

HUMBER, COAST AND VALE EXCELLENCE CENTRE / CONSORTIUM

DELIVERY PLAN 2020 - 2021

TO FOLLOW DELIVERY PLAN 2018 - 2020



1. Partnership Workforce Board (PWB) Leads

- Mr Rob Walsh
Chief Executive - North East Lincolnshire County Council
Chair of Partnership Workforce Board
- Mr Simon Nearney
Director of Human Resources and Organisational Development - Hull University
Teaching Hospitals
Partnership Workforce Board Lead / Sponsor

2. Excellence Centre / Consortium Team

Name/Job Title	
Amanda Fisher Programme Director	Consortium and Faculty of Advanced Practice in HCV (30 hours a week)
Carly McIntyre Senior Programme Support Officer	Consortium and Faculty (37.5 hours a week)
Danielle Hook Programme Manager, Faculty of advanced practice Project Manager - North and North East Lincolnshire	Consortium and Faculty (30 hours a week) (7.5hrs /one day a week)
Victoria Wilkins New Roles Lead – HCV Project Manager – North and North East Lincolnshire	Consortium (30 hours a week)
Claire Ryan Apprentice lead - HCV Project Manager – North Yorkshire (Interim)	Consortium (37.5 hours a week)
Lynne MacDonald Talent for Care / Widening participation Lead - HCV Project Manager – Hull and East Riding of Yorkshire	Consortium (26.5 hours a week)
Helen Williams Apprenticeship Programmes Support Officer - HCV	Consortium (37.5 hours a week)

3. Consortium Organisations

- NHS service providers
- NHS service commissioners
- Local authorities – city and county councils and other unitary councils
- Advanced training practices
- Primary care organisations
- Private, voluntary and independent sector organisations
- Skills for Health
- Skills for Care

4. Partnerships

- Health Education England
- Education providers
- Local Enterprise Partnerships
- Department for Work and Pensions

5. Summary of Ambition

Our ambition is to enable consistently high quality care and effective services to be delivered across Humber, Coast and Vale by promoting an environment where our health and care support staff feel motivated, informed, supported, empowered and equipped with the right skills to lead and deliver excellence. We will do this by identifying good practice, scaling it up and creating greater system-wide benefits. We will continue to promote more consistent and equitable access to high quality learning opportunities for staff and roll out evidence-based widening participation strategies. Across HCV organisations are striving to deliver high quality efficient services set against challenges with growing and ageing patient and service-user populations. A highly skilled, confident health and care support staff workforce is fundamental to the delivery of sustainability and transformation in health and care, enabling high quality care to be delivered closer to and within the home setting where possible, avoiding unnecessary hospital admission and enabling timely discharge.

Since the Excellence Centre, now Consortium, was launched April 2018 it has demonstrated the benefits of connecting systems and organisations in addressing challenges in recruiting to posts and addressing workforce gaps. A full report of activity can be found here in the [Sustainability and Impact report \(2019\)](#). The consortium is made up of key stakeholders and as a programme team, we work with all of our partners to develop effective relationships as part of the Integrated Care System, working in collaboration to achieve our collective objectives. We will continue to strengthen connectivity across HCV to maximise opportunities, test concepts, develop, monitor and evaluate opportunities that enable the creation and sustainability of new roles and promote innovation and transformation.

6. Governance and alignment to Humber, Coast and Vale Health and Care Partnership Workforce Board (PWB)

This delivery plan follows the initial Excellence Centre delivery plan 2018- 2020. It is aligned to local priorities identified within Local workforce groups and overarching HCV workforce strategy developed through the workforce planning process undertaken Oct/Nov 2019. Content of this delivery plan mirrors that of the overarching HCV workforce strategy to ensure congruence with ambitions of the Integrated Care System. The consortium reports directly into the PWB through its sponsor/ board member ensuring regular sight of progress through a systematic reporting process. The consortium delivery group oversees and leads the delivery of this plan with the support of the programme team and system wide stakeholder groups to ensure collective ownership of ambitions, challenges, solutions and outcomes.

