

Key actions for employers and our practical resources to help you

Theme	Action for employer	Resources
Train	By significantly expanding domestic education, training and recruitment, we will have more healthcare professionals working in the NHS.	
Apprenticeships	<p>Upscale apprenticeship offer for all training of clinical staff.</p> <p>Share voice through networks to feed into NHS England's development of an apprenticeship funding approach to facilitate the increase in apprenticeship places.</p> <p>Widen access of opportunities to people from all backgrounds and in underserved areas to join the NHS through apprenticeships.</p> <p>Transfer apprenticeship levy funds between employers to ensure committed funding is used.</p>	<p><u>Value of apprenticeships in the NHS</u> – this briefing explains the significance of apprenticeships in the NHS and pulls together all our guidance and good practice for employers on recruiting apprentices.</p> <p><u>Education and Training Network</u> – opportunity for those working in the education and training space to keep in touch with the latest developments, hear from experts and network and collaborate with colleagues working across the NHS.</p>
Placements	<p>Increase placement capacity and experience to support increased training places in the NHS. Support legislation suggestions to reduce placement hours from 2,300 to 1,800 over the course of a Nursing and Midwifery Council (NMC) degree.</p> <p>Engage with higher education institutions to support students, placement capacity and maximise accreditation of recognition of prior learning (RPL).</p>	<p><u>Expanding placement capacity</u> – Ideas and approaches for expanding placement capacity for students and learners.</p> <p><u>Clinical placement supervision models</u> – explore different supervision models and how they benefit your team and placement students.</p>

	<p>Develop multi-professional, system-based rotational clinical placement models to increase capacity.</p> <p>Ensure clinical placements are designed into health and care services through co-design of a nationwide approach to clinical placement management.</p>	<p><u>Rotational placements</u> – good practice sharing a systems rotations programme.</p>
Students	<p>Understand and address the reasons students leave training and the variation in their experiences to increase support.</p> <p>Implement a single consistent policy for funding excess travel and accommodation costs incurred by students undertaking placements.</p> <p>Implement the new educator workforce strategy which sets out actions that will lead to sufficient capacity and quality of educators.</p>	<p><u>Student experience</u> – explores what employers can do to better support their student cohorts on placement.</p> <p><u>Student finance explained</u> – an overview of student finance available to those studying undergraduate healthcare degrees.</p>
Nursing and midwifery	<p>Increase nursing and midwifery training capacity to support a higher number of training places available through traditional routes and apprenticeships.</p> <p>Focus on mental health and learning disability nursing training and recruitment.</p> <p>Recruit newly qualified nurses to join the NMC register on qualification at end of third academic year, permitting new registrants to be in employment up to four months earlier.</p>	<p><u>Your future nurses</u> – learn more about the different routes to recruiting your nursing workforce and ways to increase your nursing supply.</p> <p><u>Your future midwives</u> – learn more about the different routes to recruiting your midwifery workforce and ways to increase your midwifery supply.</p> <p><u>Attracting more people into mental health nurse education</u> – report on how to attract more people into mental health nurse education.</p>
Domestic recruitment	<p>Add value to your local communities through access to employment programmes and the provision of education and training.</p>	<p><u>Recruiting from your local community</u> – information, good employer practice, tools and resources to support your local recruitment and employment strategies.</p>

	<p>Recruit more people from local communities with a particular focus on those who may experience health inequalities.</p> <p>Boost recruitment to support worker roles and in-role development. Supported by a national recruitment programme and recruitment exercises for entry-level NHS jobs.</p> <p>Continue work at system and local level to build on talent attraction strategies, taking advantage of the strong reputation and the unique employee value proposition the NHS has to offer.</p> <p>Facilitate skills development including digital skills, career progression and social mobility programmes.</p> <p>Adopt new recruitment practices and systems in line with the outcomes of the national programme to overhaul NHS recruitment.</p>	<p><u>Inspire, attract and recruit toolkit</u> – provides signposts to resources and good practice case studies to support employers to improve all aspects of their recruitment.</p> <p><u>Tackling health inequalities through inclusive recruitment</u> – briefing exploring the role of the NHS as an anchor institution.</p> <p><u>Supporting, developing and celebrating our care support workers</u> – good practice example.</p> <p><u>Creating a new route into NHS careers</u> – good practice example which identified a gap in the workforce and a new pathway into NHS careers.</p>
Allied health professions (AHP)	<p>Increase AHP training capacity to support higher number of training places available through traditional routes and apprenticeships.</p> <p>Support paramedic students to enter the workforce as a registered clinical within two years rather than the traditional three years.</p>	<p><u>Your future allied health professionals</u> – this infographic sets out the different routes available for organisations to train allied health professionals.</p> <p><u>Allied health professional apprenticeships</u> – examples from NHS organisations that have implemented apprenticeship pathways in allied health professions and how it is enhancing workforce supply.</p> <p><u>Employers guide to podiatry</u> – detailed guide on how to attract, recruit and retain podiatrists to transform your service.</p>

