

ICS Workforce Programme 20/21

Lead Officer: Chris Squire, Director HR & OD

Author: Jane Graham, Workforce Programme Manager for Somerset ICS

Contact Details: 07765155626

<p>Summary:</p>	<p>This briefing paper is to provide the Health and Wellbeing Board with a short overview of the Somerset system workforce programme key priorities for 20/21, being coordinated by the ICS Local Workforce Action Board (LWAB)</p> <p>It also provides an update to the paper presented to the HWBB in January 2020, the context to LWAB's revised direction of travel this year and an outline of our wider work with Breaking Barriers Innovations (BBI) to address key workforce challenges in Somerset's health and social care sector</p>
<p>Recommendations:</p>	<p>That the Somerset Health and Wellbeing Board</p> <ol style="list-style-type: none"> 1. Notes the report and provides feedback on the information 2. Notes the areas where there are synergies between LWAB's workforce programme and more specifically the work of the BBI Programme and the HWBB forward plan 3. Agree an update from LWAB at an appropriate frequency, built into the HWBB forward plan
<p>Reasons for recommendations:</p>	<p>LWAB's work programme priorities have a wide span of influence & synergy with a number of interconnected programmes of the HWBB looking to improve the resilience, agility and capacity of the health and social care workforce to improve outcomes for all residents.</p> <p>To this end, it is important to build on the strength of connection between the HWBB and LWAB, to support a wider understanding of the LWAB vision and priorities for 20/21 and to identify areas of synergy and/or collaboration to improve impact</p>
<p>Links to The</p>	<p>Please tick the Improving Lives priorities influenced by the</p>

<p>Improving Lives Strategy</p>	<p>delivery of this work</p> <table border="1" data-bbox="528 181 1449 656"> <tr> <td data-bbox="528 181 1273 309"> <p>A County infrastructure that drives productivity, supports economic prosperity and sustainable public services</p> </td> <td data-bbox="1273 181 1449 309"> <p>✓</p> </td> </tr> <tr> <td data-bbox="528 309 1273 436"> <p>Safe, vibrant and well-balanced communities able to enjoy and benefit from the natural environment</p> </td> <td data-bbox="1273 309 1449 436"> <p>✓</p> </td> </tr> <tr> <td data-bbox="528 436 1273 521"> <p>Fairer life chances and opportunity for all</p> </td> <td data-bbox="1273 436 1449 521"> <p>✓</p> </td> </tr> <tr> <td data-bbox="528 521 1273 656"> <p>Improved health and wellbeing and more people living healthy and independent lives for longer</p> </td> <td data-bbox="1273 521 1449 656"> <p>✓</p> </td> </tr> </table>	<p>A County infrastructure that drives productivity, supports economic prosperity and sustainable public services</p>	<p>✓</p>	<p>Safe, vibrant and well-balanced communities able to enjoy and benefit from the natural environment</p>	<p>✓</p>	<p>Fairer life chances and opportunity for all</p>	<p>✓</p>	<p>Improved health and wellbeing and more people living healthy and independent lives for longer</p>	<p>✓</p>
<p>A County infrastructure that drives productivity, supports economic prosperity and sustainable public services</p>	<p>✓</p>								
<p>Safe, vibrant and well-balanced communities able to enjoy and benefit from the natural environment</p>	<p>✓</p>								
<p>Fairer life chances and opportunity for all</p>	<p>✓</p>								
<p>Improved health and wellbeing and more people living healthy and independent lives for longer</p>	<p>✓</p>								
<p>Financial, Legal, HR, Social value and partnership Implications:</p>	<p>There are no financial, legal or HR implications for the Board to consider</p> <p>The work outlined in section 4 adds social value by building community capacity, increasing levels of collaboration, co-design/delivery with VCSE and independent care sector partners and improving long term workforce resilience into the Somerset health and social care system through the commissioning & funding of projects</p>								
<p>Equalities Implications:</p>	<p>Equality and inclusion is integrated throughout the whole workforce programme as a cross-cutting theme as well as being articulated as core deliverables within the 5 year Workforce LTP and the 20/21 LTP Action Plan.</p> <p>The workforce programme aims to address inequality and widen participation amongst vulnerable groups and those with a protected characteristic (e.g. young people, care leavers, BME groups)</p>								
<p>Risk Assessment:</p>	<p>Risks are managed as part of LWAB's project management arrangements</p> <p>All projects that are within the auspices of the workforce programme are required to report to LWAB via highlight reports on a bi-monthly basis which includes assessed risks, mitigations and points of escalation to Board members</p> <p>LWAB's workforce programme is being supported by the ICS Collaboration Hub (programme management office)</p>								

