



## Review of the Strategic workforce programme in 2018/19 and proposed actions for 2019/2020

### Introduction

The Strategic Workforce Programme was established in February 2018, following the appointment of the Strategic Workforce lead and the establishment of the Cheshire and Merseyside HEE team. In year one the programme aimed to:

- Understand the challenges facing the health and social care workforce across Cheshire and Merseyside
- Develop relationships with the care sector to understand the scope and ambition for integration in each of the places in Cheshire and Merseyside
- Produce a high level workforce strategy, focusing on key areas of development
- Engage with HR Directors across Cheshire and Merseyside to understand what can be done better together
- Establish a Cheshire and Merseyside Social Partnership Forum with all recognised Trade Unions / Professional bodies
- Establish a reliable workforce baseline for health and social care using the WRaPT tool

### Progress in Year 1

During 2018/19, the following was achieved:

- LWAB terms of reference and membership refreshed and a revised focus on system workforce development rather than organisational focused programmes
- Social Partnership Forum established in June 2018, with positive engagement with all trade unions and professional bodies
- Development of the Cheshire and Merseyside integrated workforce strategy
- Established positive relationships with Skills for Care, LCR LEP, Social care, ADASS and have developed plans and priorities for joint pieces of work
- Supported places and programmes across Cheshire and Merseyside to identify workforce challenges and to develop programmes of work to address these challenges
- Submitted workforce plans in line with the national requirements for Cancer, Mental Health, and IAPT.
- Increased the number of training places for advanced clinical practitioners by 141 and the number of training places for endoscopy staff by 12.



- Engaged with primary care and supported the development of the primary care workforce group
- Secured funding from the North West Leadership Academy for a system leadership programme for band 8 staff
- Secured funding for a Cheshire and Merseyside Organisational development lead and a Talent management and Leadership lead

### **Other developments during 2018**

Throughout the year a number of Cheshire and Merseyside organisations were subjected to CQC inspections, which resulted in teams understandably having to focus on organisational rather than system level work.

NHS England and NHS Improvement announced that they will work much more collaboratively and accordingly have been restructured into 7 regional areas. HEE has now been aligned to these structures and have recently restructured to match the 7 NHSE/I regions.

At a national level, the NHS 10 year plan was published in January 2019 which detailed considerable service changes and a renewed focus towards more services being delivered in community settings. The plan identified the need for a separate workforce implementation plan which was due to be published in the spring.

ICS/ STP/ HCP workforce leads and SROs were invited to become involved in the development of the plan which proposed greater accountability and responsibility for workforce planning at a local level, with the potential for devolution of HEE CPD funding to ICS level. KPMG have developed an ICS maturity framework on which systems will be assessed prior to any devolved budgets being agreed.

There has been an increased focus on 'place' based developments and plans, together with plans to establish Primary Care networks and whilst not statutory bodies they do have the potential to be employers and to be a catalysis for changed models of engagement and new ways of working at a place level.

Our social care colleagues await the publication of the Green paper on social care and have recently developed a national recruitment campaign to encourage people to consider careers in the care sector. This programme is currently being evaluated.



## Focus and plans for 2019/2020

The Cheshire and Merseyside strategy identified the following areas of priority and a number of programmes of work have been developed to support these areas.

- Securing a sustainable supply of staff ( paid and volunteers)
- New ways of working /new roles/ introduction of technology
- Employee health and wellbeing
- New models of engagement and employment
- Talent management and leadership

In June 2019, the interim People Plan was published by NHSE/I which identified 5 key priority areas:

- Making the NHS the best place to work ( tackling bullying and harassment, EDI issues, sickness, reducing turnover etc and improving the employees experience)
- Improving our leadership culture
- Addressing urgent workforce shortages in nursing
- Delivering 21<sup>st</sup> Century Care ( maximising advances in science and technology, looking at the impact of the integration of primary , community health services)
- A new operating model - undertaking workforce activities at the optimal level and devolving responsibility to ICS level

As is expected there are real synergies with the local plan and the national people plan and therefore it is proposed that to avoid confusion the Cheshire and Merseyside plan is reworded to use the same language as that used in the national plan.

