has to be tailored appropriately in terms of media and languages. In order to ensure this information is made available to those people choosing a career, a number of initiatives have been undertaken:

- The Welsh Assembly Government has produced a NHS Careers video promoting the wide range of careers available in the NHS. This has been distributed to schools and colleges in bilingual format along with detailed information about NHS Careers.
- A NHS Careers Information Project Manager has been appointed to review the provision of NHS careers information across Wales and to undertake a scoping exercise to evaluate the effectiveness of current provision. This information will be used to establish future needs for careers information for NHS Wales, and should provide valuable insights into how to market effectively NHS Wales as an employer of first choice to a wide range of potential applicants emphasising the need for diversity.
- In April 2002 the Assembly co-ordinated a national NHS Open Week in partnership with NHS employers, professional bodies, higher education institutions and schools to

raise the profile of the NHS as an employer. Local links and contacts with schools, careers organisations and local communities, developed through the NHS Open Week, will be consolidated and expanded to ensure that the wide variety of career opportunities available in NHS Wales are given full prominence at all stages.

- Health Professions Wales now has the remit to provide a central point of service for limited careers information in relation to NHS Wales in support of the Welsh Assembly Recruitment and Retention strategy. The Welsh Assembly Government will work together with Health Professions Wales to ensure that this is proactively taken forward in an effective way.

4.3 Harnessing the Potential

High quality education and training and development for all those who work in the NHS, irrespective of their position, background or type of contract, are fundamentally important. The Welsh Assembly Government is committed to ensuring that enough professionals are being trained to satisfy the staffing needs identified in the workforce plans. Expansion of capacity in the higher education institutions and clinical placements will continue to be a priority along with initiatives to widen access and provide alternative routes to gaining professional registration.

- The Welsh Assembly Government in collaboration with the higher education institutions in Wales has already increased the number of pre- registration places for nurses and midwives since 1999, as well as the numbers of students in the Allied Health Professions.
- The number of medical undergraduate places in Wales has also been increased by 100 since 1999. A further increase of 70 places is proposed through the introduction of a graduate entry scheme to medicine at Swansea, that will take the total UWCM cohort to 360 places per annum. It is anticipated that this expansion will continue in order to deliver the needs identified within the workforce planning figures. During the last three years the number of medical students in training has increased from 966 to 1,104.
- Access to professional education is also being widened through the development of alternative routes to gaining professional qualifications. These include further development of part-time and accelerated routes of training on a number of programmes and education and training for support workers is also being developed. This will be supported by the introduction of Individual Training Accounts for support workers by 2004 to enable this group to gain the necessary entry criteria to access professional training.
- The delivery of high quality healthcare requires effective teamwork. In order to encourage this in its earliest stages the Welsh Assembly Government is working with education providers to develop elements of inter-professional learning and common core training into pre-registration education programmes so that staff become used to working with each other and understand and appreciate the role of others within their team.

4.4 Making NHS Wales the Employer of “First Choice”

The Welsh Assembly Government and NHS employers are working together to promote NHS Wales as the employer of “first choice” on a national and international basis. Work is being carried out with the aim of recruiting directly into vacancies.

