

Meeting: Trust Board Meeting in Public

29 March 2023

Agenda item	Chief Executive's Report
Board lead	Neil Macdonald, CEO
Type name of author	Chloe Powell, CEO Business Manager
Attachments	Chief Executive's Report Appendix 1 – CARE value award winners Appendix 2 – Executive Management Committee and Transformation Board Appendix 3 – Place & System Briefing Appendix 4 – Place-Based Growth Board Appendix 5 – NHS CEOs letter
Purpose	Information
Previously considered	None

Executive Summary

This report aims to provide an update on key developments over the last month in areas that will be of particular interest to the Board, covering both Trust activity as well as that done in partnership with local organisations in Buckinghamshire (Place), and as part of the Buckinghamshire, Oxfordshire & Berkshire West Integrated Care System (BOB ICS).

Appended to this report is a list of the winners of our monthly CARE value awards (Appendix 1), a summary of Executive Management Committee for the last month to provide oversight of the significant discussions of the senior leadership team (Appendix 2), and a Place & System Briefing (Appendix 3). This month I also attach the governance structure of the Place-Based Growth Board (Appendix 4).

Decision The Board is requested to note the CEO report.

Relevant Strategic Priority

Outstanding Care ☒	Healthy Communities ☒	Great Place to Work ☒	Net Zero ☒
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Implications / Impact

Patient Safety	Highlights activities in place to support high quality patient care
Risk: link to Board Assurance Framework (BAF)/Risk Register	Links to all strategic objectives of the BAF and highlights any risks of note to the Board
Financial	Provides an overview of the Trust financial position
Compliance	Updates on any changing or new legislation or regulation of relevance to the Board.
Partnership: consultation / communication	Highlights partnership activities at Place and System
Equality	Highlights activities regarding equalities where relevant, including equality standards and health inequalities
Quality Impact Assessment [QIA] completion required?	Not required for this report

Chief Executive's Report

National context

The Board will be aware that industrial action by members of the British Medical Association (BMA) and Hospital Consultants & Specialist Association took place over three days earlier this month from 13–16 March. We have over 400 junior doctors in our Trust, which is about half of the medical workforce. Significant planning and preparation went into our preparedness for this period, and although every effort was made to maintain all acute and community services, we unfortunately did have to postpone c.900 outpatient appointments and over 50 procedures. We managed the period as a critical incident, standing up our command-and-control structures to ensure robust governance and reporting throughout. I am sure the Board will join me in thanking colleagues from all parts of the organisation for the part they played in ensuring we kept our patients safe and continued to care for the most vulnerable in our community.

On Friday 17 March, the Government issued a letter which I attach to this report, outlining a pay offer to staff on Agenda for Change, and it is now for the representative bodies to vote. Hopefully the Government and the BMA will also reach an agreement in the near future.

Objectives for 2023/24

This month we have started to focus on our objectives for the new financial year ahead. In my last report, I explained that we are taking a different approach this year. In collaboration with the wider senior leadership team, we have set our longer-term goals for the Trust, and identified which measures we will monitor to tell us whether we are on track to achieving them. Recognising the power of coalescing the organisation around a reduced set of priorities, each year we will identify a small number of focus areas that we think will deliver a meaningful change in these measures and be clear what data we will use to monitor progress. These are described in the following table:

	Outstanding Care	Healthy Communities	Great Place to Work
Goal for 2025	<p>We will see people as early as possible when they need our services, to improve outcomes.</p> <p>We will continuously improve our services and use of resources to deliver value for our residents.</p>	<p>We will prevent people dying earlier than they should, with a particular focus on addressing inequalities in access and outcomes.</p>	<p>Our people will feel motivated, able to make a difference and be proud to work at BHT.</p> <p>We will attract and retain talented people to build high performing teams with caring and skilled people.</p>
Measure	<p>Eliminate corridor care.</p> <p>Improve productivity to be in the top quartile nationally.</p>	<p>Play our part in ensuring that more children in the most deprived communities are ready for school.</p> <p>Increase proportion of people over the age of 65 years who spend more years in good health.</p> <p>Improve outcomes in cardiovascular disease.</p>	<p>Improve staff engagement score to be in the top quartile in the National NHS Staff Survey.</p> <p>Improve overall Trust vacancy rate to be no more than 8%.</p>

