

Public Board of Directors
Item number: 25
Date: 24 September 2025

Confidential paper:	public
Report Title:	10 Point Plan – Resident Doctors
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Presented by:	Helen Crimlisk, Interim executive medical director
Vision and values:	This paper supports our values we are inclusive, we work together and we keep improving by supporting the development of a confident workforce with colleagues who are good at what they do.
Purpose:	To inform the Board of Directors (BoD) of the requirement to comply with NHS England's (NHSE) 10-point plan to improve the working lives of resident doctors (formerly known as junior doctor / also known as doctors in training) and assure on progress, which is being led by national medical director, Professor Meghana Pandit.
Executive summary:	<p>The Trust is the lead employer for resident doctors across South Yorkshire & Humber, employing resident doctors on the core psychiatry, general adult, old age and child & adolescent psychiatry training schemes who work across Sheffield Health and Social Care (SHSC) NHS Foundation Trust, Rotherham Doncaster and South Humber (RDaSH) NHS Foundation Trust, South West Yorkshire NHS Foundation trust (SWYFT), Nottingham Healthcare NHS Foundation Trust (NottsHC) and Sheffield Children's NHS Foundation Trust (SCH). SHSC also hosts GP resident doctors, foundation year 1 & 2 doctors.</p> <p>The Trust has improved its position in the GMC England National Training Survey which captures the experiences of resident doctors from 166 in 2021 to 16 in 2025. There are no quality concerns or outstanding specialty concerns logged with NHSE Yorkshire and Humber and the Trust has been commended on its education, rota design, workload and support.</p> <p>The Trust received written notice on 29 August 2025 for a 10-point plan to improve the working lives of resident doctors. This forms part of wider negotiations and discussions to identify and address the broader concerns and experiences of resident doctors and requires a baseline assessment to be undertaken by 12 September 2025 which has been undertaken, and actions to be undertaken in the next 12 weeks. The report summarises the plan and work being undertaken to address issues.</p> <p>Appendices</p> <ul style="list-style-type: none"> ▪ Letter NHS England to NHS Trusts & Foundation Trusts 28/08/2025 ▪ NHS England 10 Point Plan to Improve Resident Doctors' Working Lives ▪ 10 Year Health Plan for England ▪ NHS Employers Exception Reporting Framework Agreement ▪ BMA Fatigue and Facilities Charter

	<ul style="list-style-type: none"> ▪ Exception Reporting Reform Announcement Updates ▪ NHS England Yorkshire and Humber Study Leave Process and Policy ▪ Good Rostering Guide ▪ Rota Code of Practice ▪ Resident Doctors: Rota Code of Practice Compliance Data Collection ▪ BMA's Fatigue and Facilities Charter ▪ Terms and Conditions of Service for NHS Doctors and Dentists in Training (England), 2016, Version 11
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Which strategic objective does the item primarily contribute to:					
Effective Use of Resources	Yes	✓	No		
Deliver Outstanding Care	Yes	✓	No		
Great Place to Work	Yes	✓	No		
Reduce inequalities	Yes	✓	No		

What is the contribution to the delivery of standards, legal obligations and/or wider system and partnership working.	
<p>Compliance with the 10 Point Plan will strengthen relationships and improve Trust reputation with Resident Doctors promoting recruitment and retention of Resident Doctors in substantive positions.</p> <p>Additionally, delivery of the 10 Point Plan will ensure the Trust is compliant with:</p> <ul style="list-style-type: none"> ▪ all aspects of the Terms and Conditions of Service for NHS Doctors and Dentists in Training (England), 2016. Specifically rota design, Schedule 13 detailing contractually required facilities and amendments to the national terms and conditions due to be released by 19 September 2025 as part of the Exception Reporting Reforms. ▪ the Rota Code of Practice in relation to the rostering and rota design processes for Resident Doctors as well as greater alignment with recommended best practice detailed in the Good Rostering Guide. ▪ The BMA's Fatigue and Facilities Charter and Mental Wellbeing Charter. 	
Board assurance framework (BAF) and corporate risk(s):	BAF0014: There is an increasing risk of ensuring a flexible modern workforce that reflects the workforce market, community we serve to ensure skill mix and retention as well as alignment with strategic priorities and finances.
Any background papers/items previously considered:	Executive Management Team September 2025.
Recommendation:	<p>The Board of Directors are asked to:</p> <ul style="list-style-type: none"> • Note the requirements to be taken by SHSC as detailed in NHS England's 10 Point Plan. • Note the actions already taken and the potential challenges to ensure full compliance. • Take assurance that works is ongoing to complete requirements.