- Co-ordinated and funded by the Assembly, NHS Wales now regularly has a presence at Jobs Fairs and Careers events in Wales and the UK. This has helped raise both the profiles of NHS Wales as an employer and also of Wales as a desirable place to live and work. It is essential that NHS employers and the Welsh Assembly Government continue to market the benefits of living and working in Wales. The events are attended by a variety of people including those currently working in the NHS looking for a new challenge, students about to graduate or people who have previously qualified and are looking to return.
- There are a significant number of professional healthcare workers who take breaks in their career at some time of their lives, but wish to return to work later. These people require Return to Practice courses or refresher training to update their skills and to ensure that they are fit to practice. Return to Practice courses for Nursing, Midwifery and Health Visiting, which is the largest staff group, have already been established for a number of years and are funded by the Welsh Assembly Government, providing at least £1,000 of financial support to each returner whilst retraining. Assistance with childcare support is also available where necessary. At least 345 nurses (including some midwives) have successfully completed the course, which has enabled them to return to the workforce as a result. These schemes will be continued and extended to other professions, starting with the Allied Health Professions, including those working in the primary care setting. Employers will be encouraged where possible to offer flexible working options to help staff return to work and aid retention of existing staff.
- In order to address some of the immediate recruitment difficulties, the Welsh Assembly Government has appointed an International Recruitment Co-ordinator to work with employers in NHS Wales to develop a co-ordinated approach to overseas recruitment, ensuring they have access to surplus, good quality professional trained staff from other countries. This is intended to be a short to medium term measure until sufficient professionals are trained to meet workforce needs. To date NHS Wales has already successfully recruited around 600 nurses from the Philippines and 25 from Spain; links have also been made with the Department of Health in England and the European Recruitment Service in terms of medical recruitment. This approach will also be extended to other staff groups.
- As well as developing a marketing strategy, the NHS in Wales needs to “exploit” the use of information technology in its recruitment. Any job seeker in the UK and beyond now expects to be able to access information about available jobs in any profession or industry via the Internet. Many NHS employers have intranet websites that give information about their organisation and their vacancies. There is however, no central point through which job seekers can access all vacancies across Wales in a user-friendly manner. In order to address this and reach a wider audience on the world wide web, the Welsh Assembly Government will facilitate the development of e-recruitment for all NHS employers in Wales with the aim of ultimately providing a total on-line recruitment information and application process.
- All NHS employers have a responsibility to ensure that their employment practices are efficient and effective. This includes ensuring unsuccessful applicants who have shown

an initial interest in NHS Wales are not lost and are encouraged and given support to apply for suitable alternative posts. Employment practices also need to meet the needs of the individual as well as the employer, whilst encompassing the legislation and regulation that surrounds employment in the NHS. There should also be a focus on equality of opportunity, service delivery and customer care and active encouragement for minority groups to consider the NHS as their employer of "First Choice".

- A staff opinion survey was carried out in the NHS in Wales in January 2002 which asked staff for their opinion on learning and innovation; employment policies and practice; partnership and collaboration; fair and just practice. By asking staff their opinion, NHS Wales can find out what it does well and where it can improve and therefore learn why staff stay and capitalise on that as well as find out why they leave the service, in order to make informed progress on recruitment and retention issues.
- The Welsh Assembly Government has resourced a number of schemes to boost the recruitment and retention of GPs in Wales. One of these is the "Golden Hello" which offers GPs a grant of up to £5,000 when they qualify if they take up positions in Wales.
- In dentistry the "Welsh Dental Grant Scheme" has been in existence since 1995 and £3.5 million has been made available to attract dentists to Wales and expand access to NHS dentistry in areas where there is high demand but limited provision for NHS dental treatment. Stage 3 of the scheme was announced in March 2002. This has meant a further £1.8million will be used to fund an increase in the basic grant available in designated areas, the introduction of grants to establish new vocational training practices, incentives to encourage dental graduates to undertake their vocational training in Wales and payments to practitioners returning to the profession after a break of two years or more.

4.5 Doing things differently

One of the key ways of improving the service to patients and of retaining and recruiting staff, is to look at the ways we do things and challenge traditional methods of working. This requires flexibility from all parties concerned and a need for clarity so all concerned know what they have to do and what is expected of them. With changes in technology and a desire to improve, change has become an integral way of life. By being innovative and questioning the way we do things, then accepting and implementing change when it is appropriate the NHS in Wales will meet its service objectives whilst providing a safe and productive work environment for its staff.