<p>Improve waiting times, with less than 4% of patients waiting more than 12 hours in the Emergency Department (ED).</p> <p>Improve safety, with 80% of acute and community services having a clinical accreditation assessment by 1 April 2024, and 40% of those assessed achieving silver accreditation.</p> <p>Improve productivity in every service, with overall Trust improvement of at least 5%.</p>	<p>Improve access and effectiveness of our services for communities experiencing the poorest outcomes, with priorities to:</p> <ul style="list-style-type: none"> • Reduce smoking in pregnancy, with less than 5% of women smoking at the time of delivery. • Increase % of people being referred to cardiology services from the most deprived areas. • Improve the early identification of frailty, with more than 30% of patients in ED having a documented frailty score. 	<p>Improve the experience of our new starters, with the number of people who leave in the first year less than 12% (improvement also measured through quarterly pulse surveys).</p> <p>Develop operational and clinical management and leadership skills in key roles, so 300 managers are equipped with enhanced technical, management and leadership skills (impact measured by quarterly pulse surveys and national staff survey).</p>
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We are entering appraisal season, so it is timely for colleagues to think about how they can contribute to the areas of focus relevant for them, both personally and as a team, and I look forward to updating the Board in due course on progress against these.

Outstanding care

Key performance data are reported in the Integrated Performance Report with supporting narrative. The report will evolve to allow the Board to more easily review how the organisation is progressing towards the longer-term goals and shorter-term focus areas illustrated above.

I was pleased to welcome Steve Baker MP to Wycombe Hospital on Friday 17 March to showcase some leading medical techniques. The Bucks Breast Unit is one of the first in the UK to use the MAGTOTAL approach for localisation of cancer and lymph nodes and represents just one of the specialties where our medical teams are deploying pioneering technology to improve patient outcomes. We were also proud to demonstrate the latest robotic surgery techniques we are using at Wycombe and to share with Steve our aspirations to achieve accreditation as one of the region's surgical hubs for planned care.

In the Cardiac and Stroke Receiving Unit at Wycombe Hospital, we have launched a Consultant Connect Teladoc Robot. This technology allows a consultant to remotely assess and talk with a patient, increasing productivity. This is a 12-month pilot brought to fruition with the support of our Quality Improvement team.

Congratulations to our Adult Speech and Language Therapy team who have been awarded a grant under the Parkinson's Excellence Network Large Project Grant Scheme. The project is to develop and pilot a swallow screening tool for people admitted to Stoke Mandeville Hospital with a diagnosis of Parkinson's disease.

Congratulations also go to two of our consultants, Mr Jeremy Rodrigues (Consultant Hand and Plastic Surgeon) and Miss Sarah Maling (Consultant Ophthalmologist), who have been successful in receiving National Clinical Excellence Awards from the Advisory Committee on Clinical Impact Awards. These prestigious awards are granted to some of the most senior clinicians in recognition of the "unique and specialised role that NHS consultant doctors, dentists and academic GPs play and the impact of their work on the NHS at a national level". These individuals are extremely impressive clinicians and valuable members of our BHT family, and it is wonderful to see their hard work and contributions recognised with these awards.

I'm delighted to share that Stoke Mandeville Hospital and the South Central Organ Donation Team have been nominated for the 2023 British Transplantation Society & NHS Blood & Transplant Awards for Excellence, in the Excellence in Delivering Patient Care category.

The care we provide in the community spans all ages and earlier this month I spent a morning with the school nursing team supporting young people at a school in Marlow in their school health advice clinic.

As a learning organisation, we always listen to the feedback from our patients. One such example this month was from an adult patient with a learning disability. I was humbled to have the opportunity to visit this lady in her care home, together with two of my lead clinical colleagues, to listen to her experience. I am grateful that she took the time to speak with us.

At month 11 we remain on trajectory to hit our financial plan at the end of the year.