The following programmes of work will support the above priority areas:

Area of the strategy	Pieces of work
<b>Addressing urgent workforce shortages (Securing a sustainable supply of staff )</b>	Development of a Cheshire and Merseyside career and engagement hub (Funded via LWAB) to engage across the communities and encourage people to consider careers in health and care. Careers support for those on the autistic spectrum ( funded via LWAB)



Engagement with HEI's and further education re clinical placements ( volume and quality)  
Cheshire and Merseyside Nursing and Midwifery programme ( funded via LWAB)  
Increase the number of Trainee Nurse associates with support from HEE  
Development of apprenticeships (supported by HEE apprenticeship hub) through the Cheshire and Merseyside OD network and the Core group.  
Work with the Liverpool City Region LEP to maximise opportunities for funding

**Delivering 21<sup>st</sup> Century Care  
(New ways of working / new roles/ introduction of technology/ New models of engagement and employment)**

Establishment of clinically led groups to develop new models of working  
Working with pathology and radiology groups to establish new roles  
Introduction and training of physicians associate roles into primary care with associated OD support to ensure that roles are complementary with others rather than conflicting  
Pharmacy technicians and pharmacy skill mix (funded via LWAB)  
Lifting with Dignity training ( funded via LWAB)  
End of Life training ( funded via LWAB)  
Making every contact count training ( funded via LWAB)  
Transforming Care programme ( funded via LWAB)  
Primary care nursing fellowship programme( funded via LWAB)  
Net smart – training for nursing and therapy staff ( funded via LWAB)  
Reduction in Antimicrobial resistance training ( funded via LWAB)  
Advanced educational fellowship programme for maternity and Gynaecology ( funded via LWAB)  
Mental health workforce lead ( funded via LWAB)



**Making the NHS the best place to work  
(Employee health and wellbeing)**

Establishment of a Cheshire and Merseyside Occupational health specification and agreed tariff  
Development of a Cheshire and Merseyside Carers in the workplace charter and toolkit ( Funded via LWAB)  
Aligning capability programme being piloted in Wirral , West Cheshire and East Cheshire ( funded via LWAB)  
Equality, diversity and inclusion programme  
Developing a Cheshire and Merseyside working carers charter and toolkit following a workshop to be held on the 24<sup>th</sup> September in partnership with Voluntary Services North West ( funded via LWAB)  
Working with North West Voluntary services to develop models for volunteering across Cheshire and Merseyside, building on best practice.  
Promoting Equality, diversity and inclusion through a task and finish group in partnership with the social partnership forum  
Development of place based workforce plans  
Research into why people would consider a career in health and care in the North West coastal areas ( funded via HEE/ led by the Innovation Agency)  
Exploring new models for wide scale engagement ( Clever together, Idea Drop etc.)  
Models of employment developed and shared  
Development of network posts  
Development of e rostering and e job planning tools across all NHS providers  
New Psychology career routes ( funded via HEE/ led by the Innovation Agency)

**Talent management and Leadership**

Appointment of the Cheshire and Merseyside OD lead ( funded via North West Leadership Academy )  
Appointment of the Cheshire and Merseyside Talent and Leadership development lead ( funded by the NHS leadership Academy)  
Development of primary care system leadership programme/ approach  
Link into Regional talent Board to identify and support those deemed to be 'ready now'



Establishment of the Cheshire and Merseyside Organisational development network

Establishment of the Deputy Directors of Nursing development programme

In addition to the above programmes of work, the Strategic workforce programme Board will also respond to the national People Plan and will undertake the national maturity framework assessment process to determine the Health and Care Partnership ability to have devolved budgets.

In respect of the Collaboration at Scale work, the strategic programme team will support the nominated HR Directors in agreeing priorities for 2019/2020 and will ensure that the two programmes will not compromise delivery of either programme of work.

