

Bi-annual national meeting: the LGA, Skills for Care and ADASS

21 October 2019



Today's agenda

10.30	Coffee & networking
11.00	<ul style="list-style-type: none">David Farrelly Director of Performance at Health Education England on how HEE is organised, how funding for workforce development operates and how HEE envisages its investment in workforce integration going forward; how Local Authorities can better shape, influence and engage as an equal partner in LWABs & STPs and how they can access HEE resources through these partnerships. Brief input from Population Health at HEE about the free resources on offer to LAs & provider workforceDiscussion/Q & A from the floor
12.00	Update on national/regional Skills for Care and LGA workforce projects North West ADASS projects – Matt Emerson Skills for Care projects – Dave Griffiths LGA projects – Naomi Cooke
12.30	LUNCH
1.00	The impact of the NHS People Plan on the local care provider workforce and markets: <ul style="list-style-type: none">Philippa Hunt Programme Lead New Operating Model for workforce & Ben Dyson Interim Programme Director for the People Plan at NHS England and ImprovementProvider perspectives - Colin Angel UKHCA and Katie Thorn RNHAChief Social Worker perspective-Fran LeddraSkills for Care and LGA perspective – Jim Thomas & Hazel Summers
2.15	Table discussion: local impacts and recommendations to reduce negative impact on local markets and the provider workforce
2.50	Plenary feedback from discussion: recommendations to reduce detrimental impact and any responses from the contributors
3.00	CLOSE