The NHS Plan recognises that a meaningful work/life balance is of paramount importance and applies to all staff. A key aim of the Human Resources Strategy for NHS Wales is that innovative approaches to flexible, staff friendly policies must be identified, promoted and practised. All health organisations in Wales are expected to provide a flexible and supportive working environment by challenging traditional working and training practices, involving staff in their design and development at local and national level. In several areas of the NHS in Wales there are already examples of good practice in these areas in place. In order to make sure these examples are shared across the service, Human Resources Good Practice Teams have been established. Recruitment and retention including flexible working has been chosen as the theme for the first series of Human Resources Good Practice Team visits to Trusts scheduled for the latter part of 2002 and 2003.

- **Modernised ways of working and increased flexibility of approach across all staff groups are vital if the NHS is to meet the challenges facing it. The pay modernisation programme, “Agenda for Change” seeks the reform of outdated pay arrangements to develop more flexible systems to support improved service delivery. It recognises the need to motivate and reward staff who deliver a high quality and efficient service, with fair and equitable pay and conditions of service. Initiatives such as the proposed new contract for consultants and GPs and the proposed Agenda for Change for all other staff, will further encourage this process.**
- **Negotiations on the new contract for General Practice commenced at the end of last year. In July GPs voted 75% in favour of a radical new contract framework negotiated between the NHS Confederation (as agent for health ministers) and the BMA. Negotiations will continue to turn the framework agreement into a priced contract that will be acceptable to GPs, NHS managers and the 4 health ministers. The detailed work will be done through a structure of 13 working groups, which includes representatives from NHSWD and NHS Wales. It is hoped this will result in early primary legislation and new General Medical Services (GMS) regulations in 2003. The contract is likely to bring about fundamental changes to the way that GMS primary care is run, including changes in skill mix, more investment in IT and premises, a wider range of GMS services and a greater emphasis on the quality of the service.**
- **Different approaches are being considered for the future of the Pathology profession. It is proposed that entry into the profession ought to be via one of three routes, namely the technical assistant grade (MLA), direct graduate entry or direct graduate entry with a vocational degree. Career progression would then be facilitated through a level of grades reflecting qualifications and skills demonstrated that allow individuals to progress through the grades to suit their needs and aspirations as well as those of the profession. Consideration will also be given to challenging traditional methods of service delivery, such as splitting production from interpretation which could be made possible in light of developments in IT and transportation, as well as near patient testing.**
- **In the future support workers will be expected to perform a more fulfilling range of duties to enable them to develop to their full potential and in turn release professional staff to help meet the health service targets in Wales. The Healthcare Support Worker Initiative allows Nursing Assistants to access pre-registration nursing courses by providing financial support to employers during their training and will be developed for support staff in other areas of work.**

4.6 Investing in Staff

The Human Resources Strategy for Wales is based on the concept of partnership working between the Welsh Assembly Government, NHS Wales and its staff. It calls for the involvement of all staff, managers, trade unions, staff organisations, health practitioners, education providers and a range of other stakeholder organisations. The strategy recognises that developing the organisation as well as the individual is essential and seeks to establish mutual respect and dignity in employment. NHS Wales must enable staff to become empowered so that they may contribute fully to delivering a high quality service.

In recognising that staff have responsibilities and roles inside and outside the workplace the strategy also calls on NHS Wales to promote and support work-life balance, lifelong learning principles within the working environment and the creation and implementation of best practice in staff management and development. An integral part of this also means

that NHS Wales needs to consider issues such as the quality of staff accommodation and facilities, with the emphasis on a safe and pleasant working environment, with the necessary materials, equipment or technology to carry out the tasks required in order to meet service needs.

