

Title	Wirral Health and Care Plan: Workforce Programme Update
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Report for	Wirral Place Based Partnership Board
Date of Meeting	25 th July 2024

Report Purpose and Recommendations	
<p>The purpose of this report is to update Place based partners on the Workforce Enabling Programme within the Wirral Place Health and Care Plan 2023-24 and 2024-25.</p> <p>The report and accompanying presentation aim to provide the Board with information and assurance on the progress of this programme.</p> <p>It is recommended that the Wirral Place Based Partnership Board note this report which provides assurance on the delivery and oversight of the workforce programmes.</p>	

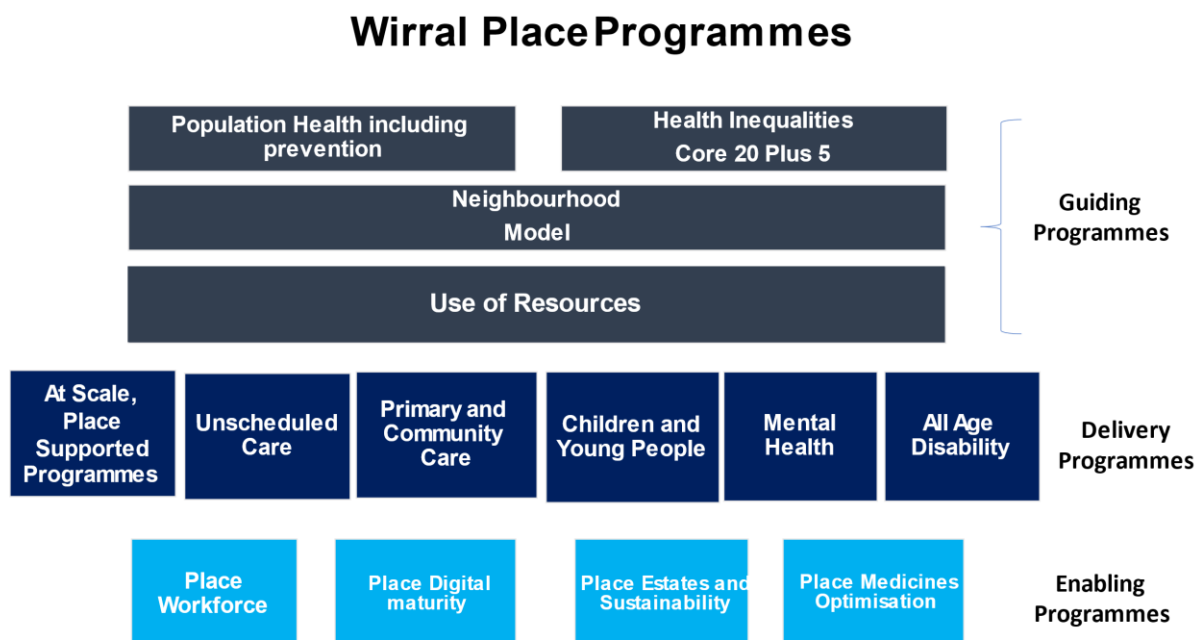
Key Risks	
<p>This report relates to the Place Delivery Assurance Framework (PDAF) and the associated high-level risks, namely:</p> <ul style="list-style-type: none"> • Service Delivery • Collaboration • Workforce • Community Wealth Building <p>The workforce programme referenced in this paper forms part of the assurance framework that measures the strength and effectiveness of the controls that have been put in place to mitigate the risks to Place objectives.</p>	

Governance journey			
Date	Forum	Report Title	Purpose/Decision
28 th June 2024	Strategy and Transformation Group	Health and Care Plan progress update	To Update STG on progress on Health and Care plan

1	Narrative
1.1	Background
1.1.1	The Wirral Place Health and Care Plan 2023-24 continues to identify workforce as a key issue across all delivery programmes. Subsequent engagement with place partners during focused meetings and workshops has established the need to prioritise workforce development and transformation across all health and care sectors.
1.1.2	Wirral Place in common with much of England has significant workforce challenges within both health care services and within social care. Wirral borough has significant levels of unemployment, with particular pressures within the most deprived areas of

the borough and within younger age groups. The links between employment and good health are well documented and form a key priority within the Wirral Health and Wellbeing Strategy. The workforce programme aims to support the linkages between work and health whilst aiming to identify opportunities to address workforce demand across the sector through a workforce strategy which is in synergy with other place-based strategy.

