

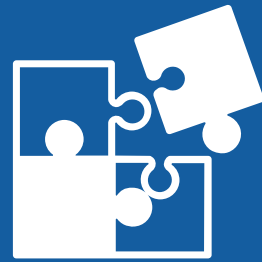


# NORTH EAST LINCOLNSHIRE HCP WORKFORCE STRATEGY

2024-2029



# WHY A HEALTH & CARE PARTNERSHIP STRATEGY?



Workforce shortages are the biggest challenge facing the NHS and social care in the United Kingdom. The lack of sufficient workforce in number and mix of skills is already impacting patient experience, service capacity and productivity and constrains our ability to transform the way we treat and care for our population.



In North East Lincolnshire all organisations in the Health and Care Partnership have workforce challenges and recognise the benefit of working together on this key issue.





# WORK TO DATE

# Grow our Own at Place

Work with schools, colleges and employers to promote the health and care sector as a place to work and help/guide young people to choose the career pathway suitable to their academic needs and abilities.

Health & Social Care Recruitment Events, Grimsby Town Football Club and ICare Careers event: Opportunities for the general public to meet representatives from a variety of employers including the NHS, Care Plus Group, Navigo and local Care Homes.

**This Academy Grimsby (TAG) Taster Day**

**Partnership with the Careers Enterprise Company**

**Joint working/ Career development pathways**

**Health and Care Events**

**International Recruitment**

Interactive, meaningful activities for students, facilitated in a real working environment, promoting career pathways within nursing, therapy and social work.

CPG Employability Services working in partnership with DWP to implement initiatives within HCP organisations. The DWP Kickstart scheme facilitates local young people into a H&SC job placement with the aim of sustained employment within the H&SC sector.

A successful programme working with the Kerala government to recruit health care staff to NEL.

# EMPLOYABILITY DATA 22/23

283

Total No of people gained  
employment April 2022 -  
October 2023



64%

172 people gained  
employment in Health & SC  
jobs  
April 2022 - October 2023



258

people being currently  
supported



129

people supported into work-  
based training placements -  
predominantly in H&SC



507

referrals into Employability  
service April '22-Oct '23



56%

people successfully gained  
employment





# NEL PEOPLE & SKILLS PLEDGE



Pledge 1

Grow Our Own



Pledge 2

Recruitment



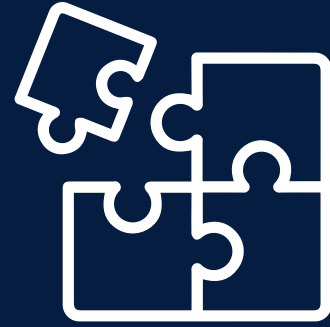
Pledge 3

Invest in your  
Workforce



Pledge 4

Inspire the Future  
Workforce



## CONNECTING IN

There are many programmes of work that will feed into the delivery of this strategy. At place we will connect at the right level to these programmes of work, to ensure that we both benefit from them and avoid duplication. Some of those strategies & programmes include:

- NHS Long Term Workforce Plan
- HNY Workforce Programme
- HNY Primary Care Strategy
- Local organisations' workforce strategies

# LOOKING AHEAD

*The NEL approach to Workforce*







# HCP PRINCIPLES



We will work together to support and develop the Health and Care Workforce in NEL

We will attract, train and recruit together to improve the health and care workforce in NEL



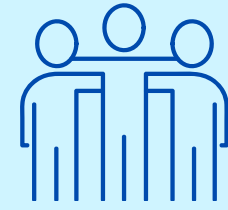
We will work collaboratively with the VCSE to maximise their contribution to the workforce

We will embrace a culture of integrated working across the HCP



We will develop system-wide career pathways across health and care in NEL

# NEL HCP Workforce Programme



## Supporting our Staff

Supporting the NEL workforce by working towards this together as a partnership.



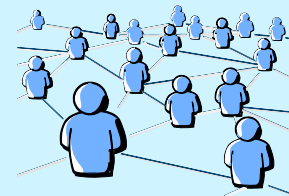
## Recruiting as a System

Developing a virtual HR team using a skills based system to recruit to posts across NEL.



## Bringing in the Best

Implementation of attraction, recruitment and retention initiatives to showcase the benefits of living and working in NEL.