The following charts provide a summary of the programme and the associated work plan



2018/19 Workforce programme plans	Developments/ challenges	2019/2020 People programme
<ul style="list-style-type: none"> <li>• LWAB change of focus to look at system development rather than organisational focus.</li> <li>• Workforce governance system and structure established</li> <li>• Social Partnership Forum established</li> <li>• Integrated workforce strategy developed with the following priority areas</li> <li>• 141 additional Advanced clinical practitioner training places established</li> <li>• 12 additional endoscopy training places established</li> <li>• Trust workforce plans submitted to HEE in line with national programme</li> <li>• Established relationships with Skills for Health, ADASS, Local Government Association and LCR LEP and delivered a number of joint workforce sessions</li> <li>• Established the Cheshire and Merseyside Organisational Development Collaborative</li> <li>• Engagement with HRD's, DoN's, Commissioners, CEO's, system leaders.</li> </ul>	<ul style="list-style-type: none"> <li>• CQC inspections</li> <li>• CQC outcomes</li> <li>• Changes to HEE funding to Trusts</li> <li>• Changes to HEE allocation to LWAB</li> <li>• Development of 'Places'</li> <li>• Development of primary Care networks</li> <li>• GP 5 Year forward view</li> <li>• 10 year NHS Plan</li> <li>• National People Plan</li> <li>• NHSE/I/HEE configuration and leadership changes</li> <li>• social care Green paper</li> <li>• Requirement to be an ICS by April 2021</li> <li>• ICS workforce maturity framework</li> </ul>	<ul style="list-style-type: none"> <li>• Development of Place level workforce groups and production of place workforce and Organisational development delivery plans in line with the Cheshire and Merseyside strategic workforce plan. ( Workforce groups now established in Warrington, Halton, Sefton, Liverpool, East Cheshire, West Cheshire, St Helens) Establish group in Knowsley)</li> <li>• Work with Voluntary Sector - Carers in the workplace workshop arranged for 24<sup>th</sup> September at the Foundry, Widnes. Additional programmes of work on the role of volunteers being developed with Warren Escadale and Sally Yeoman.</li> <li>• Development of a Cheshire and Merseyside Career and Engagement hub in partnership with social care and the LEP's.</li> <li>• Establishment of the Cheshire and Merseyside Organisational Development network.</li> <li>• Creation of the Cheshire and Merseyside Equality and Diversity Steering group to review</li> </ul>



- Place based tariff in Cheshire

skills and competencies of E and D practitioners and development of a shared resource model

- Joint programme with the Social Partnership Forum on Equality , diversity and Inclusion focusing on developing knowledge of appropriate language , terminology etc., HR skills in the field of ED and I , peer to peer support mechanisms and clinical staff training in the new legislation and guidance for transitioning patients.
- Creation of the Cheshire and Merseyside Talent Management approach , linked to the North Talent Board
- Respond to the national People Plan
- Develop process for the potential devolution of funding for workforce development to ICS level
- Responsibility for workforce planning at ICS level following maturity framework assessment
- Promotion of the 'Aligning capabilities' model piloted in Wirral
- Support the Nursing and Midwifery workforce programme



Implementation plan 2019/2020

Area of work	Description	Outcomes by:
<ul style="list-style-type: none"> <li>Development of Place level workforce groups and production of place workforce and Organisational development delivery plans in line with the Cheshire and Merseyside agreed strategic workforce plan.</li> </ul> <p>(Workforce groups already established in Warrington, Sefton, Halton, Liverpool, East Cheshire, West Cheshire, St Helens) Establish group in Knowsley)</p>	<p>Provision of guidance notes and templates for the development of place workforce and OD plans developed by C Samosa and L Gresty taking into account national guidance and data already submitted to HEE by NHS provider organisations in April 2019.</p> <p>Support place based workforce groups to develop plans and ensure that wherever possible we can eliminate duplication and use of external consultants</p> <p>Contact Knowsley to offer support in establishing a workforce group</p>	<p>Guidance document prepared and circulated to place leads by end June for completion by 5<sup>th</sup> September 2019</p> <p>Production of an aggregated plan by 31 October 2019, ensuring that the requirements of the national 10 year plan, the GP forward view and the national People Plan are met</p> <p>Share best practice</p>
<ul style="list-style-type: none"> <li>Work with Voluntary Sector - Carers in the workplace workshop arranged for 24<sup>th</sup> September at the Foundry, Widnes. Additional programmes of work on the role of volunteers being developed with Warren Escadale and Sally Yeoman.</li> </ul>	<p>Stage 1: Hold workshop in partnership with Voluntary Services North West on how organisations can support carers in the workplace to aid retention and promote supportive culture.</p> <p>Venue booked for 24<sup>th</sup> September at the Foundry, Widnes.</p>	<p>Development of the Cheshire and Merseyside Working Carers Charter by 31<sup>st</sup> October 2019</p> <p>Development of a working carers toolkit for managers by 31<sup>st</sup> October 2019</p>