1.1.3 The workforce programme sits in the portfolio of programmes within the Health and Care Plan summarised in the figure below:



1.1.4 The workforce programme steering group membership includes partners from across Wirral Place, including health and social care commissioning and provision, public health, voluntary community and faith sector. The steering group have refined and endorsed the identified priorities following a workshop in September 2023 and provide leadership in the establishment of a Wirral People Plan to support the delivery of the Health & Care Plan and ensure strategic alignment with key local (Wirral), regional (Cheshire and Merseyside) and wider strategies including:

- The Wirral Health and Care Plan 2024-25
- The Wirral Health and Wellbeing Strategy 2022-27
- Cheshire and Merseyside Integrated Care Board (ICB) Forward Plan (Workforce) 2023
- The NHS Long Term Workforce Plan 2023
- The Adult Social Care Workforce Strategy 2024

The group recognised the need to establish a strong baseline from which to develop our local strategy, and also the importance of demonstrating practical change through collaboration in order to ‘road test’ new ways of working and thinking about designing, attracting, supporting and developing a workforce for Wirral. As such the steering group have overseen the delivery of the two key pieces of work within the workplan in support of this plan.

1.1.5 Working closely with Wirral partners a project team have initiated the establishment of a Wirral Workforce Dashboard. This aims to synthesise key workforce data from

	<p>across both our Anchor Institutions and wider Health and Care providers to understand our workforce profile, strengths and challenges within both currently workforce and to support Potential Future Talent Needs. The dashboard is being linked to our wider population health intelligence so that we can understand more about our workforce demographics and characteristics. Data has been uploaded from our key NHS organisations and will shortly include Wirral Council workforce data. Work is being undertaken with colleagues across Primary Care and the Voluntary and Community sector to also incorporate insight from these sectors. The minimum dataset to support this dashboard is expected to include the following data:</p> <ol style="list-style-type: none"> 1. Workforce breakdown by age, staff group, pay grade and Local Super Output Area (LSOA) 2. EDI Information <ul style="list-style-type: none"> • Gender • Sexual Orientation • Religious Belief • Disability • Nationality • Marital Status 3. Vacancy rates by staff group 4. Turnover rate by staff group 5. Starters and leavers 6. Absence <p>Early interrogations of the dashboard are already providing significant insight into our Wirral workforce and signals real opportunities for us to plan better for identifying, growing and attracting talent into the health and care workforce, as well as providing warnings and insights into potential pressures for our future workforce, that will not only support operational delivery but the wider employment pipeline including education.</p>
1.1.6	<p>A project has also been initiated to establish a collaborative initiative to support entry into employment targeted toward people aged 18-24 years. Following desktop research and insight gathering, a decision was taken to support a cohort comprising care leavers; building an employment support programme that engages across our key workforce providers to provide real job opportunities tailored to the aspirations of this group of young adults.</p> <p>Working in partnership with NHS and Local Authority providers, the Department of Work and Pensions, the economic development team, Involve North West, Liverpool Football Club and other agencies, the scheme commenced in July. The initial period involves supporting individual clients to develop the skills required and provide mentorship to enable them to step into a work environment. Individuals will then be matched into work opportunities linked to actual vacancies within partner organisations, linked to ongoing individual support to the care leavers and to the local managers to provide them with the best opportunity to gain substantive employment at the end of the placement period.</p>
1.1.6	<p>The key strategic aim for the Wirral Workforce Programme was to develop a People Strategy that will address the current health & care workforce challenges and effectively meet the workforce needs for health and care in Wirral over the next five years. Drawing upon the priorities already identified, and insight from enabling strategies the workforce group brought together partners and stakeholders from across Wirral place to further shape this strategy. A second workshop was held on 8th July with the aim of achieving the following outcomes:</p>