Joint LGA and Skills for Care National Meeting - 21 October 2019

David Farrelly
Director of Performance



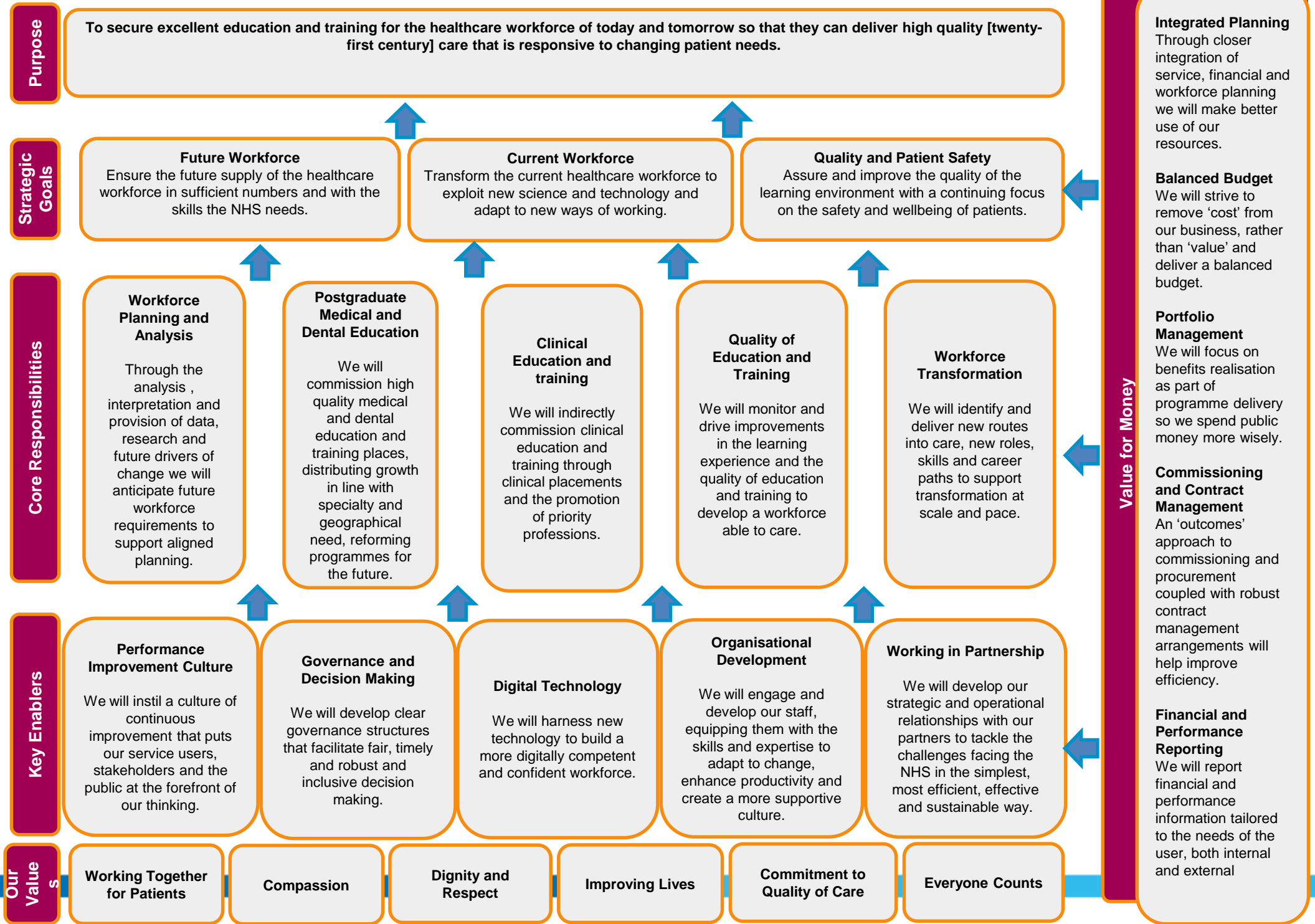
Developing people

for health and

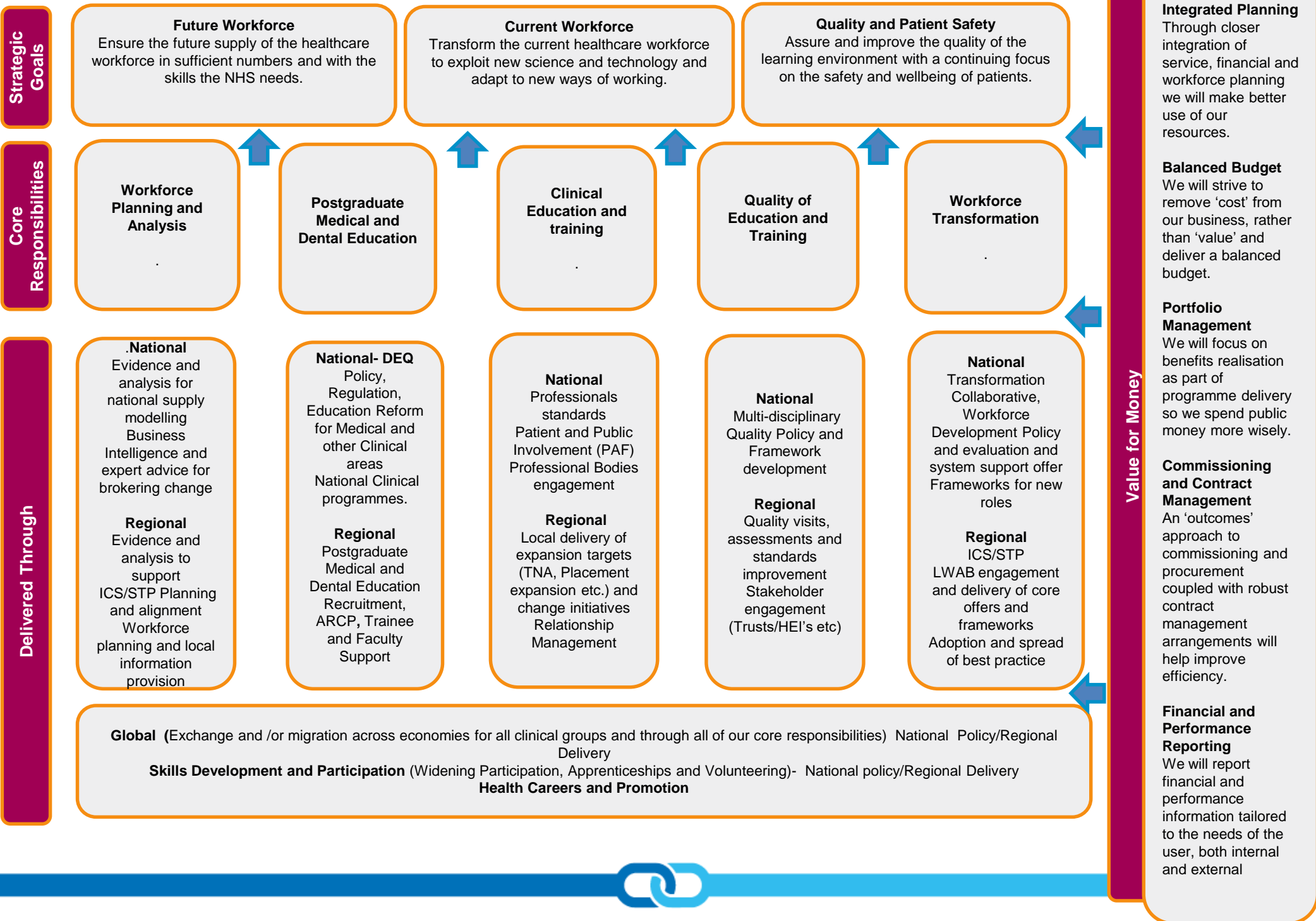
healthcare

www.hee.nhs.uk

HEE Strategic Framework (Plan on a Page)



HEE Delivery Framework



Streamlining Governance (LETB's and LWAB's)



Health Education England

- We currently work through our 4 Local Education and Training Boards at a Regional level and through 42 Local Workforce Action Boards at a local level (ICS/STP level). Regions have a range of other workforce delivery structures including Supply Boards and Workforce Board.
- We are planning to streamline workforce governance to support the delivery of the People Plan, some of which will require a change of legislation around the statutory functions of LETBs. However it is not anticipated that this will happen in the short to medium term, therefore another solution will be required.
- Models are in development, whereby the LETB functions are absorbed into future regional People Board's. The LETB Independent Chair could act as an Associate People Board Chair and ensure that formal LETB business is undertaken via the PB agenda on a regular basis.
- The People Plan will not determine the future LWAB model, although there is recognition that local systems need to lead and drive local delivery in the way that is most effective by place.
- However, it will be noted and illustrated through case studies, that in many cases STP/ICSs are already adopting some of the thinking and language of the People Plan and new workforce operating model working, by making plans to develop STP/ICS People or System Workforce Boards.
- This will require a review and re-refresh of the purpose and delivery plans of the current local Workforce oversight arrangements (including LWAB's) alongside the People Plan publication to ensure they have local workforce operating models which are fit for purpose.