7. Delivery Plan and Key Performance Indicators

No	Aims	Objectives	KPI	Deadline	Impact (short-medium-long term)	Underpinned by national policy
1	<p>Workforce Planning – through analysis of information, ensuring the delivery plan supports HCV workforce strategy and by creating a system approach to reviewing Place based information, identifying key local priorities</p> <p><u>Reference documents:</u></p> <ul style="list-style-type: none"> – HCV workforce report 2017 – HCV workforce strategy 2018 – Healthcare workforce in England, Kings fund 2018 – HCV Strategic planning info 2019 – People plan 2020 	<p>Continue to develop and drive place based/local system wide workforce groups, promoting local leadership and ownership of place based workforce challenges and solutions</p>	<p>Three local plans are in place (Hull/ERY, York/Scar, NL/NEL) linked to this delivery plan to address workforce challenges and demonstrate progress through action tracker</p>	<p>March 2020</p>	<p>Current and future role shortages are identified and work is better-coordinated and maximised across communities in order to more effectively plan for future health and care workforce needs</p>	<p>NHS People Plan (p.47, 2020) “Our systems will be the key units in planning for recovery [from COVID19]. They should support local health and care employers, as well as wider partners, with a concerted focus on people and workforce issues.”</p>
		<p>Support local leaders in developing workforce strategies that create a leadership culture across local systems and communities</p>	<p>Local stakeholder colleagues are identified to lead on specific objectives</p> <p>Board members chair locality groups. Engagement is consistently strong</p>	<p>August 2020</p>	<p>Service led local groups create shared ownership of challenges, targeted solutions and outcomes, strengthening community strategies and partnerships. This has the potential to provide long-term improvements to service budgets and the quality of patient care, strengthening recruitment and retention</p>	<p>The NHS Confederation (2020) recently published Growing our own future: A manifesto for defining the role of integrated care systems in workforce, people and skills which argues for ICSs “to be the default level at which accountability for system-wide workforce decision making is based”.</p>
		<ul style="list-style-type: none"> – Analysis of workforce data with HEE and Skills for Care to understand challenges across HCV and at place – Establishing future requirements and identifying gaps to ensure the Delivery plan continues to meet service need – Regular review of plans, ensure flexibility and responsiveness 	<p>Multi-provider projects are established that promote integrated ‘whole system’ approaches to workforce solutions</p> <p>Events are planned and/or delivered and evaluated to understand impact</p>	<p>August 2020</p> <p>August 2020</p>	<p>Health and care employers working together provides mutual benefits for organisations and the wider patient and service user populations e.g. levy sharing, recruitment strategies</p>	<p>NHS Interim People Plan (p.59, 2019) “...we are clear that over time, and within a national framework, ICSs will take on the leading role in developing and overseeing population-based workforce planning for local health services.”</p>

No	Aims	Objectives	KPI	Deadline	Impact (short-medium-long term)	Underpinned by national policy
2	<p>Increase the Future Workforce Supply.</p> <p>Promote and strengthen widening participation strategies.</p> <p><u>Reference documents:</u> -HCV workforce report 2017 -HCV workforce strategy 2018 -Healthcare workforce in England, Kings fund 2018 -HCV Strategic planning info 2019 -People plan 2020 -HCV partnership plan 2019-24</p>	<p>Through AIEM develop HCV and place based system wide strategies that:</p> <ul style="list-style-type: none"> - strengthen recruitment opportunities - succession plan - develop new roles - increase placement opportunities to enable exposure into health and care careers - increase in apprenticeships - strengthen pipelines into health and care careers, thereby maximising recruitment 	<p>AIEM framework is in place within each community with locally-relevant information that is developed for existing staff, employers, external services and the public (stakeholders)</p>	<p>Sept 2020</p>	<p>Stakeholders report increased understanding of career opportunities within health and care. Benefits include:</p> <ul style="list-style-type: none"> - consistency in information flows and advice for schools and careers advisors - community wide collaboration - targeted career pathways - reduction in duplication and effort - local coordination - potentially steering people to alternatives but within health and care family 	<p>NHS Interim People Plan (p.50, 2019) “The NHS must use its role as an anchor institution to create employment opportunities in local communities for school leavers, those with disabilities and those looking to switch career.”</p>
			<p>System in place to target specific groups who may consider health and care careers i.e. veterans, organisations closing down, refugees and their families</p>	<p>March 2021</p>	<ul style="list-style-type: none"> - a more diverse workforce - support of recruitment to workforce gaps - training packages in place that enable new starters to work effectively and give confidence, supporting health and wellbeing of the groups targeted 	<p>NHS People Plan (p.40, 2020) “The NHS is experiencing significant and high-profile public support. We must build on this urgently, to recruit across our workforce, maximise participation and reverse the trend of early retirement.”</p>
			<p>HCV wide ambassador scheme that can be implemented locally. Information packs are in place to enable careers advisors and ambassadors to give consistent and accurate information</p>	<p>March 2021</p>	<p>Health and care providers are maximising work in collaboration with schools and education providers to promote careers in both sectors by:</p> <ul style="list-style-type: none"> - greater coordination - reduction in duplication - equity of opportunity - linked to professional 	