<ul style="list-style-type: none"> <li>• <b>Development of a Cheshire and Merseyside Career and Engagement hub in partnership with social care and the LEP's.</b></li> </ul>	<p>Agree host organisation Advertise posts Agree priority areas in partnership with social care programme lead ( ADASS) Lead on the refresh of the apprenticeship Approach in Cheshire and Merseyside</p>	<p>Appointment of staff - July 2019 Agree programme of work - August 2019 Increase numbers of applicants by March 2020 Improved relationships with schools and colleges Improved opportunities for placements and work experience for potential candidates/ applicants by 2020 Improved number of apprenticeship programmes across Cheshire and Merseyside by March 2020</p>
<ul style="list-style-type: none"> <li>• <b>Establishment of the Cheshire and Merseyside Organisational Development network.</b></li> </ul>	<p>First meeting of the group held March 2019 with schedule of meetings arranged for remainder of year Aims to share best practice and expertise across organisations and become a reference group, jointly commission programmes, software packages etc. and ensure that we remove duplication. Provide opportunities for the OD practitioners to network and receive work from the HR Directors network</p>	<p>Peer support Share best practice Remove duplication Ability to commission across wider footprint</p>
<ul style="list-style-type: none"> <li>• <b>Creation of the Cheshire and Merseyside Equality and Diversity Steering group to review skills and competencies of E and D practitioners and development of a shared resource model</b></li> </ul>	<p>Ensure that there is appropriate equality and diversity expertise across Cheshire and Merseyside. Propose revised structure and way of working to maximise the expertise.  Develop professional development</p>	<p>Standard for Equality and diversity practitioners in Cheshire and Merseyside Reduction in the engagement of external EDI consultants by March 2020</p>



	frameworks , including apprenticeship programmes for E and D practitioners	
<ul style="list-style-type: none"> <li>Develop a joint programme with the Social Partnership Forum on Equality, Diversity and Inclusion focusing on developing knowledge of appropriate language, terminology etc., HR skills in the field of ED and I , peer to peer support mechanisms and clinical staff training in the new legislation and guidance for transitioning patients.</li> </ul>	<p>Establishment of a task and finish group with the SPF - first meeting May 2019</p> <p>Agreement on the focus of the work as follows :</p> <ul style="list-style-type: none"> <li>branding / image / strapline for the work</li> <li>Guidance on appropriate language, terms etc. to support staff in challenging inappropriate behaviour</li> <li>HR skills development in managing disability and reasonable adjustment</li> <li>Development of Pan Cheshire and Merseyside Peer to Peer support networks</li> <li>Guidance and training for clinical staff in the legislation regarding transitioning patients / clients</li> <li>Research into experiences of staff with protected characteristics</li> <li>promotion of Human Library / Swartz rounds</li> </ul>	<p>Branding and art work developed by June 2019</p> <p>Peer support proposal to be worked up by end of June 2019</p> <p>Development of HR skills programme by September 2019</p> <p>Guidance cards/ app developed on appropriate terms and language by October 2019</p> <p>Commission expertise in transitioning requirements for clinical services</p> <p>On-going work plan developed</p>
<ul style="list-style-type: none"> <li>Creation of the Cheshire and Merseyside Talent Management approach , linked to the North Talent Board</li> </ul>	<p>Appointment of Cheshire and Merseyside talent management lead</p> <p>Development of local approach to align with</p>	<p>Appointment made by end of June 2019</p> <p>Publication of process , assessment</p>



national and North Regional Talent Board expectations	process, timescales etc from July 2019
<ul style="list-style-type: none"> <li>Develop process for the potential devolution of funding for workforce development to ICS level and responsibility for workforce planning at ICS level following the publication of the national people plan including the use of any maturity framework assessment</li> </ul>	To be confirmed following publication of the plan

### Recommendation

The Strategic Workforce Programme Board is asked to consider and approve the priorities for 2019/2020 and the associated actions/ delivery programme.

The Programme Board will receive an update report at each meeting.