Purpose of a regional People Boards

- Development – to support system capacity and capability building
- Support – direct support to challenged systems through specific expertise and interventions
- Joint problem solving – to ensure supply and demand convergence and opportunities for doing things differently
- Transparency – in funding access and funding flows
- Alignment - of collective offers (NHSE/I, HEE, PHE)
- Sharing – best practice, navigation and new thinking workforce thinking
- Assurance - that we are progressing and delivering the people plan and workforce elements of ICS Plans
- Membership will need to reflect the health and care providers across the region and similarly at the ICS Workforce oversight level.

Potential People Board Activities



Workforce Development Funding Process 2019-20

- 28% increase in WD funding in 2019-20 from £120m in 2018-19
- £50m advance allocated directly to providers based on non-medical headcount, to be spent on training and workforce development
- Second tranche confirmed to regional teams for discretionary projects based on priority theme areas and local needs
- WD funding also directed to national workforce transformation priorities including Trainee Nurse Associates
- Reporting takes place with providers and regional teams each quarter
- CPD announcement runs separate to this and there are ongoing discussion with Treasury, DHSC, NHSE/I to agree methodology expected in November

Workforce Development Investment Priority Themes

Menu

1. Developing the support worker
2. Extended & advanced roles in priority service areas
3. Supporting patient safety and person centred care
4. Supporting career progression
5. Enabling apprenticeships
6. Promoting prevention
7. Workforce modelling and redesign