Initiatives to meet these objectives include:

- The provision of affordable, accessible childcare facilities must play a key role in the recruitment and retention of staff in the NHS in Wales. In recognition of this funding has been provided for three years to support childcare initiatives to help enable NHS employers to develop childcare support or facilities, such as extending childcare premises, employing a childcare co-ordinator or offering childcare subsidy vouchers. In addition to this the Minister for Health and Social Services announced on 17th July 2002 the formation of a NHS Childcare Task and Finish Group. The remit of the group is to map current provision and future needs of childcare in NHS Wales and produce an action plan by March 2003, with recommendations specific to the needs of NHS Staff and students.
- Continuing professional development for all staff employed in the NHS is to be strengthened through the development of a framework, which will enable all staff to have access to training and education programmes. These will allow staff to perform their job more effectively and efficiently and will provide a clearer career pathway for all concerned. In turn, more attractive career progression prospects will help retain staff.
- Several NHS employers have adopted flexible and innovative working practices in localised areas such as self-rostering, career breaks, annualised hours and term-time contracts. This has meant there has been a more equal work/life balance for staff, whilst still meeting the needs of the patient and service. These practices should not happen in isolation and should continue to be adapted and expanded to other areas of the service as appropriate.

4.7 Career Maturity

A framework for flexible working for staff who are approaching retirement age will ensure that their skills and expertise are utilised within the healthcare organisation. It will also provide them with the opportunity to draw on their knowledge and experience and share this with other members of staff.

- The Welsh Assembly Government has introduced a scheme to help retain GPs beyond the age of 55 who may otherwise retire, by providing an additional £1,000 a year for those who continue to work in the NHS called "Golden Thanks".
- A need was identified to raise staff awareness on the flexible retirement benefits available to those staff who are reaching retirement age and may wish to remain in the NHS but in a different capacity. In response to this information on the flexible pension arrangements have been circulated to Human Resources staff to enable them to advise staff of their options and encourage them to remain in NHS employment on terms to suit them and their retirement plans. Whilst pension arrangements are ultimately governed by the NHS Pensions Agency, the feasibility of introducing flexible retirement options that involve reducing hours without affecting final pension benefits

and flexible retirement plans that look at different ways of working as an individual approaches retirement will need to be explored in the future.

5.0 DELIVERING THE RECRUITMENT AND RETENTION STRATEGY

The key aim of the Human Resources Strategy for Wales is to, “To promote and support the delivery of high quality services in Wales through a high quality competent workforce, with appropriate staffing levels, which is highly motivated, properly rewarded and has a sense of fairness and pride in employment”.

The following action plan brings together existing objectives that relate to recruitment and retention from the NHS Plan and Human Resources Strategy, along with the key themes contained in the local recruitment and retention action plans produced by Trusts and Health Authorities. It will be used to monitor how the Welsh Assembly Government and NHS employers, in partnership with trade unions and staff representatives will achieve this delivery of a high quality service through the staff it currently employs or will employ in the future.

RECRUITMENT AND RETENTION - AN ACTION PLAN FOR NHS WALES

No.	Action	Accountabil
4.1	PLANNING FOR THE FUTURE WORKFORCE	
4.1.1	Establish an All Wales Workforce Development Steering Group which will be an encompassing, multi-professional group, chaired by the Director, NHS Wales	Director, NH
4.1.2	The Workforce Development Steering Group will monitor how many students qualifying from healthcare professional training in Wales to take up posts in Wales.	Director, NH
4.1.3	The Workforce Development Steering Group will agree individual staffing targets for each Trust and LHB	Director, NH
4.1.4	The Workforce Development Steering Group will monitor and report on achieving staffing targets	Director, NH
4.1.5	The All Wales Expert Medical Workforce Advisory Group, which is a sub-group of the All Wales Workforce Development Steering Group, to develop a medical workforce strategy	Welsh Assen Government
4.1.6	Trusts and LHBs will introduce appropriate workforce planning tools i.e. staff turnover and staff stability measures, to feed into the workforce planning process.	NHS Employ
4.1.7	Trusts will use workload measurement systems to identify and support their workforce planning forecasts	NHS Employ
4.1.8	Trusts and LHBs will establish links to promote and develop collaborative workforce planning including links with Social Services	NHS Employ
4.2	RAISING AWARENESS & RE-CAPTURING INTEREST	
4.2.1	Development of a comprehensive careers information strategy, co-ordinated via a Careers Information Project Manager, in conjunction with Health Professions Wales and other key stakeholders. It is envisioned that this will take the form of a web based, bilingual resource, with telephone information and guidance systems as appropriate, updated on a regular basis. In the long-term, inclusion of provision for other minority languages as appropriate.	Director of H Resources, M
4.2.2	The Welsh Assembly Government will ensure that there is a co-ordinated NHS presence at relevant professional careers events throughout the UK and abroad. Positive, promotional awareness raising events such as NHS Open Week will be built on and repeated to ensure that all sections of the community are aware of the job opportunities in NHS Wales.	Director of H Resources N Wales/NHS I
4.2.3	The Welsh Assembly Government and NHS employers will continue to work in partnership with agencies such as Careers Wales, JobCentre Plus, Learn Direct, schools, colleges and the professions. This will ensure that every opportunity is taken to promote educational and career opportunities in NHS Wales to all potential recruits	Welsh Assen Government Employers
No.	Action	Accountabil