Healthy communities

The Board will be familiar with Opportunity Bucks, Buckinghamshire's levelling up programme, which involves partners from a variety of industries, charities, and voluntary organisations. One of the workstreams is focused on standard of living, and one of the projects being explored is the opportunity to join up support provision for the most vulnerable in our county. Representative colleagues from our various community teams joined their counterparts from the Council and housing associations in a workshop to gain insights into what can be done to better support people living in the most deprived parts of the county and maximise the opportunity presented when a community colleague visits someone in their home. It was a productive, and at times sobering, conversation and one which reinforced the importance of this agenda.

Healthcare only impacts about a fifth of a person's health and wellbeing; other aspects, including education and environment, are important determinants. Earlier this year an art group was formed at the Trust by a group of like-minded colleagues who are all passionate about increasing the availability of art for patients, visitors and staff at our hospitals. Artwork has been chosen to evoke dialogue and reflection, whilst bringing colourful distraction from hospital life. We are also fortunate to have been gifted a variety of art from local artists, particularly over recent years, and these have been curated and are being hung over the coming months, mostly in our acute hospital sites. My huge thanks to those who have so generously donated their work and to those volunteering to be involved in this project.

Great place to work

Earlier this month results from the National Staff Survey were published. This is an annual survey which gives us extremely valuable information to help us to understand and improve the experience of our colleagues. There is a rich wealth of data to be reviewed corporately and by teams across the organisation to inform our planning for the year ahead. The Board will receive a separate, detailed report, but I would particularly draw attention to the overall staff engagement score, which has improved from 6.91 to 7.0, close to the best in class score of 7.3. BHT also scored above average in all nine of the themes covered by the staff survey, with eight areas statistically significantly better than comparable trusts. This shows that, despite another year of unprecedented pressures and challenges for the NHS, as an organisation we are moving in the right direction.

The data does of course also highlight areas where we will look to focus, including (as I detailed in my last report) the need to address the frequency of violent and abusive behaviour experienced by our colleagues.

This month it was National Careers Week and my thanks to colleagues who went along to the Bucks Skills Show, held at Stoke Mandeville Stadium, to showcase the variety of rewarding careers that the NHS has to offer to the 4,700 school students from 30 schools in attendance. They even made it to [ITV Meridian News](#)! Teams also visited local schools as part of their assemblies or careers events.

As a Trust we have links with local universities offering training for our sector, and the University of Bedfordshire underwent an Ofsted inspection in January this year. The results have been published and I am pleased to share that the university received a rating of Good across the board.

Place & System

There have been several recent developments in the Buckinghamshire 'Place' and in our partnership with the Buckinghamshire, Oxfordshire & Berkshire West Integrated Care System.

This month I participated in a workshop to co-design the newly formed 'Place-based Partnership Board' – the executive-level Board for our county which I chair. I have also been invited to sit on the Place-based Growth Board (governance structure attached in Appendix 4), which will be critical for taking forward infrastructure and investment oversight. I look forward to welcoming the Chief Executive of Buckinghamshire Council, Rachael Shimmin, to talk more about this with our Board in the near future.

I would also like to acknowledge and welcome two new directors in our system. Naomi Radcliffe has been appointed as the first Director for the BOB ICS Acute Provider Collaborative, with experience in a variety of roles including the Department of Health and Social Care, Imperial College London and most recently director of a suite of home-based digital testing services at Healthy.io.

David Eltringham has joined the South Central Ambulance Service as Chief Executive. A registered nurse, David's career has spanned multiple NHS organisations, most recently as Managing Director at George Eliot Hospital NHS Trust in Nuneaton.

Finally, I would like to update the Board that the recruitment of the BOB Integrated Care Board Chief Executive has been put on hold.

Appendices

Appendix 1 – CARE Value awards

Appendix 2 – Executive Management Committee and Transformation Board

Appendix 3 – Place & System Briefing

Appendix 4 – Place-based Growth Board

Appendix 5 – Government Letter regarding pay offer for Agenda for Change

Appendix 1 – Trust CARE values awards

I am delighted to share this summary of the winners of our Trust CARE value awards. Every month from all nominations received from colleagues and members of the public, the Executive Management Committee award four winners, one for each of four categories, which are: Collaborate, Aspire, Respect, and Enable.