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					development	
			Career Pathways are on the website that demonstrate entry and progression opportunities in health and care – case studies and links to more information	April 2020 / on going	A single point of access for information on career-related opportunities supports health and care employers with recruitment Opportunities to develop and diversify are visible and potentially attractive	NHS People Plan (p.43, 2020) “Employers must increase their recruitment to roles such as clinical support workers and, in doing so, highlight the importance of these roles for patients and other healthcare workers as well as potential career pathways to other registered roles.”
			Development of a wider reaching / system wide volunteering scheme in HCV – guidance for employers across HCV to promote more opportunities based on evidence and good practice	March 2021	Potentially see an increased number of opportunities for volunteers in organisations that leads to a greater interest in health and care careers – reinforced pipeline Organisations have clarity and guidance on supporting volunteers in their organisations effectively Greater clarity and more equitable opportunities for those wanting work experience across HCV	NHS People Plan (p.36, 2020) “Systems and employers should review how volunteers can help support recovery and restoration, and develop plans to enable and support volunteers who wish to move on to employment opportunities across the NHS to do so.”
		Liaise with HEE widening participation and Talent for care leads regionally and nationally, ensuring HCV employers are able to maximise opportunities and remains well informed	HCV is able to maximise opportunities and develop strategies based on good practice and national guidance	On going	Widening participation strategies and interventions are strengthened across HCV.	

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		Provide leadership in work streams to increase placement capacity in HCV across health and care that enable greater access for volunteers, T level students and college in addition to HEI placements. This will promote the sectors are attractive opportunities and show case the various entry levels available	Enable sufficient placement capacity that supports pipelines into health and care in addition to HEI pre reg students	March 2021	Placement capacity and communication across health, care and education is increased leading to a greater number of placements being available within each community/locality. Benefits include:	NHS People Plan (p.37, 2020) “Employers should fully integrate education and training into their plans to rebuild and restart clinical services, releasing the time of educators and supervisors to continue growing our workforce; supporting expansion of clinical placement capacity during the remainder of 2020/21; and also providing an increased focus on support for students and trainees, particularly those deployed during the pandemic response.”
		Strengthen pipelines and recruitment into health and care across HCV and at Place	‘Placement Task and Finish Group’ established in at least one locality to tackle barriers and increase capacity as a community	August 2020	– sufficient placement capacity for college trainees as well as HEI students – opportunities for volunteers and those seeking work experience	NHS People Plan (p.49, 2020) “Systems should actively work alongside schools, colleges, universities and local communities to attract a more diverse range of people into health and care careers.”
	Local community / system wide targeted approaches to working with schools and colleges, promoting health and care careers is planned / established		June 2020	School-aged children and anyone considering a career change are given the opportunity to meaningfully engage with health and care, which has the potential to positively influence their future career choices and secure the workforce		
	Maintain a catalogue of good practice examples and case studies that can inspire organisations to share good practice and learn from others		Dec 2020			
		Consider hub based recruitment process		Dec 2020		
		Enable HCV to optimise use of available apprenticeship levy – as part of delivering the apprentice strategy (appendix 1)	The system-wide process for levy transfer agreed in 2019 is implemented thereby creating greater consistency in guidance and support for smaller	March 2021	More apprentices across HCV but particularly within Primary Care, independent and voluntary sector. Benefits include: – potentially raises workforce	NHS People Plan (p.47, 2020) “...greater alignment across workforce, operational and financial planning, with a bigger role for systems in understanding the numbers and skills of their