4.2.4	Current programmes of work experience will be developed so that effective placement will continue to be offered to potential recruits, through collaborative relationships with education providers and other careers agents.	NHS employ
4.3	HARNESSING THE POTENTIAL	
4.3.1	Medical Education and Research in Wales will be expanded through the development of a graduate entry scheme to medicine at Swansea and clinical schools in North Wales and Gwent	Higher Educ Institutions/ Assembly Go
4.3.2	The development of pre-registration education and training including increasing numbers, widening access and providing resources across Wales, will be continued	Welsh Assem Government
4.3.3	Common core elements and inter-professional learning opportunities in pre-registration programmes for health care professionals will be introduced	Higher Educ Institutions/ Assembly Go
4.3.4	Post graduate and post registration education and training for healthcare professions in NHS Wales will be supported. This will include identifying and meeting the education, training and development needs of staff appointed from overseas.	Welsh Assem Government
4.3.5	A lifelong learning strategy for all staff employed by NHS Wales will be developed	Welsh Assem Government
4.3.6	Individual training accounts will be introduced for all support workers	Welsh Assem Government
4.4	MAKING NHS WALES THE EMPLOYER OF "FIRST CHOICE"	
4.4.1	The Welsh Assembly Government will work with NHS employers to develop an electronic recruitment website on both the internet and intranet which will include all vacant posts being advertised in NHS Wales and will facilitate the use of electronic applications	Welsh Assem Government Employers
4.4.2	NHS employers will survey why people join their organisation, why they stay and why they leave and will use this information to inform their recruitment and retention practices	NHS Employ

No.	Action	Accountability
4.4.3	NHS employers will produce bilingual, high quality recruitment literature and information packs. These will give details about the attractions and benefits of the organisation and locality, in a corporate style pertinent to the employer.	NHS Employers
4.4.4	NHS employers must demonstrate that they have in place effective and efficient recruitment processes that incorporate the principles of equal opportunities and the regulations such as the Carlile Report, including the Criminal Records Bureau process and ensuring they are effective. These processes should attract and select staff able to deliver the highest quality service to patients and ensure those not initially selected are encouraged and supported to continue to apply for alternative opportunities.	NHS Employers
4.4.5	NHS employers will use a range of recruitment mechanisms to attract staff including open days, jobs fairs and presentations, incorporating information on the range of flexible working options available. Employers should ensure that their information reaches all sections of the community, using alternative advertising methods if necessary	NHS Employers
4.4.6	All NHS employers will ensure that they have a website that includes a user-friendly section on working for that employer and how to apply for vacant posts. Each employer should have a named contact responsible for handling recruitment enquiries and processes	NHS Employers
4.4.7	In conjunction and agreement with NHS employers the Welsh Assembly Government will produce and monitor an International Recruitment strategy for Wales, facilitating international recruitment campaigns, ensuring co-operation and co-ordination across NHS Wales to ensure best practice and cost-effective recruitment	Welsh Assembly Government NHS Employers
4.5	DOING THINGS DIFFERENTLY	
4.5.1	Job design will mean that clerical staff will perform some administrative tasks currently carried out by AHPs and other professional staff. Health organisations will be required to pilot such schemes and report their findings to the Assembly.	NHS Employers
4.5.2	The All Wales Workforce Development Steering Group will direct initial work on scoping the potential for introducing recommendations on skill-mix and job design at an All Wales level	Director, NHS Wales
4.5.3	The Assembly, NHS Employers and Consultant Representatives to agree an effective way forward for future employment arrangements for Consultants	Welsh Assembly Government NHS Employers
4.5.4	Preparations will be made for the introduction of the new pay system for the NHS in Wales using the principles of partnership working to ensure smooth implementation across Wales	Welsh Assembly Government NHS Employers