December 2022

Category	Name	Role	Nomination	Nominated by
Collaborate	Sue Eddy	Palliative Care Specialist Physiotherapist	<p>Sue is a palliative care specialist physiotherapist with an extra interest in Motor Neurone Disease (MND). Below are comments from her colleagues that inspired me to commend her for a Care Award.</p> <p>Sue in her current role is able to smooth over the transition from ward to home and ensure that the patient is ready or appropriate to be discharged from hospital. She is then in the unique position of being able to follow them up at home. Patients with these conditions often have very complex needs and for successful management of their condition it is crucial to have someone like Sue who can look at these needs holistically, with the breadth of understanding of the condition, which frequently includes mobility, pain management, neuro management, complex respiratory care including NIV, and ultimately advanced care planning and end of life care too. Without Sue's role there simply isn't anyone who is able to offer this depth and breadth of support and treatment to this group of patients and their families.</p> <p>The role Sue provides is far larger than one person should ever be able to deliver, providing invaluable expert clinical input, consistency and support to patients, their families and other healthcare professionals. In my personal experience Sue has been an amazing support, has been available for advice and at times has attended acute wards to support when a patient known to her is having difficulties.</p> <p>Sue is amazing, her work has inspired relatives and the community to fundraise for extra working hrs so that more patients with MNS can access this special treatment and care only Sue can provide in BHT and in the community."</p>	Staff
Aspire	Wishes to remain anonymous	Ward Clerk	After participating in the Lean Training by the Quality Improvement team, A took the initiative and the opportunity that the department was swapping paperwork over to a new computer system to organise all the wards documentation. A continues to assess all paperwork monthly to prevent over-accumulation which has prevented duplication, waste of inventory, and over-processing, facilitating the departments flow and the teams work.	Staff
Respect	Zarina Khan	Community staff nurse/ case manager District nursing,	Zarina went above and beyond on Christmas day. She stayed beyond her hours to ensure that a lady at the end of her life passed away with comfort and dignity. The passing of the patient was unexpectedly rapid and Zarina ensured that all injectable medications were in place and administered to keep the patient comfortable and pain free. Zarina stayed with the family beyond the passing of the patient in	Staff

		Wycombe Adult Community Healthcare Team,	order to support the grieving family. Zarina always puts her patients first and is remarkable with palliative patients and I feel she deserves recognition for this.	
Enable	Marcello Leonardi	Workforce Information Team Lead	Marcello agreed to travel over to Stoke Mandeville to assist a colleague, who had little IT experience, to register for Wagestream and create an account (this is the company who allow you to stream a partial advance from your wages). When Marcello arrived, he soon discovered that the employee did not have the access rights to be allowed to download the App to his work phone, so Marcello contacted a few different IT Leads and managed to sort everything that was needed in order to allow the access. Marcello was then able to set up the account and show the functionality of how Wagestream works so they would be able to use the system independently in the future. This enabled our BHT colleague to be able to take responsibility for their finances.	Staff

January 2023

Category	Name	Role	Nomination	Nominated by
Collaborate	Liam Elmes	BIRS administrator Bucks Integrated Respiratory Service Thame Community Hospital	Liam has worked tirelessly over the past year to help set up the BIRS Virtual ward/Hospital @ Home service, collaborating with many different individuals and teams to ensure this service got up and running and continues to run as smoothly as possible. Liam has been integral to the success of this service, keeping all members of the BIRS team up to date with updates, providing day to day support, making up Virtual ward packs and information amongst many other tasks. Liam also continues to support the BIRS team in his administrator role and he always answers the phone in a professional and kind manner, reassuring patients/carers and always following up on action plans. He is an asset to our team and the wider Virtual ward.	Staff
Aspire	Cheryl James	Principle Cardiac Physiologist	Cheryl has pushed the limits of the Cardiac Physiology department to achieve world class standards, on the background of limited resources. She has managed to develop and run a complex devices service, and train junior Physiologists to attain national accreditations, as well as the department in itself. More recently as a result of poor administrative support, she has, out of her contracted hours, managed to facilitate the waitlists for cardiac devices so that the catheter lab time is used efficiently, and to reduce waitlists. This has been done pro-actively, in her desire to give patients the best care possible in difficult circumstances. Her efforts need to be highly commended!	Staff
Respect	Joseph Papanikitas	Radiology Consultant	I came for an ultrasound on my shoulder. I am a wheelchair user and have suffered for about a year. It took me nearly 2 hours to get there and a long time to park. Joe did the ultrasound and found some issues that I would have had to come for to have a steroid injection and asked me questions such as how long I had been suffering and how long it took me to get there. He made the decision to give me	Patient

