PURPOSE OF THE REPORT

This report highlights the activities and deliverables that NHS Employers’ National Engagement Service has supported for the professional development strategy (PDS) work, within our contract with the Department of Health and Social Care (DHSC).

The first part of the report provides summaries of PDS activity, taken from our quarterly report to DHSC, followed by additional detail to provide further clarity. The second part provides a summary of recent regional PDS activity, to share learning and good practice.

The report covers a timeframe from April 2018 to March 2019.

NATIONAL PROFESSIONAL DEVELOPMENT STRATEGY PROGRESS

Ways of working

In line with the way NHS Employers operates nationally and its overall aims, throughout the PDS activities, NHS Employers is ensuring co-ordination and influencing with national bodies such as CIPD, NHS Leadership Academy Executive Search, NHS Improvement, NHS England and HPMA. Alongside this, NHS Employers is supporting ongoing engagement and feedback from stakeholders such as HR directors, deputies and those who have previously been on the aspirant director of workforce programme. NHS Employers uses social media to communicate the importance of NHS HR professional development as well as the HRD networks and their PDS sub-groups where they have been established.

• NHS Employers’ national engagement service (NES) established an NHS HR PDS steering group, which involves HR director representation from across the country and national stakeholders. The group reviews regional developments to consider the recommendations for a further aspirant director of workforce programme and to oversee the design and implementation of the next programme.
• NHS Employers has used social media to generate an ongoing conversation on Twitter throughout the year, with the support of regional networks. This has been achieved through using #NHSfutureHR, which is used in an average of 20-25 tweets a week and reached a peak of 167 tweets during the two days of the Strategic Workforce Forum on 24 and 25 October 2018 of a panel of experienced directors of workforce and programme sponsors.
Resources

Key to the PDS activities is a suite of resources developed throughout the year. Some of these have been refreshed to reflect the changing NHS system landscape, and others are new resources to support regional and local professional development.

- The PDS web pages were refreshed and updated to support colleagues in finding the resources more easily. These were viewed 279 times in the report’s timeframe.
- The NHS first HR PDS stocktake report was published in April 2018 and received 90 views. This report highlighted the success of the aspirant director of workforce programme, which to date has seen 11 participants securing director roles, two securing acting up roles and two holding interim director roles. Other regional PDS activities include talent management and succession planning; relationships with HPMA and CIPD and the #NHSfutureHR social media campaign.
- Working with a number of HR directors, we refreshed and relaunched the director of workforce role remit and map of influence to reflect the changing landscape and requirements. They were launched at the annual NHS Confederation conference in June 2018 and a podcast has been developed with HR directors to promote them. These received 454 views for the role remit and 332 for the map of influence and featured in the list of NHS Employers’ top pages since July 2018.
- We published a podcast, Implementing the map of influence and role remit, which explores the director of workforce role remit and map of influence with an HR director and their deputy. A medical director also talks about how the resources have helped them understand the role of workforce leaders and how this links with other board level roles. This was listened to and downloaded 393 times.
- The role remit and map of influence continue to be sent to chairs and chief executives when the NES team becomes aware that a director of workforce is leaving. This to encourage trust boards to use these resources to assist their recruitment and selection processes. These resources have been shared 15 times this year.
- A podcast called the The future of work received 464 listens after it was published in July 2018.
- An article in the August 2018 edition of the National Engagement Brief highlighted what NHS workforce directors across England are doing to lead and support the management of HR and OD talent within their regions.
- NHS HR director movements are tracked and monitored across the system to identify vacancies as well as acting-up arrangements and interim roles within the four English regions.
- To assist with the on-boarding of new to the NHS HR directors or recently promoted deputies, NES developed a new starter resource pack across all 10 HR director networks, following a successful pilot of the resource in London. The resource pack launched on 1 April 2019.
Strategic partnerships

Working at a national level, NHS Employers has developed framework agreements, supported strategic working arrangements and influenced through arm’s-length body working groups.

- NHS Employers and HPMA signed off a framework agreement in April 2018 which sets out plans to work more collaboratively and in partnership, to ensure there is a clear narrative across the HR and workforce agenda.

- Colleagues from across NHS Employers visited CIPD offices in London in November 2018, to further explore partnership working with CIPD in support of the PDS with the aim of sharing NHS HR best practice through their trade press. This led to Danny Mortimer having coverage in CIPD media/People Management articles on subjects including Brexit and the impact upon healthcare and NHS workforce planning. He met with Peter Cheese, chief executive of CIPD, and agreed to collaborate on national lobbying on the need for greater flexibilities in spending the apprenticeship levy. It also led to representation from NHS HR directors on CIPD’s HR policy forum, which includes senior HR leaders from across 200 different organisations.