No.	Action	Accountability
4.5.5	The Welsh Assembly and health organisations will work together to ensure the efficient and fair implementation of the new Electronic Staff Record (ESR) scheme. This will allow for more flexibility in employment patterns and improve rostering, record keeping and monitoring of vacancies, turnover and sickness etc	Welsh Assembly Government Employers
4.5.6	On completion of the negotiations relating to the proposed new GP contract, ensure it is implemented in NHS Wales in order to bring fundamental change to general practice, giving LHBs new powers to shape primary care and rewarding GPs for quality service.	Welsh Assembly Government
4.6	INVESTING IN STAFF	
4.6.1	NHS Employers will monitor to ensure all staff attend an organisational multi-disciplinary induction within 3 months of their start date. They will also develop standards for compulsory local induction for new recruits and internal transfer to work areas	NHS Employers
4.6.2	Flexible and innovative working practices will continue to be developed by NHS employers and shared as good practice by the Welsh Assembly Government.	NHS Employers Welsh Assembly Government
4.6.3	All health organisations will have plans in place to achieve the relevant objectives detailed in the Health and Safety Executives initiatives, covering health and safety including "Securing Health Together"	NHS Employers
4.6.4	All NHS employers must have plans in place to provide a comfortable and safe working environment, ensuring the workplace remains free of violence and aggression and action is taken to reduce incidents in accordance with the Government's initiative "Revitalising Health and Safety"	NHS Employers
4.6.5	All health organisations will have in place career development and succession planning programmes including secondment, shadowing and networking opportunities	NHS Employers
4.6.6	NHS employers will develop an infrastructure and systems to ensure that staff can be released from their areas of work to attend development activities and mandatory training. Also to explore the feasibility of providing protected training time for CPD for all professional staff	NHS Employers
4.6.7	Establish a NHS Childcare Task and Finish Group with members from NHS employers, staff unions, student bodies, higher education institutions and childcare policy bodies, to produce an action plan with recommendations specific to childcare needs of NHS staff and students in Wales	Welsh Assembly Government

No.	Action	Accountability
4.7	CAREER MATURITY - PENSIONS, FLEXIBLE WORKING	
4.7.1	Health organisations will seek flexibility to change hours without it impacting on final pension benefits. Career maturity practices in Wales and beyond will be reported on and examined and guidance provided	Welsh Assembly Government Employers
4.7.2	The Welsh Assembly Government will issue guidance to NHS Wales on the use of flexible working arrangements which includes retirement options available under the NHS pension scheme and the principles and options for career maturity pathways	Human Resources Director, NHS Wales
4.7.3	A flexible retirement plan will be introduced for all staff to allow greater freedom to develop training, supervision and mentoring roles without the pressures of direct operational activity and out-of-hours work. Arrangements must be put in place for staff who may wish to stay beyond their normal retirement date.	NHS Employers