			the injection then to save me from coming back and having to suffer any longer. This has made such a difference; I am no longer in constant pain and I am so grateful for not having to wait or make another trip. To be treated like a person and not a number by the team is so compassionate, they are a team to be proud of. He not only saved me time but also the Trust.	
Enable	Sarah Hale	ICU Ward Administrator	Sarah has taken on a huge workload due to long term sickness, short staffing and a very busy time in our department. She has remained willing and cheerful, going above and beyond and always extremely helpful whatever the enquiry. She has worked hard to maintain ward clerk presence and admin support with a calm and controlled approach that is appreciated in the clinical area. She supports our whole team in a variety of ways which could so easily go unnoticed but are really essential and in making our team more efficient and collaborative. This impacts our team and work culture in a very positive way. In particular she has supported the development of our ICU Volunteers team with kindness and support which has eased them all into fulfilling roles that support our service and staff. Sarah is highly respected, perceptive and wise, and always aiming to improve what we do. For all these reasons she deserves recognition with a CARE award.	Staff

February 2023

Category	Name	Role	Nomination	Nominated by
Collaborate	Tiziano Gentilezza	Staff Nurse Ward 5 Haematology SMH	Tiziano goes above and beyond in the care that he delivers to his patients. when working a busy night shift with a sick and deteriorating patient, he was instrumental in ensuring timely treatment to the patient, which ultimately led to an improved clinical condition for the patient in question. He worked tirelessly for the whole shift, no request was to bothersome and he was a real team player. Tiziano is a staunch advocate for his patients, ensuring that his patients receive the right care at the right time and by the right professionals, he is an incredible advocate and shows real courage in advocating for his patients, from his excellent communication with all members of the team, from the Healthcare Assistants to the consultants. He is the nurse that you would be grateful for if a relative or friend was admitted and was under his care. Tiziano is a real pleasure to work alongside, when he escalates to our team. Many of the outreach team have had similar and equally exceptional experiences working alongside him in delivering excellent patient care.	Staff
Aspire	Samantha Sims	Senior Staff Nurse, Surgical Assessment unit - Ward 15	Whilst dealing with a deteriorating patient on the ward, Samantha advocated for her patient and professionally challenged medical colleagues in the best interest of her patient. Samantha works hard to ensure her patient receive high quality care at all times however, during this emergency situation she excelled in her ability to not only respond to her patients needs but communicate with various members of the wider emergency team to ensure a positive outcome for her patient. Samantha was an excellent role model to the junior members of the team who were working with her on that day.	Staff

Respect	Alice Lowe	Physiotherapy Assistant National Spinal Injuries Centre - Spinal Physiotherapy	This individual deserves this award because she has held strong throughout lots of staff changes and patient load demands. No matter how hard she has to work and tired she gets she treats every patient with the respect, kindness and support that they need to benefit their rehab. She is a favourite among patient and staff. She puts everything into her job and we can't thank her enough.	
Enable	Becci Stewart	Manual Handling Practitioner	Becci had the unenviable task of delivering the Mandatory Training Manual Handling Practical Session. In my role I do not undertake Manual Handling and with time and pressures in the current climate my focus was narrowed and I kept thinking of the patients I could be treating instead of sitting at the Manual Handling Training. I could not have been more wrong. Becci delivered an amazing session. She made it applicable to each one of us on the course. I learnt much to help my informal carers and much to help my patients. I also engaged and learnt from my hospital colleagues on the course. What those new hospital beds can do is amazing. Becci had clearly done her homework with her lesson preparation. She demonstrated respect for all of us and enabled us to improve our practice. Absolutely brilliant. I loved it.	Staff