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			employers access to apprenticeship opportunities		<p>competency levels and the quality of care delivered across HCV</p> <ul style="list-style-type: none"> –potential to provide mutual benefits for the transferring employer and wider population promoting good news stories and impact of partnerships –raising aspirations of existing workforce supporting recruitment and retention –promotes equity of access to learning opportunities and progression through apprenticeships across communities –strengthens partnerships 	workforce, and deploying them effectively to meet service requirements and local health needs.”
		Promote Nursing Associate growth across the system	Support larger employers to share levy with smaller employers to support Nursing Associate growth in Primary and Social Care	March 2021	<p>The number of Nursing Associates in Social and Primary Care is increased</p> <p>Health Care Assistants/Care Assistants in Primary and Social Care have increased career opportunities</p>	<p>NHS Interim People Plan (p.40, 2019)</p> <p>We will continue to develop the new nursing associate role, as part of our expansion of the nursing workforce. Our new nursing associates will be a vital part of the wider health and care team, providing valuable support to registered nurses and enabling them to focus on more complex clinical duties.</p>
		Co-ordination across HCV of Nursing Associate numbers to ensure growth meets workforce need	July 2020	Strategies are in place to retain and further develop The Nursing Associate workforce in HCV		
		Work with HEE to develop and evaluate a regional NA pilot in social care	April 2020	Employers have increased understanding about the Nursing Associate role		

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			Establish local information packs and case studies on Nursing Associates in order to share learning about the role	Ongoing	Local HEIs benefit from achieving sustainable cohort numbers Workforce structures are broadened and patient care enhanced i.e. RNs shown to be able to focus on more complex care with NA support	
		Work with national, regional and local bodies on development of new roles through apprenticeships to reduce workforce gaps and cost pressures	Pilot and evaluate a level 2 rotational apprenticeship programme that can be further developed to enable integrated services to be delivered in the community, with a view to develop level 3 to enable integrated roles to emerge between health and care where need is identified	March 2021	Prepared workforce for future integrated roles Greater staff awareness of challenges in other services	NHS People Plan (p.49, 2020) “Systems should make better use of routes into NHS careers (including volunteering, apprenticeships and direct-entry clinical roles) as well as supporting recruitment into non-clinical roles. Systems should also make much greater use of secondments and rotational roles across primary and secondary care to improve integration and retention.”
3	Develop the existing workforce. Support talent management and diversity within the support staff workforce	Focus on: – improving retention and development opportunities – development of skills and system leadership – enabling the development of new roles	Career pathways demonstrate opportunities to develop and diversify	March 2021	Staff are less likely to be lost to other sectors and with support more likely to be retained either within their organisation or at least within the health and care sector Staff feel supported and valued	NHS People Plan (p.43, 2020) “Employers must increase their recruitment to roles such as clinical support workers and, in doing so, highlight the importance of these roles for patients and other healthcare workers as well as potential career pathways to

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	<u>Reference documents:</u> – HCV workforce report 2017 – HCV workforce strategy 2018 – Healthcare workforce in England, Kings fund 2018 – HCV strategic planning info 2019 – People plan 2020 – HCV partnership plan 2019-24	Create networking and development opportunities for those working in specific roles	Locally employers have systems in place to talent manage in collaboration with others within their community, putting in place procedures that enable staff to diversify and reach their full potentially	March 2021	Demonstrable options are available for existing staff to progress and/or change career whilst remaining in health and care sector An attractive proposition for those considering health and care as a career option thereby supporting recruitment	other registered roles.”
			The needs of Registered Managers/ aspiring RMs are identified across each local area: – learning and networking events in place – programme of seminar events and learning opportunities are available – enabling networking and communities of practice	August 2020	Registered Managers’ report increased support and job satisfaction within their scope of work resulting in: – sufficient capacity to meet care home needs – increased capability of current and future RMs – prevention of care home closures, increasing personal choices of service users and reduced pressure on other parts of the H&SC system – sharing of good practice	NHS People Plan (p.47, 2020) “In order to ensure that social care has the support it needs in preparation for winter and future outbreaks, the NHS and social care should continue to work in close partnership at every level. In particular all systems should review their local workforce position with providers and implement arrangements for their areas to increase resilience and capability.”
		Promote and increase apprenticeship opportunities across HCV that enable existing staff to progress and diversify	Apprenticeship guidance pack is available on website Individualised support is available to organisations exploring apprenticeships	Sept 2020 March 2021 /ongoing	Employers report that they are more informed of the opportunities supporting apprentices can bring to their organisations and staff development	NHS People Plan (p.43, 2020) Employers should offer more apprenticeships, ranging from entry-level jobs through to senior clinical, scientific and managerial roles. This is a key route into a