- Stakeholders have a clear understanding of the Workforce Groups Strategic Aim, Outcomes and Interventions set out by the Programme Board
- Stakeholders have clear understanding of the strategic context for this work,
- Stakeholders have a clear understanding of the workforce profile and challenges for Wirral
- Stakeholders have the opportunity to highlight the initiatives they're currently developing, highlight their workforce challenges and identify shared areas of priority on which the Strategy can focus upon
- Drawing upon current and future workforce profiles together with priority areas for challenge the group are able to inform strategic aims for the Wirral People Strategy.
- The event was also an opportunity to connect partners from across Wirral, creating shared understanding and further building upon relationships to enable future success of the Wirral People Strategy

The workshop was attended by wide representation from across Wirral Place and focused on five key themes synthesised from the work to date, and alignment with the local and national strategic context outlined earlier. These are:

1. Planning: understanding and planning our current future workforce needs.
2. Development: attracting and develop our workforce.
3. Wellbeing: enabling our staff to say well in work.
4. Inclusion: creating more inclusive and diverse Wirral workforce.
5. Anchor Responsibilities: improving health and reducing inequalities through employment.

The outputs from this workshop will be incorporated into the development of the Wirral People Plan. It is envisaged that the workshop participants will support the steering group as a reference group to ensure co-production of the final people plan.

2	Implications
2.1	<p><i>Risk Mitigation and Assurance</i></p> <p>As a requirement of the Health and Care Plan the workforce programme has identified the relevant programme risks and mitigations, which will be regularly reviewed by the steering group. A summary risk report is available that identifies the red and amber rated risks across the portfolio of programmes.</p>
2.2	<p><i>Financial</i></p> <p>The potential financial implications arising from the Wirral Health and Care Plan are considered within the individual programme benefits, risk and issue logs, and any specific financial implications would be addressed through the appropriate processes.</p>
2.3	<p><i>Legal and regulatory</i></p> <p>There are no legal or regulatory implications directly arising from this report.</p>
2.4	<p><i>Resources</i></p> <p>The Health and Care Plan programme structure includes enabling programmes for workforce, digital maturity, estates, and sustainability. Part of the remit of these programmes is to identify and support the specific resource implications of the wider programmes.</p>
2.5	<p><i>Engagement and consultation</i></p>

	The development of the Wirral Place People Strategy for Health and Care is being established through co-production including a wide range of stakeholders from partner organisations from both the statutory health, care and education sectors and voluntary, community and faith sectors.
2.6	<i>Equality</i> Wirral Council and NHS Cheshire and Merseyside have a legal requirement to make sure their policies, and the way they carry out their work, do not discriminate against anyone. Within the Health and Care Plan there is a framework for our approach to tackling health inequalities and each programme of work will complete impact assessments to ensure any adverse impact is identified and mitigating actions put in place where possible.
2.7	<i>Environment and Climate</i> The enabling programmes within the Health and Care Plan include an estates and sustainability programme which has a specific aim to target investment to support net zero carbon ambitions. Furthermore, the plan is cognisant of and guided by a number of key national, regional and Wirral specific strategy and policy requirements that focus Wirral Place on environment and climate implications, including the Wirral Plan 2021-26, the Health and Wellbeing Strategy 2022-27 and Marmot Principles to build safe, sustainable and vibrant communities.
2.8	<i>Community Wealth Building</i> Community Wealth Building in Wirral focusses on partnerships and collaboration. These partnerships are led by Wirral Council with external partners and stakeholders, including residents. The workforce programme will support the Council in community wealth building by ensuring that reducing health inequalities and the development of a resilient and inclusive economy for Wirral inform and are at the heart of the programme priorities.

3	Conclusion
3.1	The information presented within this report provides further detail of the programme priorities , work plan and progress made in supporting the workforce needs identified within the Health and Care Plan and to evidence the progress made to the Wirral Place Based Partnership Board. Future updates to provide assurance will be provided in accordance with the agreed work plan for this board.

4	Appendices
	None

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