Executive Management Committee and Transformation Board

Executive Management Committee (EMC) 28 February to 14 March 2023

The Executive Management Committee meets three times a month and covers a range of subjects including progress against our strategic aims, performance monitoring, oversight of risk and significant financial decisions. The meeting is chaired by the Chief Executive Officer and attended by Executive Directors and leads from the clinical divisions. The following provides an overview of some of the key areas considered by the committee over the last two months.

Quality and Performance

Maternity safety report
Cardioscan remote ECG monitoring devices
Patient Safety Incident Response Framework
Hospital at home (virtual wards)
Special Educational Needs & Disabilities (SEND) action plan
Cancer nursing workforce

Digital and Governance

Internal audit
Annual work plan
Legal contract 2023/24
Minutes from EMC sub-committees

People

Health & wellbeing support for colleagues involved in incidents of violence or aggression
Medical temporary staffing
Freedom to Speak Up Guardian report
Staff Survey
CARE awards
General Practice Vocational Training Scheme

Money and Estates

Business planning 2023/24
Monthly finance report
Waivers of Standing Financial Instructions
Contract management
Productivity

Transformation Board 21 February 2023

Transformation Board is an Executive-level meeting with clinical and operational leads from across the Trust and is dedicated to strategic projects and oversight of delivery of the operating plan. It meets on a monthly basis covering transformation portfolio updates, strategic business cases, and quality improvement (QI).

QI projects on a page

QI strategy update

Transformation governance

Transformation priorities:

- Urgent and emergency care
- Planned care
- Healthy communities
- Estates
- Digital & technology
- Organisational Development plan

Productivity and efficiency plan

Centre of excellence strategy

Integrated Performance Report

Place and System Briefing

March 2023

Place-Based Partnership meeting | 14 March 2023

Item	Summary	Impact
Health and care integration programme	<p>Discussed discharge issues and the need for continued development of the teams involved.</p> <p>Agreed three actions for the following month:</p> <ul style="list-style-type: none"> • Bed base agreed and in place by summer • Transfer of care hub in place by autumn • Integrated leadership of teams 	<p>Significant inroads need to be made in discharge structure and processes during the coming months, particularly before the heightened pressures of the winter period 2023/24.</p> <p>This requires continued executive-level attention to ensure progress, both at the Trust and Council.</p>
National issues	<p>Care Quality Commission starting to conduct assurance on all 152 local authorities over the next 1.5-2 years.</p> <p>New office for local government (Oflog) being established.</p>	<p>CQC assessments of the local authority in Buckinghamshire, and regions within the Integrated Care System, will be of particular interest and relevance to our Trust and partners due to the close links between healthcare and councils.</p>
System development	<p>The Place-Based Partnership development paper will be going to the Integrated Care Board in March.</p> <p>There is a Joint Forward Plan workshop on 24 March.</p> <p>Inequalities funding (£1.1m x2 years (£2.2m total)) decision to be devolved to Opportunity Bucks health and wellbeing group with oversight by the Opportunity Bucks Board.</p>	<p>There are several strategic developments happening at Place and System requiring appropriate input and engagement.</p> <p>For the Trust, it is important these reflect current challenges and priorities for Buckinghamshire and our patients.</p>
Special Education Needs & Disabilities Written Statement of Action	<p>Review of the Place SEND action plan and performance of agreed improvement actions</p>	<p>Intense planning work for 23/24 including revised commissioning allocations from the ICB and Local Authority</p>
Place-Based Partnership	<p>A workshop to debate and agree the details of this executive-level Partnership took place on 13 March.</p> <p>Neil Macdonald (Chair) is working on a forward plan with Place Executive Director, Philippa Baker.</p>	<p>The Place-Based Partnership will be an important structure to ensure that the shared priorities of the Trust and Council are delivered for the people of Buckinghamshire.</p>