No	Aims	Objectives	KPI	Deadline	Impact (short-medium-long term)	Underpinned by national policy
			HCV data is accessible to inform decisions and monitor progress and activity	April 2020	Increased number of apprentices across HCV means the apprentice levy is optimised presenting a positive impact on retention, workforce transformation and quality of care delivery through a competent and diverse workforce Staff and employers have access to information depicting the various opportunities available to them	variety of careers in the NHS, giving individuals the opportunity to earn and gain work experience while achieving nationally-recognised qualifications. NHS People Plan (p.33/p.37 2020) “There should be continued focus on upskilling – developing skills and expanding capabilities - to create more flexibility, boost morale and support career progression. Systems should keep the need for local retraining and upskilling under review, working in partnership with local higher education institutions.” “During 2020/21, employers must make sure our people have access to continuing professional development, supportive supervision and protected time for training.”
		Ensure General Practices across HCV are digitally ready to maximise learning opportunities	45% of General Practices that would like to utilise the levy are digitally ready by 01/12/20.	Dec 2020	General Practices are able to receive levy transfers and form part of the larger database of apprentice activity General Practices increase the number of apprentices they recruit. General Practices increase the	NHS People Plan (p.43, 2020) Employers should offer more apprenticeships, ranging from entry-level jobs through to senior clinical, scientific and managerial roles. This is a key route into a variety of careers in the NHS, giving individuals the opportunity to earn and gain work experience
			80% digitally ready by 31/03/21.	31 March 2021		

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					number of their current workforce undertaking apprenticeships for the purpose of up skilling and developing new roles Information enables the system as a whole to determine the focus of activity across HCV and /or locally	while achieving nationally-recognised qualifications. NHS People Plan (p.43, 2020) Employers should offer more apprenticeships, ranging from entry-level jobs through to senior clinical, scientific and managerial roles. This is a key route into a variety of careers in the NHS, giving individuals the opportunity to earn and gain work experience while achieving nationally-recognised qualifications.
			Training needs analysis and workforce development planning for GPs wishing to use apprentices to develop and enhance the workforce. Lead levy transfer process to fund apprenticeship cost.	31 March 2021	Strategic decisions can be made using accurate information	
		Create central database for HCV apprenticeship activity	Progress against objectives can be monitored. Evidence of apprentice activity across HCV is available Examples of levy transfer can be demonstrated and shared as good practice	Sept 2020	Strategic decisions can be made using accurate information	NHS People Plan (p.33/p.37 2020) “There should be continued focus on upskilling – developing skills and expanding capabilities - to create more flexibility, boost morale and support career progression. Systems should keep the need for local retraining and upskilling under review, working in partnership with local higher education institutions.”