- In London we established the London Workforce Board (LWB) following the London devolution agreement being signed circa 2016. The LWB brought together key system partners from across the health sector along with representatives from GLA , London Councils and Skills for Care, in a strategic forum that focuses on workforce strategy, development and leadership.
- In light of the current programme of work to create a new workforce operating model for London, the last meeting of the LWB was a dedicated workshop which looked at how the Care Sector could be integrated within the evolving health system architecture. One of the overriding themes to emerge was that the most effective work happens at a local level (in London this means by Borough), and historically regional integration between the sectors has been difficult to embed. Much more work and engagement with the care sector is required to fully work through the most efficient model for future integration.
- There is an opportunity for a new approach with ‘pooled sovereignty’ rather than a set of people who represent their organisation, profession, geography or sector. Improved engagement was a consistent message and in particular working more closely with our communities and use of new and varied forums already in place to ensure real engagement with partners (including the GLA and local government, for social care).
- Whilst it is anticipate that there will be some kind of LA/Social Care voice at a regional PB, what we’ve learned from past experience and engagement is that the way we operate and the language we talk is only partially relevant to the LA/SC sector. Priorities in this are need to be:
 - Identifying joint priorities which benefit all partners and which there is a benefit from joining forces on – over 50% of the PB agenda may be irrelevant to LA/SC and will therefore risk losing engagement if not carefully managed
 - Setting realistic expectations around any resources available, and being transparent and open about constraints around resourcing
 - Addressing the issue of tokenism in representation, and putting a programme of proactive external engagement in place to take the PB agenda out to the LA and other forums
 - Areas of work where we have some traction in this agenda to date are:
 - Brexit workforce analysis
 - Cost of living analysis
 - Housing and transport – relationship to workforce retention
 - Apprenticeships

Case Studies - North West

- C&M: Skills for Care also have representation at the C&M LWAB, C&M Care Home Collaborative and also the C&M LWAB funded Nursing and Midwifery Programme Board.
- C&M: Skills for Care as part of the Cheshire place based tariff pilot to enable cross organisational working, in opening up PIVO placements, as part of overall plans to increase student capacity.
- C&M we've also inputted into the engagement events around shaping the NW Strategic Workforce Framework with ADASS
- C&M: Levy transfer between Liverpool Apprenticeship Consortium and Liverpool Combined Authority with them outlining specific priorities for use of that transferred levy. We are also working collaboratively with LCA to develop strategies to manage the nursing shortages and they are going to be hosting the Cheshire and Mersey Careers Hub once the LWAB have signed it off. We work very closely with both GM and Liverpool CA in supporting employers to develop WP strategies and pre employment opportunities.
- GM: collaboration going on in Salford through the Salford Skills for Business Apprenticeship Fund and in GM we are bringing together HEE, Local Authority's, Skills for Care and many others in the Education Transformation Alliance
- HEE, SfC and the LGA worked together in partnership across the North to provide strategic and bespoke workforce planning expertise, guidance and support to transforming care partnerships for the development of their workforce strategies and plans during the 18/19 financial year, in particular in Learning Disabilities.

Case Studies – Midlands and East



Health Education England

- Overview – Skills for Care and HEE in the East work as a joint team with respect to supporting workforce integration for health trusts, local authorities and social care providers. This includes supporting 6 LWABs across the Eastern region which all have a commitment to integrated care as part of their core work programme. Examples of successes include supporting the implementation role of the Nursing Associate role across health and social care, sharing workforce intelligence, and developing joint work around academies for health and care staff and joint attraction and retention strategies.
- During 2018/19 – HEE and Skills for Care worked in partnership across 4 STP/LWAB area to support the implementation of an extensive organisational development programme across health and social care. The programme has supported many thousands of staff across the East to engage in development linked to integrated care, and is having a direct impact in improving the quality of care for people using services right across the region.
- EHCH programme – During 2019/20, SFC and HEE are working in partnership to support the implementation of the Enhanced Health in Care Homes Programme across 6 STP/ICS areas across the region. This work involves developing care managers, creating care champions, supporting digital working and the implementation of the Topol review. This project is currently underway and will be evaluated early next financial year.
- Specific piece of work with SFC in relation to TNAs and how we maximise TNA spread into social care and with Solihull Council in relation to levy transfer and targeting children leaving care into Healthcare Apprenticeships.

