



# ICS Workforce Programme 20/21

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# Structure

- Reframed context
- Revised direction of travel
- LWAB's strategic workforce vision & outcomes
- Key facts about Somerset's health and social care workforce
- Key priorities for LWAB



# Background

- 2019 – Somerset's Workforce Narrative in response to the 5 year Long Term Plan (LTP) developed and signed off by NHSE/I
- May 2020 – workforce LTP reviewed & 1 year action plan (20/21) developed, signed off by LWAB June 2020
- Informed by 2 interconnected pieces of work:
  - Breaking Barriers Innovations
  - Our Shared Endeavour (system colleague engagement programme)
- Revised September 2020 with (NHS) People Plan





# Our Work Programme Vision

Our vision is to create:

“A vibrant & agile health and social care sector,  
working together to attract, develop and retain  
(young) talent”



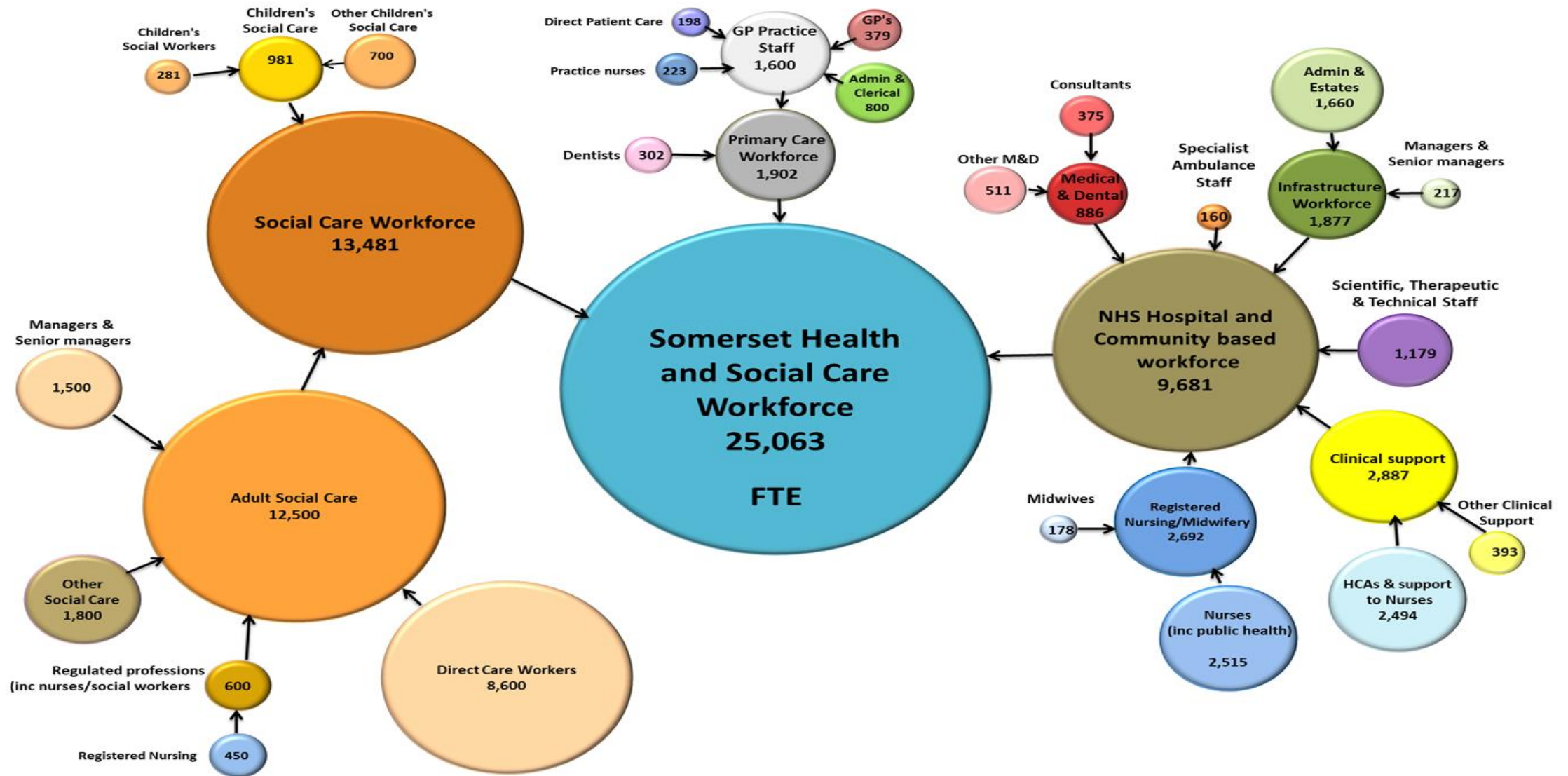
# The why



## A perfect storm:

- **Ageing population:** Somerset has a below average population of 20 -39 age groups compared to the southwest and England
- **Youth net flow out of Somerset:** there is a net flow of 18 – 20 year olds out of Somerset
- **No university:** but 4 FE colleges (BTC, Richard Huish, Strode and Yeovil) where a diverse range of health and social courses, at different levels are offered
- **Ageing health and social care workforce:** 25% of the total health and social care workforce is over the age of 55 years. The average age of a social worker is 42 years
- **Vacancies & turnover:** there are high numbers of vacancies in children's and adults social care (14% - 15%) with a net loss of (FTE) children's social workers (leavers/starters) in 19/20. There remain relatively high numbers of vacancies in mental health nursing (RMN). 35% turnover in social care (21% of social care roles advertised in the independent care sector go un-filled)
- **Economic impact of Covid:** evidence shows a 78% increase in Universal Credit claims amongst 18 – 24 year olds between March & September (Taunton, Bridgwater & Yeovil) – young people are detrimentally impacted. Inequality is set to widen