Healthcare scientists	Increase healthcare science training capacity to support higher number of training places available through traditional routes and apprenticeships.	<u>Healthcare science</u> – learn about routes into healthcare science and where these roles fit within your organisation.
International recruitment	<p>Scale back dependence on international recruitment. The speed and scale of action in each area of the plan will determine how quickly this can happen. In 15 years', time, it is expected around 9-10.5 per cent of the workforce to be recruited from overseas, compared to almost a quarter now.</p> <p>Maintain current levels of ethical international recruitment of adult nurses in the short and medium term to meet workforce demand.</p>	<p><u>International recruitment toolkit</u> – supports you in planning your approach to overseas recruitment activity, or to review the quality and efficiency of your existing practices.</p> <p><u>Quick guide: Code of Practice for International Recruitment</u> – lists the countries the UK cannot currently actively target and explains the ethical principles you should follow when sourcing candidates from overseas.</p>
Pre employment	<p>Support pre-employment initiatives to equip young people and adults into a career of their choice in the NHS through next steps of higher education or apprenticeships.</p> <p>Work with system partners to maximise how the NHS works as an anchor institution to expand access routes into training in the NHS.</p>	<p><u>T Levels</u> – find out what T Levels are and what they mean for employers in the NHS.</p> <p><u>T Level industry placements and getting started</u> – find out how to get started with identifying and hosting T Level industry placements.</p> <p><u>Work experience in the NHS</u> – this work experience hub draws together important resources and good practice examples from across the NHS.</p>
Doctors	<p>Increase training capacity to support higher number of training places available and increased use of the apprenticeship route.</p> <p>Support changes in approach to training to provide a better balance of generalist and specialist skills.</p>	

Retain	By improving culture, leadership and wellbeing, we will ensure up to 130,000 fewer staff leave the NHS over the next 15 years. The plan aims for a reduction in leaver rates from 9 to 7.4 per cent over time.	
Retention – embedding the right culture and improving retention.	<p>Implement local level plans to deliver improvements</p> <p>Make the NHS People Promise a reality for our NHS staff, recognising the differing needs of the workforce in terms of generational difference and career stage.</p> <p>Work differently to create a consistently compassionate, inclusive and values-driven culture that delivers better staff experience now and in the future.</p> <p>Offer every staff member the opportunity for regular conversations to discuss what will keep them in work.</p> <p>System partners should work together to determine how these actions are best implemented to provide a consistent staff experience across organisational boundaries.</p>	<p><u>Improving staff retention guide</u> – supports line managers and employers to consider the key areas that affect workforce retention and the practical interventions which directly impact on the experience of NHS staff at work.</p> <p><u>International retention toolkit</u> – actions employers can take to ensure internationally recruited staff will want to stay, thrive and build lasting careers in the NHS and supporting <u>#StayAndThrive</u> podcast.</p> <p><u>Improving the retention of registered nurses and midwives: a toolkit for line managers and employers</u> – designed to take employers through a process of self-assessment so that they can measure how well their organisation is currently supporting nurses and midwives, and identify those areas which need further work to enable retention.</p> <p>The <u>retention web pages</u> set out the resources needed to support you to retain your workforce.</p>
Flexible retirement	Implement plans to improve flexible opportunities for prospective retirees and deliver the actions needed to modernise the NHS Pension Scheme, building on changes announced by the government in the Spring Budget 2023 to pension tax arrangements, which came into effect in April 2023.	<p><u>Flexible retirement</u> – flexible retirement helps employers to retain valuable experienced staff by enabling those staff to work flexibly and improve wellbeing.</p> <p><u>Using flexible retirement to support retention</u> – guidance on how to support staff to work flexibly using the new flexible retirement options being introduced</p>