1. Background

1.1. Context

In 2019, the workforce narrative for the Somerset system Long Term Plan (LTP) was signed off by NHSE/I. Somerset's LTP is the county's response to the (national) NHS LTP which sets out how to improve the quality of patient care and health outcomes.

1.2. The workforce narrative for the LTP was delegated to and coordinated by LWAB board members & outlines a set of deliverables to improve and support the resilience, growth and change needed within our future workforce.

1.3. In May 2020, the (workforce) LTP was reviewed & streamlined to produce a more focused, achievable workforce plan for 20/21 & was integrated with recommendations and outcomes from two interconnected pieces of work commissioned by LWAB in 2019: Breaking Barriers Innovations (BBI) and our local Our Shared Endeavour (OSE) colleague engagement programme to create an LTP Action Plan for 20/21 (Appendix 1: Plan on a page)

1.4. BBI (an independent research programme with the principal aim of supporting place-based transformation within public services across the UK) were commissioned to look at the following key challenge factors in Somerset which when combined, have a direct impact on the long term sustainability of our health and social care workforce.

- An aging population (those aged 75+ years projected to double in 20 years with the impact of people living longer with ill health and impact on health and care services)
- An aging workforce (25% of the combined health and social care workforce is over the age of 55 with Somerset NHS Foundation Trusts' community and mental health workforce having the highest % of >55 years across all NHS Trusts in the southwest)
- Youth (18 – 20) net outflow from the County – the annual emigration of the population, particularly 18 years and above

1.5. The impact is further compounded with wider social determinants such as poor transport infrastructure, digital exclusion and pockets of deprivation across the county affecting access to and opportunities for work in the health and social care sector

1.6. BBI delivered an indepth discovery report as part of Phase 1 of the programme. It made 4 recommendations to tackle the core challenge:

1. Create a sustainable trainee pipeline at all levels of competency

2. Developing a consistent approach and career pathway for health and care apprenticeships
3. Making greater use/connection with FE colleges in Somerset
4. Developing Somerset as a brand to attract recruits to entry level roles

1.7. BBI's premise and that of LWAB is that this is a fundamental/core challenge which needs to be reversed (albeit a challenge requiring sustained effort over a number of years) to maximise all of the interventions and system change being implemented

1.8. BBI are currently delivering phase 2 of the programme. This will involve:

- System adoption: ensuring the programme's vision has been communicated and socialised with all system leadership teams across the county (including Chief executives and their senior management teams). This paper forms part of this activity
- Education Provider engagement/ Market shaping: ensuring the training, upskilling and educational provisions needed are deliverable by a range of existing and new education providers in the market
- Community engagement design: ensuring the youth engagement model that is needed uses co-production methods with young people in Somerset and ensures interventions are responsive to the lived experience of young people in Somerset (this is currently being done through Your Somerset and Spark)
- National Government Alignment: presenting the strategic case for further support from Government including funding, national recognition, infrastructure (digital and physical) & policy development

1.9. A (virtual) launch event is being planned for December which will involve a wide range of stakeholders, including young people across Somerset, regional contacts and keynote speakers from national government.