# Current health and care workforce





# Some key facts about the Somerset health and social care workforce



- 25% of the total health & social care workforce >55 years
- 54% of GP nurses >50 years
- Nearly 20% of adult social workers (SCC) are >55 years
- 27% of workers in the social care sector in Somerset >55 years
- Turnover rate in social care (34%) slightly higher than national average (32%)
- 32% turnover of registered nurses in independent social care compared to 12 – 14% for nursing in the NHS
- 10.7% of Somerset NHS workforce is from a BAME background compared to 5% in the independent social care sector
- Workforce shortages include: GP, social work, mental health nursing, OT, psychiatry & paramedics

# Revised direction of travel

Our strategic workforce outcomes have been streamlined and revised for 20/21 as a result of this new direction and include the following:

- 1. A single view of the health and social care system workforce where consistent workforce planning approaches creates a shared understanding of immediate workforce needs, demands and future requirements
- 2. Careers in health and social care are effectively promoted and understood by target groups in Somerset with improved routes in via apprenticeships, volunteering and work experience
- 3. Proactive recruitment activity is informed by effective workforce planning with reductions in vacancies and an increased number of 18 - 24 year olds within the Somerset health and social care workforce
- 4. An increase in the number of local graduate nursing associates and registered nurses entering and remaining in the workforce across the system
- 5. Somerset's health and social care workforce has increased capability and agility with increased skill mix across all sectors
- 6. Improved alignment of system required core competencies to programmes of learning increasing the flow of talent into the system and improving retention through talent development



# Somerset Integrated Care System (ICS) Workforce Plan 20-21 on a page



**Our vision:** A vibrant & agile health and social care sector, working together to attract, develop and retain young talent