Case Studies - South

- **Workforce Innovation and Integration Fund** – supported a number of projects aimed at developing unregistered workforce within health and social care to get in, get on , go further – outcome evaluation available
- **Role development Network** – scoped new role development and role enhancement across care pathways involving health and social care. Outcomes include repository of examples and resources to support role development, with some specific work on mental health support and frailty support. A guide to evaluating role development has also been designed -
- **Supporting integrated commissioners** – network and focus groups to look at development needs of commissioners as they develop more integrated and outcome based approach to commissioning – full report available
- **Delegation** – identified through the frailty role scoping project, this work had started to identify how delegation of health activities to unregistered workforce within social care can be enabled
- **Literacy / Numeracy / Digital skills** – scoping and focus groups to develop resource to support this skills development within social care to enable access to apprenticeships and role development. Identified through issues such as meds errors and reporting to others
- **Clinical Skills Hub** – supported by HEE funding to develop this skills set amongst social care and consider opportunity for skills passporting amongst health and social care
- **Stop Look Care** – support to develop guide to recognising deterioration of health for social care providers – now developed into a programme of support within LA offer
- **Registered Manager Mentoring** – Skills for Care mentoring support for RM within care services to support quality through workforce development. Initial pilot has resulted in 3 CCGs also using this approach to support services they have identified and an STP project to test a number of approaches to develop well –led services through local Care Association. Evaluation report available

Population Health and Prevention

How Local Authorities can access free
Population Health and Prevention Resources



Developing people
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Areas of work



Health Education England

✓ Core Public Health Workforce

Public Health Practitioners

Public Health Specialists

✓ Future Workforces

Embedding Public Health in Curricula

✓ Wider Workforce

Making Every Contact Count (MECC)

Sexual Health, Reproductive Health & HIV

Schools Engagement

Workforce Development

✓ Programme Board

Internal programme assurance board

✓ Stakeholder Forum

External stakeholders providing strategic advice

✓ Working with Public Health England

Joint working (joint statement of intent)

✓ Public Health Network

Working with local & regional public health leads

Strengthening Systems Thinking & Leadership

Population Health & Prevention

✓ Antimicrobial Resistance (AMR)

Enhance system awareness and delivery of AMR learning materials

Develop new materials in response to identified need

Infection Management

✓ Sepsis

Enhance system awareness and delivery of HEE sepsis learning materials

Develop new materials to support sepsis awareness and management

✓ Action Plan

Deliver the action plan for mental health promotion and prevention courses

✓ Innovation Fund Projects

Implementation of MECC in mental health settings

Mental wellbeing awareness training sessions

Public Mental Health

✓ Public Health Portal

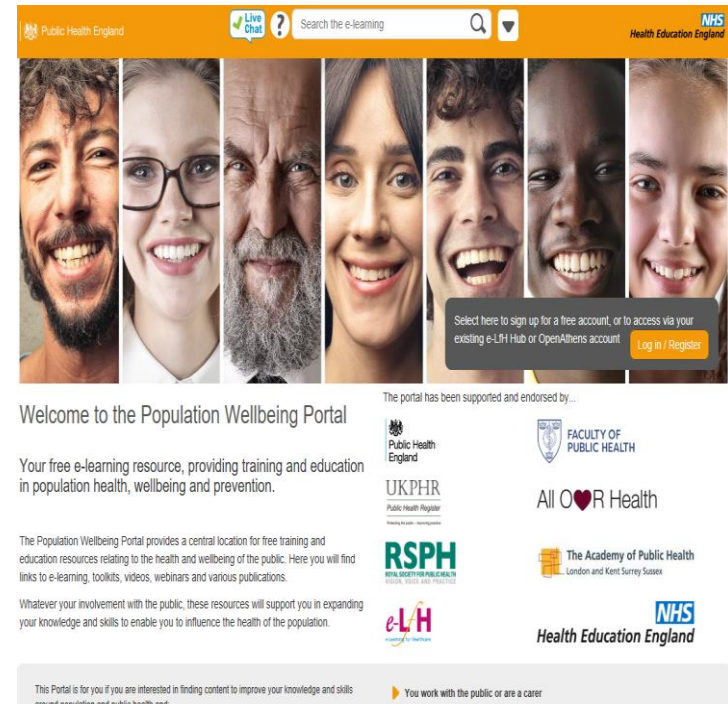
Develop a landing page for Public Health on e-LfH

✓ Learning Solution Platform

Supporting the development of the Public Health component of the Learning Solution platform

Population Wellbeing Portal

- The [Portal](#) provides a central location for free training and education resources relating to the health and wellbeing of the public including links to e-learning, toolkits, videos, webinars and various publications.