Buckinghamshire, Oxfordshire and Berkshire West (BOB) Integrated Care System (ICS) CEO Group | 1 March 2023

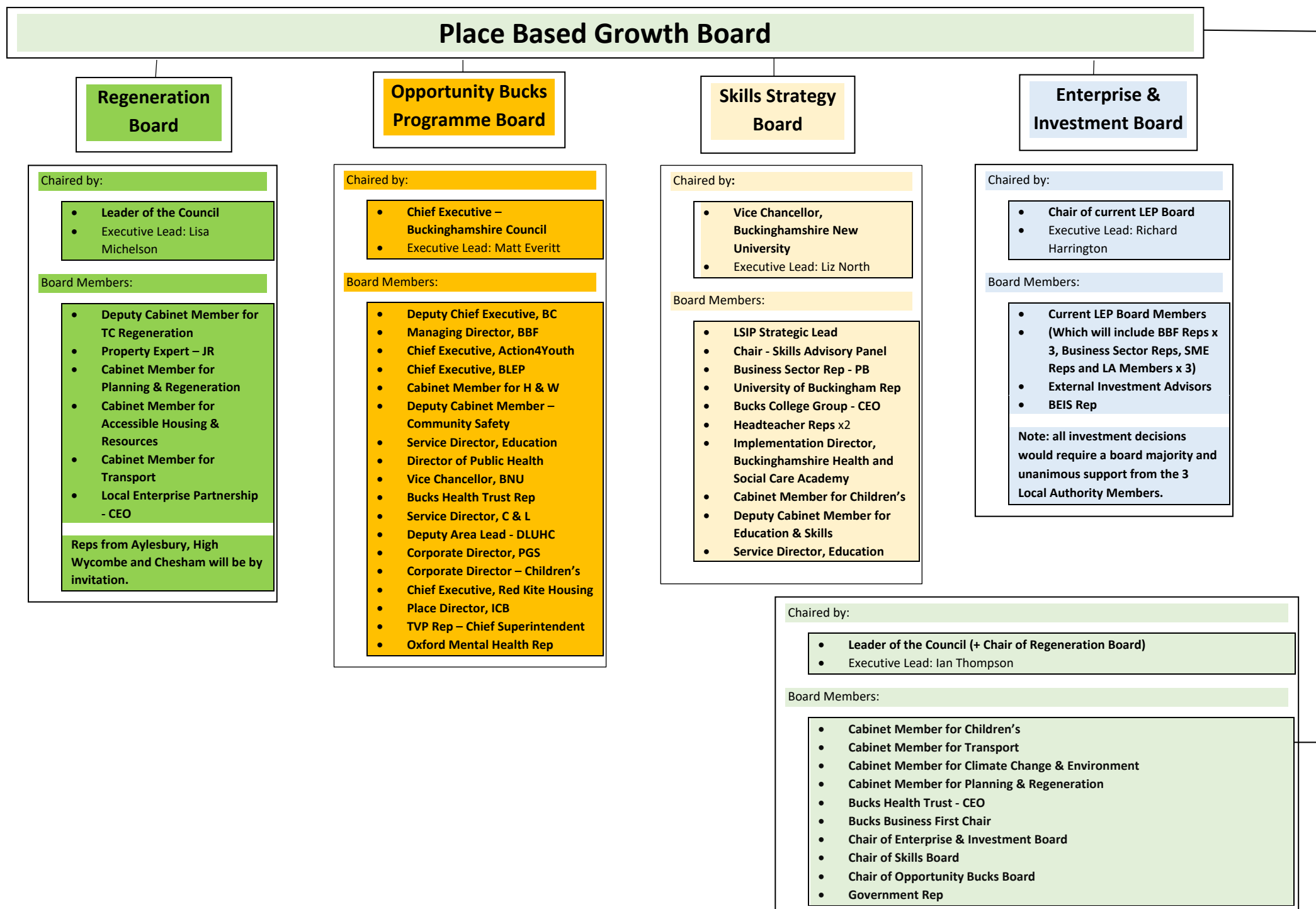
The focus of the meeting this month was industrial action, the Integrated Care Partnership strategy and 5-year forward plan, the forthcoming BOB Integrated Care Board meeting, and financial allocations.

