



**Mental Health Services –
Workforce Design and
Development**
**Report on the
NIMHE National Workforce
Planning Pilot Programme (WPPP)**
Best Practice

Executive Summary

National Institute for Mental Health in England
National Workforce Programme

Mental Health Services – Workforce Design and Development Report on the NIMHE National Workforce Planning Pilot Programme (WPPP) Best Practice

Executive Summary

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Endorsed by all of the seven WPPP sites:

- Birkenhead and Wallasey and Bebington and West Wirral Primary Care Trusts
- Cambridge and Peterborough Mental Health Partnership NHS Trust
- Dartford, Gravesham and Swanley Primary Care Trust
- Dorset Healthcare NHS Trust and North Dorset Primary Care Trust
- Northamptonshire Healthcare NHS Trust
- Economy-wide Sandwell mental health providers
- Tees and North East Yorkshire NHS Trust

May 2006

Policy	Estates
HR/Workforce	Performance
Management	IM&T
Planning	Finance
Clinical	Partnership working

Document purpose	Best practice guidance
Gateway reference	6357
Title	Mental Health Services – Workforce Design and Development: Report on the NIMHE National Workforce Planning Pilot Programme (WPPP) – Executive Summary
Author	NIMHE National Workforce Programme
Publication date	May 2006
Target audience	PCT CEs, NHS trust CEs, SHA CEs, care trust CEs, foundation trust CEs, NHS trust board chairs, special HA CEs, directors of HR, directors of Finance
Circulation list	Voluntary organisations
Description	The purpose of this guidance is to report on the NIMHE WPPP, to explain the process, provide examples of good practice, set out the outcomes and lessons learnt from the Programme and to include proposed next steps
Cross ref	Mental Health Services – Workforce Design and Development Best Practice Guidance: March 2003
Superseded docs	N/A
Action required	To read the Report and consider the implications for local health and social care economies
Timing	N/A
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For recipient's use	

Introduction

1. The **purpose** of this best practice report is to tell readers about the background to the Workforce Planning Pilot Programme (WPPP); explain the process; provide examples of best practice; and set out the outcomes and lessons learnt from the Programme to include proposed next steps. This will provide all NHS trusts working with strategic health authorities (SHAs) and other stakeholders, including local authorities (LAs), with a comprehensive, best practice resource to help them take forward local, integrated, joint workforce plans across health and social care.
2. The main lessons learnt are set out in detail on pages 6 to 13 in the main Report but, in bullet point form, the **10 key points** to remember may be summarised as follows:
 - Recognise that workforce planning is important.
 - Get senior (trust) board commitment and support to the workforce planning process.
 - Secure workforce planning champions at all levels in the organisation.
 - Keep it simple – link to existing established processes such as business and service planning.
 - Provide sufficient resources to carry out the workforce planning function.
 - Ensure there is both the capacity **and** capability to undertake workforce planning.
 - Use the Department of Health *Best Practice Guidance* as a model.
 - Develop an action plan identifying what is to be done, by whom and by when.
 - Consider doing workforce planning in stages, perhaps in discrete localities or service areas.
 - Use workforce planning to meet local needs.
3. The key **resources** in the main Report, to help health and social care stakeholders get started with integrated, joint workforce planning, along with the best practice guidance, may be found at:
 - the lessons learnt on pages 6 to 13;
 - Appendix C:
 - mainstreaming and sustainability of workforce planning;
 - strategic service plans;
 - engaging the independent and voluntary sectors;
 - Appendix E:
 - the levels of responsibility for workforce planning (as at November 2004);
 - Appendix F:
 - an outline joint workforce plan (as at January 2005);

- Appendix G:
 - example job descriptions for a variety of possible posts:
 - workforce planning officer;
 - workforce planning project lead;
 - workforce planning and development project manager;
 - workforce development facilitator;
 - Appendix H:
 - engagement of general managers and service heads;
 - Appendix I:
 - collection and analysis of staffing data;
 - contact with the voluntary sector;
 - Appendix J:
 - sample action plans.
4. This Report is **aimed at** those involved in producing local, integrated, joint workforce plans who work in primary care trusts, mental health trusts, foundation trusts, local authorities, strategic health authorities, workforce development directorates, and independent and voluntary sector organisations.
 5. The **expectation** is that, working with all their stakeholders, those organisations will take account of the key lessons of the programme and the examples of best practice in developing their own integrated, joint workforce planning arrangements, as appropriate to their local circumstances.
 6. The **preparation of a local, integrated, joint workforce plan** has been given further impetus by the statement in the recent White Paper, *Our health, our care, our say*, where it says on pages 185–6: ‘Key to closer integration will be joint service and workforce planning. The NHS and local authorities need to integrate workforce planning into corporate and service planning.’ This Report on the WPPP clearly helps meet that commitment by showing how it can be done.

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National Workforce Programme
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