**Public Board of Directors
10 Point Plan – Resident Doctors
24 September 2025**

1. Purpose

Inform the Board of Directors (BoD) of the requirement to comply with NHS England's (NHSE) 10-point plan to improve the working lives of resident doctors (formerly known as junior doctor / also known as doctors in training) and assure on progress, which is being led by national medical director, Professor Meghana Pandit.

2. Background

The Trust is the lead employer for resident doctors across South Yorkshire & Humber, employing resident doctors on the core psychiatry, general adult, old age and child & adolescent psychiatry training schemes who work across Sheffield Health and Social Care (SHSC) NHS Foundation Trust, Rotherham Doncaster and South Humber (RDaSH) NHS Foundation Trust, South West Yorkshire NHS Foundation trust (SWYFT), Nottingham Healthcare NHS Foundation Trust (NottsHC) and Sheffield Children's NHS Foundation Trust (SCH). SHSC also hosts GP resident doctors, foundation year 1 & 2 doctors.

The Trust has improved its position in the GMC England National Training Survey which captures the experiences of resident doctors from 166 in 2021 to 16 in 2025. There is no quality concerns or outstanding specialty concerns logged with NHSE Yorkshire and Humber and the Trust has been commended on its education, rota design, workload and support.

The Trust employs the regional head of school for psychiatry (Dr Alex Pavlovic) the SHSC director of medical education (Dr Jenny Jack) and an SHSC Guardian of Safe Working (Dr Zoe Kwan) who, along with the medical education & staffing department oversee quality and educational provision for psychiatry Resident Doctors across the South Yorkshire & Humber including dedicated administrative support for the regional Training Programme Directors.

The Trust has a Resident Doctor Committee and a Registrar Committee for Senior Resident Doctors each with 2 co-chairs (Dr Ellie Watkins, Dr Caitlin Maher, Dr Billy Melton and Dr Rebecca Davis) and an international medical graduate (IMG) Associate Dr Sindhur Nagendra). The executive medical director (MD) and medical education & staffing manager meets with the resident doctor representatives monthly. The committee chairs host monthly committees, biannual training improvement forums and represents resident doctors at relevant governance meetings e.g. medical education, engagement and equality group.

3. Ten Point Plan – Resident Doctors

The Trust received written notice on 29 August 2025 for a 10 Point Plan to improve the working lives of resident doctors. This forms part of wider negotiations and discussions to identify and address the broader concerns and experiences of resident doctors and requires a baseline assessment to be undertaken by 12 September 2025 which has been undertaken, and actions to be undertaken in the next 12 weeks.

4. The 10 Point Plan & Action Plan

This summarises the plan and work being undertaken to address issues. NHS England's 10 Point Plan includes the below key areas for review and improvement.

Under each heading are some key actions the Trust needs to take over the next four weeks to help identify priority areas and implementation pathways: Below is a summary of the self-assessment undertaken outlining areas of full compliance and areas where further work is needed:

4.1 Improve workplace wellbeing for our Resident Doctors.

Areas with full compliance

- Rest facilities.
- Access to induction to meet needs of resident doctors.
- Ability to work from home for portfolio work.
- Access to psychological support and treatment.
- Positive feedback to reward and promote staff excellence.
- Protected breaks.
- Promotion of Safe learning environment.

Areas needing exploration or action

- Access to lockers.
- Designated on call parking access.
- Access to hot and cold food 24/7.
- Beds or sleeping pods for post duty if too fatigued to drive home.
- Sexual safety training.