Workforce Projects in the North West

Matthew Emerson
Programme Director, North West ADASS

Introduction

- Analysis and research
- Strategic Workforce Framework
- Careers Academy Toolkit
- Other Projects

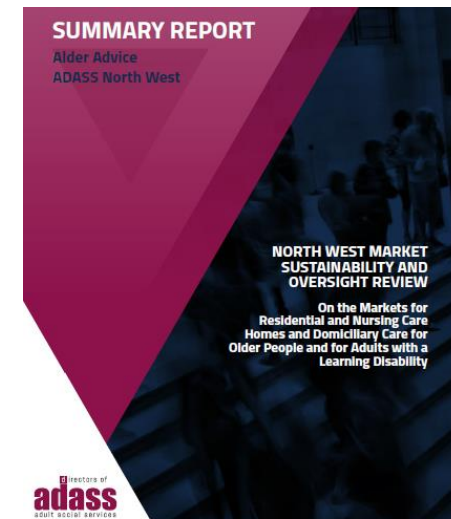
What our analysis told us

Markets Analysis

- Competition from other industries
- Ageing workforce
- Retention
- Recruitment for skilled posts.

Creating a World Class Workforce

- Recruitment and Retention
- Training, support and development
- Employer of choice
- New models of care
- Economic strategy
- Integration



8th January 2018



Strategic Workforce Framework

Aims

- Provide a unifying vision to inform and underpin our region's 3 STP/ICS Workforce Transformation /strategies.
- Strengthen the voice and influence of adult social care as a valued and equitable partner.
- Identify the key strategic fora where the Framework needs to be embedded to maximise the voice and influence of adult social care.
- Appointed IPC to deliver this piece of work
- Interviewed key stakeholders
- Conducted workshops with a wide range of people and groups across the North West
- Building on previous consultation, working with TLAP to engage with service users, carers and families

Strategic Workforce Framework

- Workforce planning and intelligence
- Attraction to the sectors
- Recruitment & Retention
- Deployment
- Technology
- Wellbeing and support Inc. Capacity & Capability
- Collaboration & Culture
- Leadership and Governance

Careers Academy Toolkit

- Develop a ‘toolkit’ that presents the actions and information needed in order for a locality, or cluster of localities, to develop an ‘integrated health and social care career academy’.
- Building on what works in the North West and nationally.
- Workshops - co-designing with stakeholders from across the health and care system including services users, families and carers.
 - Vision
 - Objectives
 - Practical steps

Other Projects

- Regional New and Aspiring System Leaders Programme
- Mentoring
- Skills for Care Survey
- Asset based framework

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LGA Workforce Team

Naomi Cooke

Current projects

- Policy engagement
- Apprenticeships
- Year ahead

Policy engagement

- NHS People Plan
- Recruitment campaign
- Low Pay Commission
- Parity of esteem
- Apprenticeships

Apprenticeships

- 72% councils actively use apprenticeships in social care
- 98% intend to use Social Worker degree apprenticeship
- 69% collaboration between LAs; 28% with NHS
- 35% councils would prioritise social care providers when using transfer function

Barriers to success

- Delays in approval for key standards:
 - Social Worker (late 2018)
 - Leader in Adult Care (no date)
 - Lead Practitioner in Adult Care (no date)
- Lack of flexibility in the Levy
- Need for cross sector workforce planning

LGA support

- LGA apprenticeships mapping tool
- Accelerator programme
- Workforce analysis
- Action learning
- Sharing good practice

Year ahead

- Social care bill
- 8% of existing social care workforce are EU nationals (9% non EU international nationals)
- Changes to immigration rules
- National living wage
- Sectoral collective bargaining