No	Aims	Objectives	KPI	Deadline	Impact (short-medium-long term)	Underpinned by national policy
		Increase learning opportunities for hard to reach groups i.e. care staff and those working in General Practice through the hospice led initiative - ECHO	Communities of practice developed. ECHO compliments the local learning package available for Carers working in care homes	Ongoing	<ul style="list-style-type: none"> – resources and expertise are shared to benefit the community – the system is working together to create learning resources that see a more capable and responsive care home team potentially reducing the need for referral to other services – care home staff feel more valued, less isolated and more engaged with the wider system – care home staff feel more confident and competent to care for residents in their home 	<p>NHS People Plan (p.34 2020) There should be continued focus on upskilling – developing skills and expanding capabilities - to create more flexibility, boost morale and support career progression.</p> <p>“During 2020/21, employers must make sure our people have access to continuing professional development, supportive supervision and protected time for training.”</p>
		Enable greater access to high quality education and training for the health and care support staff workforce across HCV	<p>Consortium website up to date and gives links to apprenticeship guidance, funding, training and development opportunities for employers and staff</p> <p>Regular newsletters</p> <p>The skills platform shows opportunities for learning and development. Timetable of learning opportunities with booking systems available, specific to identified learning needs of carers</p>	<p>April 2020</p> <p>April 2020</p> <p>April 2020</p>	<p>Reduction in staff and employer time searching for learning opportunities because this is done for them</p> <p>Employers report ease of access to information due to consortium website and availability of links to relevant information creating ease of access</p> <p>Increased small ‘sound bites’ for health and social care colleagues to access learning at various levels – inspiring a learning culture and motivating staff to continue their learning</p>	<p>NHS People Plan (p.34 2020) There should be continued focus on upskilling – developing skills and expanding capabilities - to create more flexibility, boost morale and support career progression.</p>

No	Aims	Objectives	KPI	Deadline	Impact (short-medium-long term)	Underpinned by national policy
4	Develop the workplace - by focussing on employment practice, wellbeing of the workforce and looking at new employment models <u>Reference documents:</u> -HCV workforce report 2017 -People plan,2020 -HCV partnership plan 2019-24	Strengthen resilience of staff in areas of identified need	Discussions and exploration of shared interventions at local level	March 2021	Staff health and wellbeing is improved at Place level, having a positive impact on recruitment, retention, job satisfaction and/or productivity across the community of health and care providers, thereby demonstrating improvements across Humber, Coast and Vale.	NHS People Plan (p.14, 2020) "...leaders, teams and employers must keep offering people support to stay well at work, and keep offering it consistently, across teams, organisations and sectors." "To realise urgent change, we must work systematically and give these issues the same emphasis as we would any other patient safety-related concern. We must act with integrity, intelligence, empathy, openness and in the spirit of learning." (NHS People Plan 2020, p.24) Staff Health and Wellbeing is a large focus of the new People Plan (2020) "Employers should ensure that all their people have access to psychological support" (p.18).
		Supporting inclusivity and diversity in the workforce as a system by promoting good practice in the development of support mechanisms for BAME, staff with disabilities and long-term health conditions at a system level.	An asset-based approach is considered as to how we can utilise existing assets to enhance the health and wellbeing of health and care staff across a community	March 2020	Sharing of resource and speciality to improve health and wellbeing of health and care staff, reducing sickness, improving wellbeing and value placed on roles, thereby improving retention and job satisfaction	
		Greater focus on staff wellbeing	Service providers such as MH organisations that stepped forward to provide support for staff during COVID19 could be commissioned to continue providing services at system level?	March 2021	Stronger local offers through consideration to widening staff wellbeing schemes available in larger organisations to benefit smaller organisations creating community wellbeing schemes	

8. Summary of Key Outcomes

First 6 months

- Three local plans are in place (Hull/ERY, York/Scar, NL/NEL) linked to this delivery plan to address workforce challenges and demonstrate

progress through action tracker

- Local Health, Care and Education representatives are identified to lead on specific objectives
- Multi-provider projects are established that promote integrated 'whole system' approaches to workforce solutions
- Events are planned and/or delivered and evaluated to understand impact – various webinars
- Each local area has benchmarked against the HCV AIEM framework and has plans to strengthen the work with schools and colleges
- Career Pathway is in place and on the website, that can be targeted to specific workforce gaps
- 'Placement Task and Finish Group' established in at least one locality to tackle barriers and increase capacity
- Learning and networking events in place for Registered Managers/aspiring RM's
- Examples of where larger employers have shared levy with smaller employers available and being further extended
- HCV leadership and system wide oversight and coordination of Nursing Associate growth in place
- Pilot to create Nursing Associate growth in Social Care has commenced
- Local information packs and case studies on Nursing Associates established and available on website
- Review of website complete with regular updates and newsletters available
- Information that enables colleagues to network, engage, share good practice and collaborate with Consortium deliverables on website
- Available learning opportunities are up to date and found on the skills Platform
- ECHO Timetable of learning opportunities with booking systems available, specific to identified learning needs of carers