BOB Integrated Care Board (ICB) | 17 January 2023

The BOB ICB meeting takes place every other month and the agenda and reports for the meeting on 21 March can be found [here](#).

The Board agenda includes standing items on quality, performance, finance and risk. This month we will also consider development of Place-Based Partnerships, 2023/24 budgets and a proposed Section 75 agreement between the ICB and Oxfordshire County Council.

Proposed Governance Structure





Department of Health & Social Care

*From Rt Hon Steve Barclay MP
Secretary of State for Health and Social Care*

*39 Victoria Street
London
SW1H 0EU*

020 7210 4850

To: NHS CEOs

17 March 2023

Dear Colleague,

I am pleased that after intensive talks, I have made an offer to unions representing staff on the Agenda for Change contract. Of those that are in dispute, the Royal College of Nursing, UNISON, GMB, the Chartered Society of Physiotherapy and the British Dietetic Association will recommend the offer to their members in consultations that will be held over the coming weeks. Strike action will continue to be paused while members are consulted.

The Minister of State, Will Quince, will be joining the existing call between NHS England and NHS CEOs today, but I wanted to set out for you today the headline elements of the offer.

Under the offer, over 1 million NHS staff on the Agenda for Change contract would receive two non-consolidated payments for 2022-23. This is on top of an at least £1400 consolidated pay award that they have already received, which was in line with the recommendations of the independent pay review body.

The first is an award worth 2% of an individuals' salary for 2022-23.

The second is a one-off bonus which recognises the sustained pressure facing the NHS following the COVID-19 pandemic and the extraordinary effort these members of staff have been making to support delivery of the backlog recovery targets and meet the Prime Minister's promise to cut waiting lists. This second "Backlog Bonus" is an investment worth an additional 4% of the Agenda for Change paybill and would mean staff would receive an additional payment between £1,250 and £1,600.

For 2023-24, the government has offered an 5% consolidated increase in pay. In addition, the lowest paid staff, such as porters and cleaners will see their pay matched to the top of band 2, resulting in a pay increase of 10.4%.

More details of the offer will be available on the NHS Employers website.

The government firmly believes this is a fair offer which rewards all Agenda for Change staff and commits to a substantial pay rise in 2023-24 at a time when people across the country are facing cost of living pressures and there are multiple demands on the public finances. Setting pay is an annual process and as is always the case, decisions

are considered in light of the fiscal and economic context and ensuring awards recognise the value of NHS staff whilst delivering value for the taxpayer. While it is right that we reward our hard-working NHS staff with a pay rise, this has always needed to be proportionate and balanced with the need to deliver NHS services and manage the country's long term economic health and public sector finances, along with inflationary pressures.

Importantly, on top of the pay elements of the package, the offer includes other significant measures including the development of a national, evidence-based policy framework which will build on existing safe staffing arrangements and amendments to terms and conditions to support existing NHS staff develop their careers through apprenticeships. This package, alongside the comprehensive NHS Long Term Workforce Plan NHS England will publish shortly, will help ensure the NHS can recruit and retain the staff it needs to meet the growing and changing health and wellbeing needs of patients.

The offer also includes a commitment to improving support for newly qualified healthcare registrants. It will commission a review into the support those transitioning from training into practice receive.

In addition, I have written to the Royal College of Nursing to outline that in undertaking work to address the specific challenges faced by nursing staff – in terms of recruitment, retention and professional development – this will involve how to take account of the changing responsibilities of nursing staff, and the design and implementation issues, including scope and legal aspects, of a separate pay spine for nursing staff exclusively.

The Government intends to complete this work such that resulting changes can be delivered within the 2024-25 pay year. In conducting it, the Government will also consider whether any separate measures may apply to other occupational groups, taking into account the views of NHS Employers and unions.

May I take this opportunity of thanking you and your teams for all your hard work - it is very much appreciated. I hope you will be able to join the call later today.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'Steve', is positioned above the printed name.

RT HON STEVE BARCLAY MP