Developing the full People Plan

**LGA, Skills for Care and ADASS national
meeting
21 October 2019**

NHS England and NHS Improvement



Four months on from the interim People Plan



- We published the interim People Plan on 3 June 2019
- **A collaborative approach:** in developing the full People Plan, we continue to draw on a wealth of ideas and insights from engagement with partners across the health and care sector, including trade unions, professional bodies, patient groups and think tanks.
- We are making **good progress to drive forward immediate commitments** including a major expansion in clinical placement capacity for nursing students and a wide range of other national and local initiatives that support the ambitions of the People Plan. These are covered in more detail in this slide pack.
- **Additional investment from the Spending Review:** £150m new investment for continuing professional development for nurses, midwives and allied health professionals and a further £60m to invest in People Plan priorities in 2020/21
- We aim to **publish the full People Plan** before Christmas



Principles for the full People Plan

- The full People Plan will set out a **clear framework for collective action** on workforce priorities over the **next five years** and a **fuller range of specific targeted actions** to address our biggest shared challenges.
- The full People Plan will also:
 - explain how we **put people issues at the heart of all we do** – in local employer organisations, in health and care systems, and in national bodies
 - illustrate what **engagement and collaboration** has taken place
 - show how feedback has been **listened to**
 - describe the **benefits for staff and service users** – the difference they will see on the ground
 - embody and promote **collaboration** across the **NHS, local government and the wider care sector**
 - create **movement and momentum** – the full plan is not an end point.



Overview - content



The full People Plan will set out action to:

- **make the NHS the best place to work** by improving staff experience and thereby improving retention
- **improve the leadership culture**, with an emphasis on compassionate, inclusive and collaborative leadership behaviours
- **transform and grow the workforce ('more staff, working differently') in support of Long Term Plan service priorities** by:
 - **releasing more time for care**, supported by more systematic use of digital technology
 - **supporting and enabling workforce redesign through** better use of clinical and non-clinical roles to support registered professions, extended and advanced roles, and using current professionals across different settings, e.g. primary care
 - **growing the future workforce** and reforming education and training to ensure the right number and mix of staff – with the right skills – able to contribute to our workforce immediately, and in the medium to long term (5-10 years)



Making the NHS the best place to work



The full People Plan will set out systematic action to ensure healthy, inclusive and compassionate cultures for all staff working in the NHS, improving staff experience and enhancing retention.

This chapter will set out:

- a **'core offer'** for everyone working in the NHS and practical action to support local employers and local health systems in meeting the core offer, including in relation to:
 - equality, diversity and inclusion
 - improving physical health and mental wellbeing
 - tackling violence and bullying
 - flexible working
 - supporting staff in moving between different employers ('streamlining')
- how the **review of the HR/OD profession** will support and enable providers and local health systems in continuing to improve staff engagement and morale



Improving the leadership culture



The full People Plan will set out:

- a **leadership compact**, based on extensive engagement to define essential behaviours and values for all senior leaders across the NHS and national bodies – and how to make it real, including alignment with the NHS Oversight Framework and Well-Led Framework
- a **support package for senior leaders** to enable them to lead in line with the compact
- new **competency frameworks** for chairs and CEOs, followed by Executive and Non-Executive roles, to support more consistent and transparent appraisals
- a new **leadership development offer for line managers** offering practical skills, support in leading across traditional organisational boundaries, and how to learn from the lived experiences of those people who have experienced exclusion
- a new **talent management** framework setting out how we will attract and develop future leaders
- how we will reflect the core offer and compact in the **NHS Oversight Framework** and (with CQC) in the **Well-Led Framework**, so it becomes a central part of how we oversee and support providers

• our response to the Tom Kark review of the Fit and Proper Person Test: focussing



Releasing time for care

The People Plan will set out how we will help free up health and care teams from duplicative, administrative and non-essential tasks that get in the way of providing care and support to patients and service users, closely linked to digital transformation plans.

It will set out how local health systems and national bodies will work together to:

- **design local care pathways** that explicitly match staff resources to activities and interventions that have the greatest impact on quality of care and health outcomes
- plan **workforce capacity and design multidisciplinary teams** to reflect agreed care pathways, with a stronger focus on preventive interventions and community-based care
- remove non-productive tasks and make essential tasks more efficient, supported by a clear **pipeline of digital and technological innovations**

It will set out targeted programmes of work to apply this approach to a range of Long Term Plan service priorities, including primary care, community health services and outpatient services.