	<p>Offer every staff member the opportunity for regular conversations to discuss pension flexibilities.</p>	<p>this year.</p> <p><u>Improving nurse retention: flexible retirement guide</u> – our guide focuses on flexible working through the lens of supporting nurses to access more flexible forms of retirement.</p>
<p>Flexible working – boosting the flexibilities we offer our staff to work in ways that suit them and work for patients</p>	<p>Offer every staff member the opportunity for regular conversations to discuss flexible working options.</p> <p>From day one of employment, offer people flexible working and the best possible start to an NHS career.</p> <p>Support individuals, managers and teams to work together to explore flexible working options.</p> <p>Engage with opportunities to work closely with system partners to consider flexible working options for every job and clearly communicate these to staff.</p> <p>Ensure e-rostering and e-rostering metrics are regularly reviewed at board level.</p> <p>Adopt the NHS Digital Staff Passport at pace once available at ICS level.</p> <p>Develop collaborative banks to offer more flexibility opportunities for staff and help reduce agency spend.</p> <p>Restrict staff offering services via agency.</p>	<p><u>Flexible working guides for line managers and staff</u> – NHS England, the NHS Staff Council and Timewise have published two new guides to support line managers and staff work flexibly.</p> <p><u>Flexible working: enablers for change</u> – this guidance can be used to help focus your conversations on flexible working, facilitate a culture change that promotes better flexible working practices, and inform senior leadership conversations to enhance board level discussions.</p> <p>Our <u>flexible working hub</u> contains a suite of practical resources developed by the NHS Staff Council to support you with <u>making flexible working requests</u>, dispelling <u>common flexible working myths</u>, responding to a range of different <u>scenarios</u>, and <u>FAQs</u> to help embed the new contractual provisions.</p> <p><u>Cost of living hub</u> and <u>flexible working to support staff with the rising cost of living</u> – learn how employers can support their staff by offering flexible working options</p> <p><u>Champion of flexible training guidance</u> – see our guidance for implementing the champion of flexible training role for doctors in training in your organisation.</p>

<p>Reward and recognition</p>	<p>Everyone working in the NHS should be recognised and rewarded fairly to help ensure we attract and retain the staff we need to provide the best possible care for patients.</p> <p>From 2023/24, NHS organisations should work with system partners to develop a clear employee value proposition (EVP) and promote this across the workforce.</p> <p>ICSs to agree plans across their system for implementing flexibilities – where permissible – within national terms and conditions (such as local incentives for new recruits and bank rates), to facilitate a more strategic and aligned approach to improving reward and recognition for staff.</p> <p>ICSs are encouraged to work with partners to support the recommendations of the Fuller stocktake for innovative employment models and adoption of NHS terms and conditions in primary care.</p>	<p>Our dedicated reward hub provides a suite of resources to support employers with implementing a comprehensive reward offer and attractive benefits package for NHS staff.</p> <p>Reward strategy toolkit – use this toolkit to develop a successful reward strategy for your organisation.</p> <p>Employee recognition - details the benefits of employee recognition and how to create a recognition strategy.</p>
<p>Medical associate professions (MAPS)</p>	<p>As part of the continuing drive to provide safe, accessible and high-quality care for patients, the NHS has seen the emergence of new medical associate professions (MAPs) working across multi-professional teams.</p>	<p>Medical associate professions - information about the MAPs, what the roles are, how they work, regulation and resources to support employers.</p>
<p>Healthy working conditions</p>	<p>Develop and implement plans to invest in occupational health and wellbeing services at ICS level.</p> <p>Occupational health services and interventions to improve health and wellbeing should be overseen by the wellbeing guardian (or equivalent leadership role) and reviewed continually by local boards, drawing on</p>	<p>Back to basics for a healthy working environment guidance – advice and recommendations for employers to support them with enabling a healthy working environment that promotes staff wellbeing.</p> <p>Supporting the wellbeing needs of NHS staff – highlighting the importance of basic needs at work to support staff to feel safe, well and healthy at work.</p>

	<p>evidence to assess impact and priorities for further improvement</p> <p>Review the NHS Health and Wellbeing Framework and the National Standards for Healthcare Food and Drink to ensure that all staff are working within an environment that supports their health and wellbeing.</p> <p>Appoint domestic abuse and sexual violence (DASV) leads.</p> <p>Offer every staff member the opportunity for regular wellbeing conversations.</p>	<p><u>Rest, rehydrate, refuel project</u> – case study aims to understand any barriers to employees accessing sufficient hydration, breaks and refreshment facilities.</p> <p><u>Sleep, fatigue and the workplace</u> – information on how sleep and fatigue can impact on the health of staff, with practical recommendations for improving the quality of sleep and rest.</p> <p>The <u>health, safety and wellbeing group</u>, a sub-group of the NHS, has produced resources on <u>Shift work in healthcare infographic</u> and guidance <u>Supporting the wellbeing of shift workers in healthcare, Workplace health and safety standards</u>. These standards provide the basis of effective health and safety management to support your people.</p> <p><u>Welfare facilities for healthcare staff</u> – welfare facilities guidance document for healthcare staff.</p> <p><u>Improving the personal safety of lone workers</u> – guidance outlines what employers should do to improve the personal safety of lone workers and what employees can do to protect themselves</p>
Culture and staff engagement	Employers should ensure staff and learners are treated fairly within a compassionate and inclusive culture and deliver outcomes against the six high-impact actions set out in the equality, diversity and inclusion improvement plan for the NHS.	<p>NHS Employers supports employers across the EDI agenda including via our Partners programme https://www.nhsemployers.org/EDI</p> <p><u>Teamworking, psychological safety and compassionate leadership</u> – in this blog Michael West, senior fellow at The King’s Fund, reflects on</p>