## Connected Communities

Maximising the contribution of the voluntary workforce in NEL by working collaboratively with the VCSE



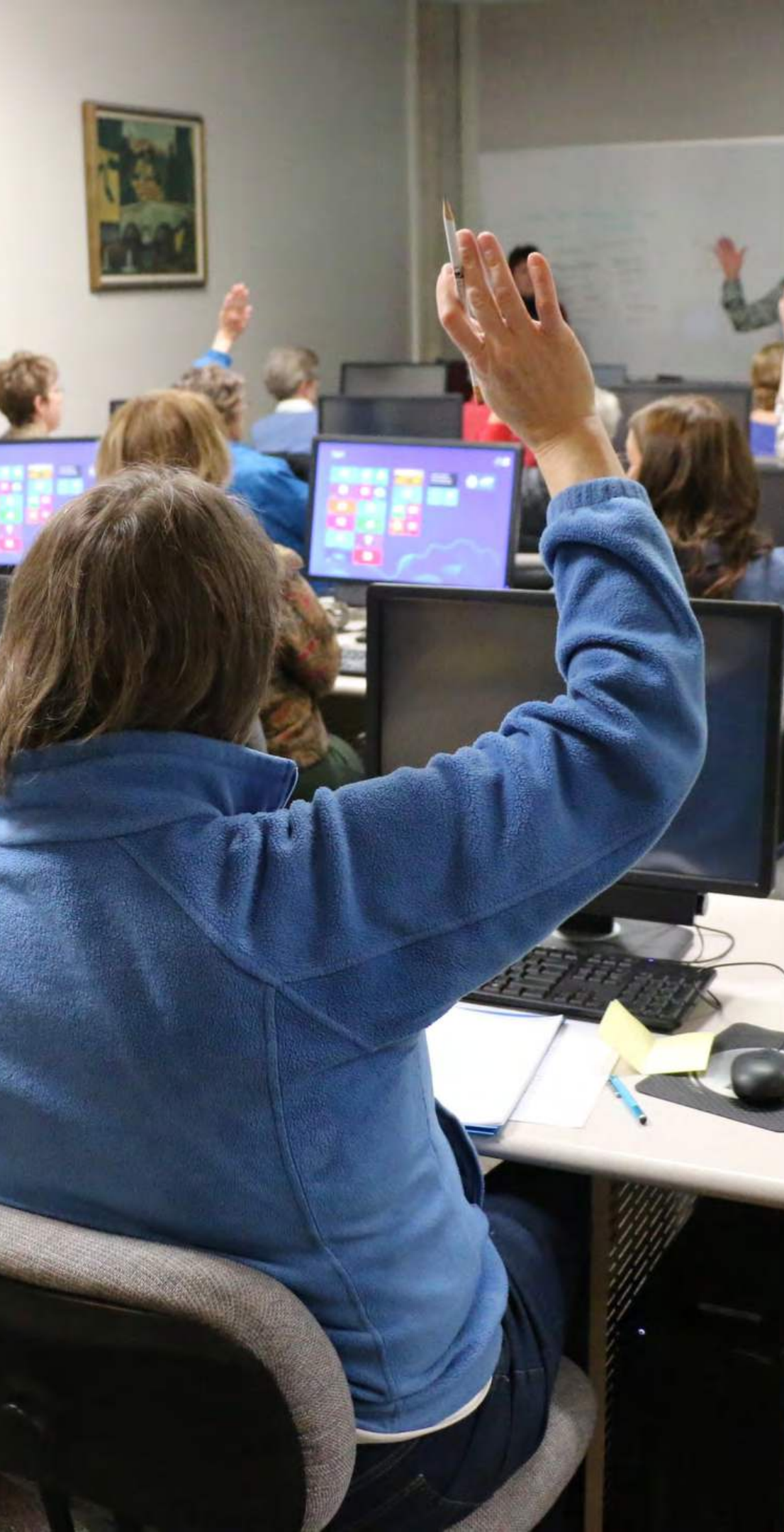
## One Team

Embracing a culture of integrated working across NEL



## Developing our Staff

System wide career pathways to supply the skills and roles required in NEL.



# SUPPORTING OUR STAFF

## Health & Care Academy

Working as a system to build upon already existing work, we will develop a Health and Care Academy

## Shared Training

Building on work started in the Mental Health Sector Network, we will develop a shared training offer across the partnership

## Career Conversations

We will work together to build a cross-organisational approach to Career Conversations including a mentoring, shadowing & Leadership programme to support staff retention and satisfaction.

## Staff Wellbeing

We are committed to improving staff wellbeing and will work collaboratively to ensure that our offer across the HCP is consistent and provides good quality support to our workforce.



# RECRUITING AS A SYSTEM

## International Recruitment

We will continue with our joint approach to international recruitment, using data to target needed staff groups

## Skills Based Recruitment

We will create a system of skills based recruitment, working collaboratively to fill vacancies across the HCP.