- Senior colleagues from NHS Employers contributed to NHS Improvement’s Improving People Practices HR/OD Reference Group, and National Disciplinary Lessons Learn (NDLL) group, representing the voice of employers, HR directors and influencing on their behalf.

- In addition, a number of HRDs were nominated by NHS Employers to support the consultative processes led by Baroness Harding and Julian Hartley in the development of the Workforce Implementation Plan, which is part of the NHS Long Term Plan.

Events

The PDS work has ranged from supporting the delivery of national events, to setting up specific offers for alumni of the aspirant director of workforce programme and attending HPMA events and nurse and student-facing events throughout the country.

- NES supported the successful delivery of the NHS Employers Strategic Workforce Forum (SWF) in October 2018, attended by 164 delegates. The forum included high-profile speakers such as Dany Cotton, commissioner of London Fire Brigade, who spoke about her personal leadership journey; Russell Earnshaw on change and creativity; Andy Kinnear and James Freed on setting the digital vision for the future and the joint role of the HR director and the chief information officer in leading and managing change. There was also a diversity and inclusion panel chaired by Simon Fanshawe, co-founder of Stonewall and Diversity by Design. 100 per cent of delegates who participated in the evaluation said they would attend the event again, that it was good value for money and that they would recommend the event to a colleague.

- All members of the aspirant director of workforce programme were invited to the NHS Employers SWF, with six attending on the day.
NES supported the NHS Employers exhibition stand at five HPMA regional roadshows/events, engaging with more than 250 colleagues within the HR community.

Four out of six action learning sets (ALS) have been delivered for senior workforce transformation leads across England. The ALS is facilitated by Dean Royles and keynote speakers have included Jon Rouse, Caroline Corrigan and Julian Hartley. Danny Mortimer is scheduled to speak at the June ALS. Participants have found the ALS helpful in terms of navigating the evolving system and sharing challenges and learning with each other. More recently, participants have been able to influence national policy including the Workforce Implementation Plan and speakers have tested out strategies with them as part of this dialogue. A full evaluation report will be produced following the final session to inform future ALS for workforce transformation leads emerging in the system.

Working with NHS Leadership Academy Executive Search, a formal alumni offering was established for previous participants on the aspirant director of workforce programme. The first alumni event was delivered in March 2019 and provided the opportunity for social and professional networking, career development and peer support. Colleagues heard from guest speakers including HPMA HR directors of the year 2017, CIPD, NHS Employers and a previous participant’s journey since completing the first programme. 19 of 22 participants completed an evaluation form, with 95 per cent agreeing or strongly agreeing it had supported their professional development. 100 per cent said it helped them make useful connections with others; 84 per cent said the quality of the speakers was good or excellent; 95 per cent said the overall quality of the event was good or excellent.

‘A good opportunity to network and hear from current directors on their journey.’

‘A good blend of speakers and interactive activities during the day.’

‘There was a great choice of speakers and lots of food for thought on what I could do next to achieve my personal professional goals.’

‘It was great to hear different perspectives and the real-life experiences of an HRD and CEO.’

‘It created space to think about self and development.’
REGIONAL PDS ACTIVITY SUMMARY

Below is a snapshot summary of recent regional PDS activity as at March 2019, provided by our regional engagement teams. It summarises the main developments in each area to highlight the different approaches taken and to share good practice and learning.

South West (SW)

• Ongoing collaborative working between the HR director network and HPMA including events, links with HPMA committee and working with a refreshed deputy HR director network. The network continues to strengthen links with the local leadership academy, focusing on development opportunities and what the emphasis of this should be. The SW Leadership Academy will join the SW HR Director Network throughout 2019 for a dedicated part of the agenda to work as a regional talent management board reference group.

• The South West Deputy HR Director Network continues to consider options for professional development, including a CPD programme of events that follow the HPMA competency framework as well as aligning with the HR director network.

South Central and South East Coast

• Following the report produced by the local leadership academy the network have agreed that a pared down agenda be set, to enable a focused session for personal networking skills, leading into a session on purpose, vision and development of a peer network. This will take place in May 2019. Specific discussions are also planned on deputy development, supported by the South East PDS Steering Group representative.

• The South East Deputy HR Director Network has considered development of a South East HPMA branch, indicating a preference to access the excellent provision available through membership of the London HPMA Academy.

• Both HR director and deputy networks are keen to work collaboratively together and develop more two-way working relationships with arm’s-length bodies.