	<p>Employers should embed a compassionate culture built on civility, respect and equal opportunity</p> <p>Employers should undertake a regular culture review to understand how to improve staff experience.</p> <p>Organisations should consider how best to support team development</p>	<p>psychological safety, compassionate leadership and inclusivity in teams.</p> <p><u>Embedding a healthy speaking up culture</u> – top tips on how to create a workplace speaking up culture which supports health and wellbeing.</p> <p><u>Health and wellbeing top tips for supporting line managers</u> – top tips for supporting line managers at work and keeping them well.</p> <p><u>NHS Do OD app</u> – our free NHS Do OD app is a must-have for anyone interested in finding out more about organisation development.</p> <p><u>The Do OD team Toolkit</u> – provides a framework for supporting teams and a briefing on team engagement will be published in July.</p> <p><u>The OD practitioner and culture change: Provocations for organisations and systems</u> – challenge your idea of organisational and system culture with these ten provocations and ‘what if?’ statements.</p> <p><u>OD Essentials</u> – learn about organisational development (OD) models and strategies, and how to lead change in your organisation with our free online course designed for HR professionals, learning and development staff, and anyone interested in finding out about OD in the NHS.</p> <p><u>Seven suggestions for sustaining engagement in tough times</u> – we've captured top tips from some of the best performing organisations in the 2021 NHS Staff Survey.</p>
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Development	<p>Develop healthcare support workers, giving them opportunities to build knowledge and skills to develop their careers in the NHS.</p> <p>Commit to continuing professional development for nurses, midwives and AHPs.</p> <p>Line managers should hold regular conversations with individuals about learning and development opportunities and career progression.</p>	<p>Higher Development Award – find out how NHS organisations are supporting their healthcare support workers' personal development.</p> <p>People performance management toolkit– practical support to help staff develop the skills needed to deal with key management situations confidently and consistently.</p> <p>Clinical supervision models for registered professionals – learn about some of the clinical supervision models used for registered healthcare professionals to enhance personal and professional development.</p>

Preceptorship	Support newly qualified healthcare professionals through offering a robust preceptorship programme by adopting the national preceptorship frameworks.	Preceptorship for newly qualified staff – this page offers resources and good practice to deliver a quality preceptorship programme.
Re-engaging retired doctors	Use NHS Emeritus Doctor Scheme to secure recently retired consultant doctors to support delivery of outpatient care.	Available from Autumn 2023.
Promoting alternative medical career paths	Continue to support doctors who wish to choose alternative career paths in medicine rather than core and specialty training routes. Explore better support postgraduate career progression for locally employed doctors.	SAS contract reform 2021 - Information on the negotiations to revise the specialty doctor grade and introduce a new senior SAS grade.
Reform	Working differently means enabling innovative ways of working with new roles as part of multidisciplinary teams so that staff can spend more time with patients. Training will be reformed to support education expansion.	
Advanced practice	Expand enhanced and advanced roles through increasing pathways. Support career progression by offering advanced practice opportunities. Use national funding available to introduce more enhanced practice level roles. Implement formal pathways established to facilitate the transition from advanced to consultant practice roles.	Advanced practice and enhanced practice – information and good practice about advanced practitioners and other clinicians working at an enhanced practice level and what they can do to support your multi-disciplinary teams across a wide range of care settings. The role of governance in advanced practice – learn about the Governance Maturity Matrix and how it can help NHS organisations assess and improve advanced practice standards.
Nursing associates	Increase training opportunities for nursing associates to modernise careers through apprenticeships.	Using nursing associate roles in the NHS – this guide sets out how to use the nursing associate role within your organisation to upskill the workforce, provide

		career development opportunities and widen access to the workforce.
Technological innovation	<p>Use technological innovation to help nursing and medical students gain the skills, knowledge and experience they need to practise safely and competently in the NHS in less time (within parameters set by the relevant regulator).</p> <p>Fully embed digital technology in training pathways, to support more efficient and effective ways of learning and improved learner experience.</p> <p>Offer blended learning programmes to which integrates technology and digital media with traditional classroom-based learning.</p> <p>Work with higher education institutes to adopt the NMC's new standard allowing up to 600 hours of practice learning to be undertaken via simulation.</p> <p>Make best use of emerging technology applications such as AI and robotics in diagnostics, robot process automation, genomics and personalised healthcare.</p>	<p><u>Offering virtual learning</u> – pilot of a remote virtual learning for students to enhance placement experience.</p>
Temporary staffing	Reduce reliance on temporary staffing in line with the expansion of domestic education and training.	
Reducing clinicians' admin burden	Better deployment of the administrative workforce to free up clinicians' time and support patient flow, alongside using technology to reduce administrative burden.	