

To: SHA Workforce Planners

Copy: SHA CEs  
SHA WDs  
SHA FDs  
SHA QIPP leads



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23rd June 2010

**Gateway Ref: 14440**

Dear Colleague,

**EMBEDDING WORKFORCE WITHIN THE QUALITY, INNOVATION,  
PRODUCTIVITY AND PREVENTION (QIPP) ASSURANCE PROCESS**

We have discussed at Management Board the need to understand the future size and shape of the workforce to support the QIPP programme taking into account activity and finance.

We and SHA workforce colleagues are keen not only to ensure that the workforce strand underpins the overall QIPP programme but also to learn from each other and to promote good practice. The Workforce Leadership Group has therefore already commissioned the Centre for Workforce Intelligence (CfWI) to collate and understand the assumptions underpinning SHAs' workforce plans and ensure that these plans are robust and fully aligned with activity and finance plans.

You have recently met with Department for Health and CfWI colleagues to consider how best to do this and we understand that there was agreement that the approach to be taken to this should be:

- SHAs to submit to CfWI their current workforce plans and the assumptions that underpin them (a template will be issued next week for completion by 30 June);
- CfWI to review the assumptions, to share them with all SHAs and, using them, to work with individual SHAs to test the robustness of their plans; and
- following this, each SHA to submit a QIPP workforce plan that builds on its operating workforce plans and is aligned with activity and finance as part of its overall QIPP plan (by 29 July).

This will help embed workforce information firmly within the QIPP assurance process.

It is important that each SHA is confident that the workforce information submitted in the QIPP returns due at the end of July properly represents its position and we ask that you seek sign off for your return at SHA Workforce Director level for the information they will contain. This is because the workforce plan you submit will become the basis of workforce monitoring for QIPP. The information SHAs provide for the July QIPP returns will be shared with DH Workforce, Finance, QIPP and the CfWI.

We appreciate that we are asking you to provide sensitive management information and we understand your concerns about potential requests under the Freedom of Information (FOI) Act. We consider that, as we intend that this information will be eventually put into the public domain, section 22 of the FOI Act would apply. Section 22 allows the Department to refuse to release information that is intended for future publication, subject to consideration of public interest.

We recognise that the data that will be provided will be an initial cut for QIPP and, given the timescale, will represent your current position as well as it can given the stage of service development in your region. We are also clear that the workforce plans will go through further iterations after July and become more refined and granular over time as service changes and reconfigurations become clearer.

Thank you for your support in this activity. If you have any queries please do not hesitate to contact Peter Grummitt ([peter.grummitt@dh.gsi.gov.uk](mailto:peter.grummitt@dh.gsi.gov.uk)) and / or Cris Scotter, ([cris.scotter@dh.gsi.gov.uk](mailto:cris.scotter@dh.gsi.gov.uk)) who will be able to assist with any operational queries.

Yours sincerely,



**Jim Easton**  
National Director  
Improvement and Efficiency



**Clare Chapman**  
Director General  
Workforce

CC

David Flory  
Bob Alexander  
Janet Perry