London

• Working jointly with HPMA, the HR director network and the talent management subgroup, a proposal has been developed between London HR directors, HPMA and London Leadership Academy to establish a pipeline for future workforce leaders and identify and develop talent at three critical points.

  o Aspiring HR directors to be developed through the national aspirant HR director development programme currently under development.
Aspiring deputies: A formal talent pool for aspirant deputy directors will be established, having 40 places with trusts paying £500 per participant per annum. Once in the pool, participants will attend a development centre, have access to development modules, learning sets, mentor and mock interview training. As the talent pool develops, trusts will be encouraged to use the pool as source for future recruitment.

Aspiring business partners: A second aspiring business partner development programme, providing eight places at a cost of £1,500 each, will be launched in 2019 and delivered by Orion Partners.

West Midlands (WM)

- The network has been introduced to the new Midlands & East Talent Board approach and the launch of new aspirant director’s talent process and generic director competency/success profile. WM deputy HR director network has revised its focus to align with level four of the HMPA academy framework.
- The deputies’ network is producing a development programme, including one annual event, nine professional/personal skills development events, webinars and newsletters.
- To support professional development and connect with aspirant HR directors, the WM region will hold four joint HR director and deputy professional development/thought leadership sessions in 2019/20.
- To support development and aid succession planning, the WM HR directors network has enlisted an aspirant HR director from the deputy network to work alongside the HR director co-chairs and deputise on network-related matters.

East of England

- The network has been introduced to the new Midlands & East Talent Board approach and the launch of new aspirant directors talent process and generic director competency/success profile.
- The East of England Leadership Academy attended the December 2018 HR director network meeting to discuss talent management, system leadership and organisational development, and building leadership for inclusion.
- The network is planning to hold joint HR director and deputy network sessions during 2019 to support professional development and thought leadership and connect aspirant HR directors.
- The deputy HR director network is discussing how it can strengthen and refresh the HPMA branch.
North West (NW)

- Work is still progressing with the talent map tool, which received full support from deputy and HR director colleagues. Discussions are taking place with the NHS Improvement and NHS Leadership Academy about this tool and its potential for wider roll out.
- A successful HR speed networking event was held in Cheshire and Merseyside in 2018, and there are plans to roll this out across Greater Manchester and Cumbria and Lancashire.
- A successful NW HPMA Awards event took place in November 2018, showcasing best practice across the region. The NHS Employers sponsored award, titled We look after our people, went to North West Ambulance Service and was also featured in a National Engagement Brief article.
- The NW HPMA branch has confirmed a programme of member events for the rest of 2019.

Yorkshire & Humber

- Responsibility for a locally agreed Y&H strategy was previously passed to the deputy HRD network, but it was subsequently acknowledged that deputies had limited capacity to progress the required actions.
- The local HPMA branch benefits from ongoing sponsorship from Hempsons and has a rolling programme of popular developmental events (eg mock tribunal)
- Nick Parker is HPMA vice president and PDS lead for the region. Jayne Adamson is regional talent board (RTB) lead and three HR directors have volunteered to join an RTB reference group.
- Further discussion and tangible action is still needed to make effective links between regional work across HPMA, deputy network and the emerging RTB, in order to drive the aims of the broader PDS objectives.
- A joint meeting of HRDs and deputy HRDs was held in March 2019, which gave deputies exposure to and involvement in strategic discussions on key themes such as pensions issues and the Workforce Implementation Plan. Evaluation feedback from deputies confirmed they found the meeting a valuable development opportunity.
NEXT STEPS FOR THE PROFESSIONAL DEVELOPMENT STRATEGY

- The NHS Employers national engagement service will ensure the future PDS activities reflect the changing NHS landscape and structures, including a move towards place-based and system working, as well as closer integration of national arm’s-length bodies.
- The appointment of Prerana Issar as Chief People Officer for NHS England/Improvement is significant for the NHS and the HR profession in terms of strategic direction and professional leadership. A piece of research by the King’s Fund has recently been commissioned nationally regarding the development needs of NHS HR teams and we look forward to supporting Prerana and her team to ensure work is connected as part of the PDS.
- We will continue to track HR director activity and update on headlines of movements/trends.
- Plans will be finalised for the next cohort of the aspirant director of workforce programme in 2019/20.
- Continue to work with the aspirant director of workforce alumni; supporting it to become a self-managing group in the future.
- We will continue to support raising the profile of NHS HR through ongoing relationships with CIPD and identify nominations for NHS HR directors to sit on the CIPD policy forum.