## Data & Modelling

We will endeavour to understand our current and future workforce needs, using data analysis and modelling

## Joint & Flexible Posts

We will develop joint and flexible & rotational posts between partners across health and social care to attract and retain staff



# BRINGING IN THE BEST

## Branding & Comms

We will develop branding and comms to advertise that 'NEL is a great place to Live and Work'

## Internationally Educated Staff

We will ensure there is a comprehensive offer of support for Internationally Educated Staff in NEL

## Recruitment Events

We will plan and deliver a coordinated programme of recruitment events across the year, targeting particular areas as needed.

## Grow Our Own

We will continue the NEL "Grow our own" programme with a focus on particular staff groups as identified by future workforce modelling

A photograph showing two hands holding white puzzle pieces against a white background. The puzzle pieces are interlocking, symbolizing connection and collaboration. The right hand is holding a piece that fits into the left hand's piece.

# CONNECTED COMMUNITIES

## Engagement with the VCSE

We will work collaboratively with the VCSE community to explore mutual opportunities to support the local health and care workforce.

## Shared Training

We will support the Voluntary sector access training to develop the workforce

## Pathways

We will develop pathways to Health and Social Care employment via VCSE



# ONE TEAM

## Health & Care Partnership

Using a combination of events, comms and branding we will highlight the many benefits of the integrated working in NEL

## Accountable Care Teams

Continuing to build on our successful integrated working model, we will further roll out the Accountable Care Teams model across NEL, with a focus on transformation and innovation

## Staff Forums

We will ensure that effective staff networks are in place and will share good practice and learning from these across the HCP.



# DEVELOPING OUR STAFF

## Future workforce

We will further develop our work with schools & colleges to encourage consideration of careers in health and care

## Apprenticeships

We commit to expand the use of our Apprenticeship levy across NEL, looking at opportunities to share or move this around the system

## Support to Target Groups

We will target support to groups of people that may need additional help to find and remain in employment. We aim to support groups such as Care Leavers (via an HCP Care Leavers Covenant), people with disabilities or Long Term Conditions and people living in local areas of deprivation.



# OUTCOMES

We will evaluate the effectiveness of this strategy by monitoring the following key outcomes on a regular basis

- 01 Number of staff accessing the Health and Care Academy
- 02 Number of organisations (including VCSE) accessing courses via the shared training programme
- 03 Staff self-reported satisfaction scores
- 04 HCP vacancy and retention rates (incl retention rates of targeted groups); locum and agency spend
- 05 Number of Care Leavers supported into employment in Health and Social Care
- 06 Number of staff engaged in career conversations
- 07 Number of vacancies filled by collaborative recruitment
- 08 Number of young people previously NEET supported into employment in Health and Social Care
- 09 Number of HCP employees completing post-graduate training courses
- 10 Number of joint and Flexible posts across the HCP
- 11 Number of recruits new to NEL across the HCP
- 12 Number of young people on Health and Social Care pathways
- 13 Number of apprenticeships offered across the HCP
- 14 Number of staff on Leadership pathway
- 15 Number of staff vacancies filled by international recruits
- 16 Number of new recruits via local employment events
- 17 Number of people with disabilities or LTCs supporting into employment in Health and social care.
- 18 Average length of service in North East Lincolnshire



# HOW WE WILL DELIVER THE STRATEGY

## Strategic Group

The Strategic group will be a Executive level meeting where decisions can be made to facilitate the change programmes. This group will be accountable for the strategy's delivery.

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## Operational Group

All leads will attend this operational meeting to provide updates on the work programmes, identify inter-dependencies and share learning.

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## Programme of Workshops

In order to fully understand the programmes of work and to facilitate alignment of principles across the HCP, a rolling programme of stakeholder workshops will be delivered in 2024/25.

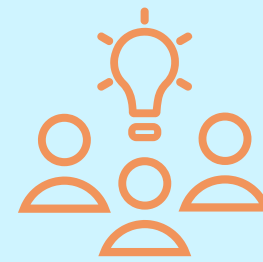
# GOVERNANCE AND OVERSIGHT

Bringing the work across the system together into one place



## NEL HCP Strategic Workforce group

Senior, strategic group with responsibility to ensure delivery of this plan.



## NEL HCP Operational Workforce Group

The delivery hub of this strategy, where the projects linked to this strategy will feed into.



## Reporting

The Strategic group will report into the HCP Partnership board.



Overarching programme plan to monitor delivery of the projects