

## Summary of board papers - statutory bodies

### Health Education England (HEE) board meeting – 16 January 2023

For more detail on any of the items outlined in this summary, please find the full agenda and papers [available online](#).

#### Chief executive's update

- HEE's gold command team continues to meet weekly with chief executives to share intelligence and escalate any issues, as well as closely monitoring the impact on education and training due to the planned strike action by the University and College Union
- The chief executive highlighted the ongoing work towards formal merger, including close collaboration with colleagues in the people directorate and other departments of NHS England (NHSE), to design the future of workforce education and training
- Medical recruitment for 2023/2024 students is underway, almost 34,000 applications have been received, representing an increase in 20.9% compared to application figures from 2022
- 9,091 applications have been received for higher specialty training
- Over 11,000 vacancies will be announced across all specialties in 2023/2024, many of these additional posts will be concerned with tackling health inequalities directly
- A member of the board raised concern about the university system's capacity to effectively train and support growing numbers of applicants across all sectors, including health education. They thought the increase in student numbers is due to the growing international applicant cohort, and the large number of UK national students who deferred their university places due to the Covid-19 pandemic
- The chief executive acknowledged that growing student numbers, along with the publication of the NHS long-term workforce plan, may add further pressure onto the university system, and agreed as an action to hold further discussions with the university sector on how they can be best supported during this period of increased student numbers.

#### Performance and business committee

- The committee said that the quarter two HEE board performance report showed that 29 out of 30 core business deliverables were on target. The financial position was the single amber

rating. These figures are still being analysed and will be set out in the quarter three HEE board performance report that will be brought to the board in February 2023

- The committee undertook a deep dive on the performance of cancer and diagnostics which focussed on the role of technology and research, and the importance of being able to demonstrate the return for additional investment.

## Quality

- The committee was presented with the headlines from the recent National Education and Training Survey 2022 (NETS), which was open to all healthcare learners between 18 October to 30 November 2022. The NETS 2022 results will be published by the end of January 2023
- The survey was completed by 39,856 learners and committee members were presented with statistics in relation to the quality of practice placement or training posts in several geographic regions.

## People

- The committee received the latest report from the Care Quality Commission and NHSE's National Guardians' Office. The office trains a network of 'freedom to speak up guardian's' to support workers in the healthcare system who want to report poor organisational culture and behaviour. The report showed that the HEE and NHSE merger has not led to an increase in disclosures.
- The committee update on equality and diversity highlighted two streams of ongoing work – workplace adjustments and inclusive panel member training
- Committee members were also informed that the pilot of the anti-bullying and harassment tool is ending soon and results from the pilot scheme would be presented at the next meeting.

## Audit

- The committee approved an internal audit assignment report on postgraduate recruitment processes and controls. The report and the internal audit will work with management to track the implementation of actions raised within the report
- Miranda Carter, senior responsible owner (SRO) for the NHSE Day 1 Readiness Project, provided an overview of HEE closedown plans and set out the work being undertaken within NHSE to bring HEE functions and staff into the new NHSE
- The committee discussed the impact of the merger on HEE's students, learners and trainees and agreed that they should be factored into the handover plans.

## HEE transition update

- All 9 HEE workstreams have signed off on due diligence and continue to support HEE's transfer and closure project, as well as NHSE's day 1 readiness project
- Any risks that have been identified have now reported to the HEE audit committee
- The measures undertaken by HEE as part of due diligence have enabled a seamless transition into preparing for NHSE's day 1 readiness, and HEE have been able to respond very promptly to NHSE colleagues' information requests
- HEE has carried out an internal audit around the transition programme and the board are waiting for the report to be finalised and presented at a future meeting
- Staff consultation on the transfer will launch on the 7 February 2023 and close 16 March 2023, the process of staff moving into NHSE will begin in April 2023
- Communications will go out on 18 January 2023 to HEE staff informing them of the voluntary redundancy options and staff will then be able to apply for voluntary redundancy
- A second round of communications around voluntary redundancy is expected to go out in February 2023, these will be directed primarily towards departments where the HEE workforce will be impacted the most by the merger with NHSE.

## Framework 15 and long term workforce plan update

### Framework 15

- The Framework 15 project team have conducted discussion sessions across 7 regions, giving providers and integrated care boards (ICBs) the opportunity to think about the future of their services, what a programme of change and transformation would look like, and to talk through the necessity of planning for the future
- HEE session leaders set out the current shape of the workforce for providers. They found that across all regions there was an emphasis on the need to improve on action surrounding meeting increased demand. HEE stated there were 5 key take aways for systems to continue embedding into their plans:
  - How do systems retain the current workforce
  - Understand the importance of how staff are treated, how senior leaders talk about staff, and the way in which they talk to them
  - Investment in developing the skills and talents of the current workforce, as this will aid with retention. Establish the mindset that the current workforce is also the future workforce, with the possibility of being in more highly skilled roles in the future
  - Creating new routes into training in caring and improving apprenticeship pathways into healthcare

- Reaching out to local populations to encourage and provide the opportunities for them to enter their local NHS workforce
- Through this programme, HEE hopes to encourage systems to find and share solutions to shared problems, and for the wider health and social care sector to recognise that spending on workforce is an investment in human capital which would benefit the NHS in the long run
- The long term aim for HEE is that integrated care systems (ICSs) use the framework they have developed, apply it at a place level, and live test it as they develop their 5 year planning strategies over the course of 2023.

## Long term workforce plan

- The long term workforce plan aims to use the work from Framework 15 and the People Plan to effectively address the following questions:
  - what is the demand for the NHS workforce over the next 15 years and how will the NHS supply that
  - how to close the current shortfall
  - how to reduce dependency on international and agency staff
  - how to improve retention
  - what decisions need to be taken now to secure the workforce in 15 years
- The aim is to have the plan out by spring 2023. HEE provided the government with the complete plan before Christmas and conversations with the Department of Health and Social Care (DHSC) are ongoing
- The government have stated they want the projections presented in the plan to be independently validated before publication. This is currently the main risk to the publication date timeline, as the process for the independent validation has not yet been set out
- HEE are confident the independent validation will align with the projections in the plan, as it has already had input and engagement from trade unions, royal colleges and think tanks to inform and test the assumptions within the plan
- The aim is that the plan is an iterative process, whereby workforce planning is updated on a regular basis to refine assumptions and inform the actions that are being taken. There is also the opportunity for long term planning to be localised to ICB level in future iterations
- Board members believe the success of the long term workforce plan will be dependent on the direction that ICBs choose to take with the information provided. The director of strategy will assess what level of support ICBs are going to receive to be able to assess the resources available to them, and how they can utilise their local connections to address the workforce needs.

## Update on HEE engagement with medical and dental trainees, students and learners

- HEE currently looks after 240,000 learners at any one time and the merger with NHSE presents an opportunity to engage positively and build a relationship with the future NHS workforce
- Looking towards the transition of HEE to NHSE on 1 April 2023, HEE have a vision to create a workforce, training and education function within the new NHSE. This function will aim to have:
  - more opportunities for students, learners, and trainees to actively engage and have dialogue to influence NHSE work
  - more positive experiences for students, learners, and trainees when they have contact with the new NHS England
  - high quality customer service for learners, students, and trainees
- To gather feedback from students and learners, HEE will continue with their ongoing listening and engagement initiatives with students, learners and trainees, and collect qualitative data that can be used to inform organisational decision making. Feedback is also being gathered through forms, e-newsletter tools, website hubs and tracked social media promotion.