2. Our strategic workforce outcomes

In light of the new context in which we are operating and our strategic challenges, our system workforce outcomes have been streamlined and revised for 20/21. They include actions relating to the growth needed with new roles and new models of delivery, the development of our workforce as well as the specific work we are undertaking to attract, recruit and retain those from a younger age range into health and social care careers through our work with BBI and that being done under 'Proud to Care'.

2.1. We have developed six key outcomes which we're seeking to achieve to meet our overall vision:

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

2.2. A full-time programme manager has been appointed from April 2020 to support the nursing workforce development strategy for Somerset. Significant progress has been made including a committed timeline to achieve NMC approval for the delivery of nursing associate and nurse education via the University Centre Somerset, and an expansion in patient focussed learner placements and apprenticeships across the NHS, primary care, the independent care sector and other partners. This will ensure the future sustainability of the nursing workforce in Somerset and will contribute to the national growth requirement of 50k nurses by 2024.

2.3. LWAB has recently formalised the engagement with the VCSE and social care sector through the inclusion of Spark Somerset, Somerset's Registered Care Provider Association and Skills for Care as key members of the Board with a recently formed social care network group set up under LWAB, chaired by Skills for Care to be an influential voice in the workforce programme

2.4. A Primary Care Workforce Implementation Group, chaired by Somerset's Clinical Commissioning Group's Director for Primary Care has also been recently established as a formal LWAB sub-group to drive forward the workforce requirements within Primary Care, including supporting the growth needed in reimbursable roles (as part of the new GP Contract) and to support the Primary Care Networks with workforce planning activity via Somerset's Training Hub

3. Funding for the workforce programme

LWAB projects and staffing infrastructure costs are resourced predominantly from HEE Workforce Development funding (WDF) that is received on a yearly basis. This has successfully enabled a number of projects to run, supporting the overall Somerset workforce programme and delivering transformational change. These include projects around:

- mental health upskilling between NHS community and acute services as the presentation of those with ill mental health to services increases
- assessing the social prescribing offer across the county and designing core competency frameworks and career pathways
- increasing the number of PEPs (Practice Educator) qualified social workers to support social work students across the County Council and NHS
- Implementing a programme of QI (Quality Assurance) training for a range of colleagues across sectors via the Somerset Quality Improvement Faculty (SQIF) to improve change management practice

3.1. This year, funding is also being allocated to projects which will support the delivery of the revised strategy, with some immediate multi-agency work starting to re-direct younger people into health and social care careers using our Proud to Care brand who are at risk of redundancy or who are unemployed (Universal Credit claims for Taunton, Bridgwater and Yeovil have increased by 78% from March – September 2020 for the 18 – 24 year age group).

3.2. A Proud to Care Apprentice has been recruited, funded by LWAB to support the existing Somerset County Council officers leading on the project to bring more capacity and investment into the system and deliver collaborative attraction initiatives (e.g. via career fayres and paid for advertising) with a number of partners involved.

4. Improving Lives Priorities and Outcomes

4.1. The report directly contributes to all Improving Lives Priorities and Outcomes

5. Consultations undertaken

5.1. Not relevant for this report

6. Request of the Board and Board members

6.1. For Board members to note the contents of the report by way of an update to the work of LWAB and direction of travel

6.2. To feedback any areas where there are synergies between LWAB's workforce programme and more specifically the work of the BBI Programme and the HWBB forward plan

6.3. Agree an update from LWAB at an appropriate frequency, built into the HWBB forward plan

7. Background papers

7.1. Appendix 1: Plan on a page

8 Report Sign-Off

8.1

	Seen by:	Name	Date
Report Sign off	Relevant Senior Manager / Lead Officer (Director Level)	Trudi Grant	Click or tap to enter a date.
	Cabinet Member / Portfolio Holder (if applicable)	Christine Lawrence	Click or tap to enter a date.
	Monitoring Officer (Somerset County Council)	Scott Wooldridge	Click or tap to enter a date.