4.2 Resident Doctors should receive work schedules & rota information as per the requirements of the Rota Code of Practice.

Areas with full compliance

- Good leave practice discussed at induction.
- Ability to carry over leave between rotations (max 5 days).
- Rostering system for residents with preferential rostering.

Areas needing exploration or action

- Local policy on leave management explicitly mentioning residents

4.3 Appointing senior leads to take action on Resident Doctor issues

Areas with full compliance

- Appoint a senior named accountable resident doctor lead (MD).
- Have a peer representative resident doctor with whom a member of the Board consults - Junior Residents' Committee (JDC) / Senior Residents' Committee (SRC) Reps.
- Improvement plan within report for GMC / NETs survey.
- Regular meetings with residents by resident doctor forum, meeting with chairs of JRC/SRC, meeting with British Medical Association (BMA), meeting with Local Negotiation Committee (LNC).
- Reduction in payroll errors over last year.

Areas needing exploration or action

- Implementation of service level agreements (SLAs) or Board oversight for tracking and reporting payroll errors.

4.4 Course related expenses

Areas needing exploration or action

- Reimbursement of course fees within 4-6 weeks of submission.

4.5 No Resident Doctor will unnecessarily repeat statutory & mandatory training when rotating.

Areas with full compliance

- Recognition of statutory and mandatory training memorandum of training
- Adherence to people policy framework for mandatory learning (May 25)

Medical Education & Staffing Department along with the People Directorate have already taken action on a number of these items in collaboration with the British Medical Association (BMA).

4.6 Actions already taken / underway

- baseline review of compliance
- site visits reviewing facilities for all resident doctors.
- rest facilities for resident doctors are being reviewed
- technical issues with digital system are being improved to address pay including work on historic errors with allocate.
- rota design work has accommodated all reasonable elements of best practice and SHSC has been in the top ten of all NHS trusts in England for rota design for the last two years.
- resident doctors agree leave with clinical teams with centralised administrative support to arrange shift swaps and incorporate leave into rota design.
- executive medical director identified as board member with responsibility for resident doctors.
- the executive medical director and the medical education & staffing manager meet monthly with resident doctor committee representatives to proactively address issues.
- SHSC accepts mandatory training completed by resident doctors elsewhere, in line with the recognition of statutory and mandatory training memorandum of training and adhere to the people policy framework for mandatory learning agreed on 1 May 2025
- new lead employer contract has been developed but is on hold subject to further guidance updates and national lead employer model from NHS England over the next 12 weeks.

4.7 Challenges

- Significant changes expected to the duties, responsibilities & expectations of the Trust as a lead employer. Potential for financial implications and contractual renegotiation with regional trusts
- Estates development and financial cost to improve rest facilities
- Lead employer contract dependent on agreement through negotiation with regional stakeholders.
- Certain elements are reliant on external providers of digital systems to ensure compliance with 10 Point Plan requirements.
- Certain elements are reliant on changes to external policies and systems in other organisations including NHS England Yorkshire and Humber.

5. Appendices:

- [Letter NHS England to NHS Trusts & Foundation Trusts 28/08/2025](#)
- [NHS England 10 Point Plan to Improve Resident Doctors' Working Lives](#)
- [10 Year Health Plan for England](#)
- [NHS Employers Exception Reporting Framework Agreement](#)
- [BMA Fatigue and Facilities Charter](#)
- [Exception Reporting Reform Announcement Updates](#)
- [NHS England Yorkshire and Humber Study Leave Process and Policy](#)
- [Good Rostering Guide](#)
- [Rota Code of Practice](#)
- [Resident Doctors: Rota Code of Practice Compliance Data Collection](#)
- [BMA's Fatigue and Facilities Charter](#)
- [Terms and Conditions of Service for NHS Doctors and Dentists in Training \(England\), 2016, Version 11](#)

6. Recommendation

The Board of Directors are asked to:

- **Note** the requirements to be taken by SHSC as detailed in NHS England's 10 Point Plan.
- **Note** the actions already taken and the potential challenges to ensure full compliance.
- Take **assurance** that works is ongoing to complete requirements