Workforce redesign



The People Plan will set out how we can design place-based workforce models and develop new, diverse roles/skills that better reflect changing patient needs and models of care, contributing to better outcomes, more rewarding roles and careers, and sustainable patterns of workforce growth. Specific actions will include:

- building **capability in place-based workforce redesign**, supporting an integrated approach to service/workforce planning/design, rooted in population health needs
- developing **primary care training hubs**, providing the infrastructure and resources needed to design, develop, train and supervise new roles and multidisciplinary teams
- targeted training programmes to develop new cohorts of **advanced clinical practitioners** to support Long Term Plan priorities
- continuing **building a digital-ready workforce**
- accelerating the spread and adoption of **new roles across all system priorities**
- supporting local health and care systems, including social care, in making best use of **apprenticeships** and the Apprenticeship Levy
- extending training in **personalised care skills**
- enhancing **volunteering** opportunities, helping to develop skills and confidence
- improving our support to **carers**.



Growing & training the future workforce



The People Plan will set out a range of further actions to move towards having the optimal number and mix of staff – with the right skills – able to join the workforce. It will set out changes to education and training to support staff in working flexibly across different care settings in multidisciplinary teams that provide holistic, person-centred care. Key themes:

- **attracting more people into health and care careers**, including widening participation, providing flexible training options, and making greater use of new entry routes
- **improving experience of training** and reduce attrition from training
- making more efficient and effective use of ethical models of **international recruitment**
- **reforming education and training** to develop a more **adaptable workforce** with a strong bedrock of generalist skills, able to work flexibly across care settings, and to reflect the importance of whole-person, personalised care
- expanding the **multidisciplinary primary and community** workforce, supported by primary care hubs
- addressing specific **geographic shortages**.



A new operating model for workforce



The full People Plan will set out how we will implement a new operating model for workforce, with greater clarity about the respective roles of employers, local health and care systems, and regional/national teams, and how we work together more collaboratively in pursuit of shared workforce goals.

The crux of this new operating model is a greater role for integrated care systems to lead collaborative, system-wide approaches. The Plan will set out:

- priorities for collaborative action on workforce issues at ICS or place-based level
- how NHS England/NHS Improvement and HEE will support local systems, underpinned by a unified regional approach to people issues (including Local Education & Training Boards) and 'education funding accounts' providing transparency and giving local health systems more influence over investment priorities
- how to strengthen ICS capacity and capability on workforce issues, supported by roll-out of the workforce readiness diagnostic
- a more iterative, collaborative and integrated approach to workforce planning across local health systems and national bodies
- how we will develop a new strategy for collecting, sharing and using workforce data.



A new operating model for workforce



Suggested priorities for collaborative action at system or place level:

- A collaborative approach to recruitment and retention initiatives across local employers, including:
 - working with schools, colleges and local communities to attract local people into health and care careers
 - working with local enterprise partnerships
 - optimising apprenticeships and getting best value from the Apprenticeship Levy
 - a collaborative approach to international recruitment.
- Developing employment models to meet the needs of primary care networks.
- Supporting flexible career paths across roles in health and care
- A core induction for all new starters across a local health system to reflect shared vision, priorities and values.
- Developing and implementing joint plans across the local health system to reduce temporary staffing expenditure.



Keep in touch with our work



- **Chief People Officer bulletin**
 - fortnightly people plan updates, sign up [here](#)
- **LTP microsite** hosted by NHS England and NHS Improvement
 - video and written case studies on what's happening locally
- **talkhealthandcare** crowdsourcing platform
- **#OurNHSPeople** our consistent twitter handle for updates
- **Any questions** on the NHS People Plan nhsi.nhspeopleplan@nhs.net





Registered Nursing Home Association

- The NHS People Plan is another missed opportunity
- The workforce is a single population
- If one part of the system is made more attractive, then the other parts still have to compete.
- How flexible over time will the new, points based, immigration system be?
- In Australia it is modified regularly to reflect shortages in any part of the economy, not just salary and skills level