In a Year

- Local community/system wide approaches to working with schools and education providers, promoting health and care careers are in place
- A system-wide process for levy transfer is implemented with evidence of where activity has benefited smaller employers with greater apprenticeship opportunities
- ECHO compliments the local learning package available for Carers working in care homes
- Level 2 rotational apprenticeship programme pilot is evaluated, that can be further developed to enable integrated services to be delivered in the community, with a view to develop level 3 to enable integrated roles to emerge between health and care where need is identified. Best Practice guidance - Lessons Learned around Rotational Apprenticeships is available
- A HCV Health and Care Ambassador network in place, working in conjunction with our partners locally and national ambassador schemes such as Skills for Care | Care Ambassadors and Inspiring The Future Health Ambassadors
- HCV guidance to supporting volunteers in the workplace is available
- Growth of apprenticeships in General Practice and the care sector across HCV is demonstrated
- 45% General Practices that would like to participate in apprenticeships are digitally ready
- 80% of General Practices who would like to participate across HCV are Digitally-ready
- The consortium is shown to be responsive and flex to workforce needs as they arise ie, new role development and strategies to support existing staff

9. Communication and Engagement

Stakeholder Group	Membership	Purpose and link to Excellence Centre/Consortium	Frequency of meetings
Partnership Workforce Board	Representation – Health, Care, Education, Voluntary and Independent sector	System leadership, ratification, final decision making and overall responsibility of Excellence Centre /Consortium delivery plan	Bimonthly
Consortium Delivery Group	Membership created from PWB and consortium organisations	To create system wide partnerships through the establishment of an action based workforce forum. Identify specific workforce deliverables based on the HCV Workforce Strategy, local plans - lead and monitor progress against deliverables. Develop and implement the delivery plan, support project plans to deliver solutions for workforce challenges signalled from within the PWB, through wider multi agency stakeholder engagement.	Quarterly
Place Based Workforce Groups	Members from HCV Delivery group and local place level organisations – Health, Care, Education, Voluntary and Independent sector	Enable wider active involvement and ownership from organisational leads and experts through involvement in the development and creation of plans. Scaling up good practice and create solutions where place based approaches would add value to patient outcomes and form part of workforce solutions.	Bimonthly
Task and Finish Groups	Experts and interested parties from stakeholder groups	To enable experts from across HCV to work collaboratively to develop, deliver and evaluate projects for implementation at place level and/or across the HCV system	Task and finish groups – as appropriate
Events / Webinars	Colleagues invited from consortium and partner organisations across HCV	Open forums to develop shared understanding of challenges and solutions, create learning opportunities and networking with colleagues from across and outside of HCV	Regularly throughout the year
Regular/General Communication – locally/nationally/regionally	Open communication to all stakeholders, working particularly in partnership with: <ul style="list-style-type: none"> • Health Education England • NHS England/Improvement • Skills for Care 	Accessible information through a central repository of information – Excellence Centre/Consortium hub for HCV Linked to the ICS comms lead and information flows Networking and linking to other emerging integrated care systems	Continual/ On going

10.Risks

Risk	Mitigation
<ol style="list-style-type: none">1. Organisations do not engage and create their own strategies, endorsing silo working and an inability to the join the system to itself to create greater gains2. Appetite of organisations to form a collaborative to take shared ownership of challenges and take actions necessary to deliver solutions3. Sustainability of excellence centre/consortium to enable it to grow and demonstrate real value across HCV4. Impact of COVID19 and ability for HEE to continue with resources / funding	<ol style="list-style-type: none">1. Ensure the workforce delivery plan continues to be aligned to the ICS governance framework and very senior managers have a good understanding of the workforce delivery plan which includes the Consortium delivery plan2. Key stakeholders brought together through steering group and task and finish groups to endorse the value of shared ownership, collaboration and partnership working. Relationship building3. HEE/PW funding secured until 31 March 2021. The delivery group will build on the sustainability plan produced in 20194. Continually work with HEE workforce transformation lead and Board representative to ensure impact is demonstrable, working toward sustainable funding streams