Foundation work	<p><b>Workforce Planning</b> A single view of the health and social care system workforce where consistent workforce planning approaches creates a shared understanding of immediate workforce needs, demands and future requirements</p>
Cross-cutting themes	<p><b>Equality and Inclusion</b> Mainstreaming throughout all system work; promoting equality, civility, reducing inequality &amp; discrimination</p>
	<p><b>Digital</b> As an enabler, integrated throughout to achieve our vision</p>
Priority 1	<p><b>Talent attraction:</b> Careers in health and social care are effectively promoted</p> <ul style="list-style-type: none"> <li>• Joint Employee Value Proposition: Unified health and social care brand using Proud To Care Somerset</li> <li>• Collaborative career presence (e.g. career fayres, further education work) marketing &amp; promotion throughout Somerset</li> <li>• Volunteering</li> <li>• Work experience</li> <li>• International recruitment</li> </ul>
Priority 2	<p><b>Talent acquisition:</b> Proactive recruitment (based on workforce planning) to address workforce shortages</p> <ul style="list-style-type: none"> <li>• Including nursing &amp; AHP existing programmes, new roles (e.g. in Primary Care), new services (e.g. Intermediate Care)</li> <li>• Joint recruitment campaigns &amp; recruitment processes</li> <li>• New entry routes via apprenticeships</li> <li>• Shared platforms (e.g. via Proud to Care/Somerset careers website/recruitment systems/social media etc)</li> </ul>
Priority 3	<p><b>Talent management &amp; wellbeing:</b> Creating workforce resilience, agility and capability</p> <ul style="list-style-type: none"> <li>• Colleague health and wellbeing</li> <li>• Leadership/talent management</li> <li>• Collaborative bank</li> <li>• Clear career pathways (Somerset Bus)</li> <li>• Health and care curriculum (Academy?)</li> <li>• Enhanced partnerships with education providers</li> <li>• Integrated training passport</li> <li>• Competency frameworks</li> <li>• Shared coaching and mediation pool</li> <li>• Digital literacy</li> </ul>

# Breaking Barriers Innovations (BBI)

- Report commissioned using 19/20 HEE funding to identify a genuine place based challenge that can only be addressed through cross sector partnership working
- Report uses wider determinants of health in evidence base
- Report delivered mid-2020: issue with net outflow of young people
- Programme identified the need to engage young people in Somerset in order to retain more talent & support the health and social care system
- Key focus is on developing career pathways mapped to competencies and education provision – raising the profile of health and social care careers targeting young people (Proud to Care)
- 20/21 HEE funding used to take project to next stage
- Monthly reports back to LWAB
- Goal is to have a virtual conference December/January involving local, regional and national stakeholders, including national government ministers



# Breaking Barriers Innovations (BBI)

BBI has:

- developed a youth engagement model in conjunction with Spark and Young Somerset (VCSE)
- Engaged with education providers, exploring possibilities around expansion of offer re: Health and social care courses
- Engaged with ICS Chief Execs and starting to reach out to senior management teams as part of socialisation
- Identifying funding streams to take this work to the next level
- Engaging with national political figures/national bodies to raise the profile of our work
- We are also sharing learning with other BBI pilot areas



# Key priority areas of work

- **Breaking Barriers Innovations (BBI)**
- Supporting Our Shared Endeavour and Somerset Academy to develop our colleague 'change agents' across the system
- Developing 4 **workforce planning** projects with system colleagues
- Piloting a NHSE/I **national flagship OD Systems Thinking Programme** across health and social care
- Supporting **Primary Care** with apprenticeships, new reimbursable roles, QI
- Implementing a **nursing degree programme** & increasing the number of graduate nursing associates and registered nurses entering the profession in Somerset (supporting 50k target)
- Supporting the growth of **PEPs qualified Practice Educators in Social Work** across SFT and SCC especially with growth in NHS social worker roles & vacancies/aging workforce in local authority social work (talent pipeline)
- Supporting a **social prescribing** project to improve consistency and the offer across Somerset
- **Proud to Care** expansion – raising the profile of health and social care careers
- Supporting the development of a **collaborative NHS Bank** across Somerset for the independent care sector (prep for 2<sup>nd</sup> Covid wave)
- Working with system **Digital** teams, the LEP & SCC on increasing the workforce digital skills in relation to health and social care
- NHSE/I **whole system health & wellbeing funding**, for all health and social care staff in Somerset

# Supporting young people of working age in Somerset

- Using Proud to Care as the 'brand' for health and social care careers: promotional films have been made. Digital advertising has started using social media to increase awareness and promotion of jobs (linking up with DWP)
- Kickstart and Apprenticeship incentives – SCC public sector lead organisation
- Mapping careers pathways to create 'no wrong door' into urgent workforce shortage professions - careers pathways being tested with young people  
Autumn 2020
- Engagement model co-developed with young people – via Spark and Young Somerset
- Joint working with Economy teams, DWP etc – where businesses are closing (e.g. Oscar Mayer in Chard)
- Employability programme with virtual mentoring from system coaches
- Consistent system approaches to & offer for work experience

