

<b>Title</b>	Wirral Health and Care Plan: Workforce Programme Update
<b>Authors</b>	Debs Smith Chief People Officer, Wirral University Hospitals NHS Trust Julian Eyre Programme Director, Wirral Improvement Team
<b>Report for</b>	Wirral Place Based Partnership Board
<b>Date of Meeting</b>	17 <sup>th</sup> October 2024

<b>Report Purpose and Recommendations</b>	
<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.</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>	

<b>Key Risks</b>	
<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"> <li>• Service Delivery</li> <li>• Collaboration</li> <li>• Workforce</li> <li>• Community Wealth Building</li> </ul> <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>	

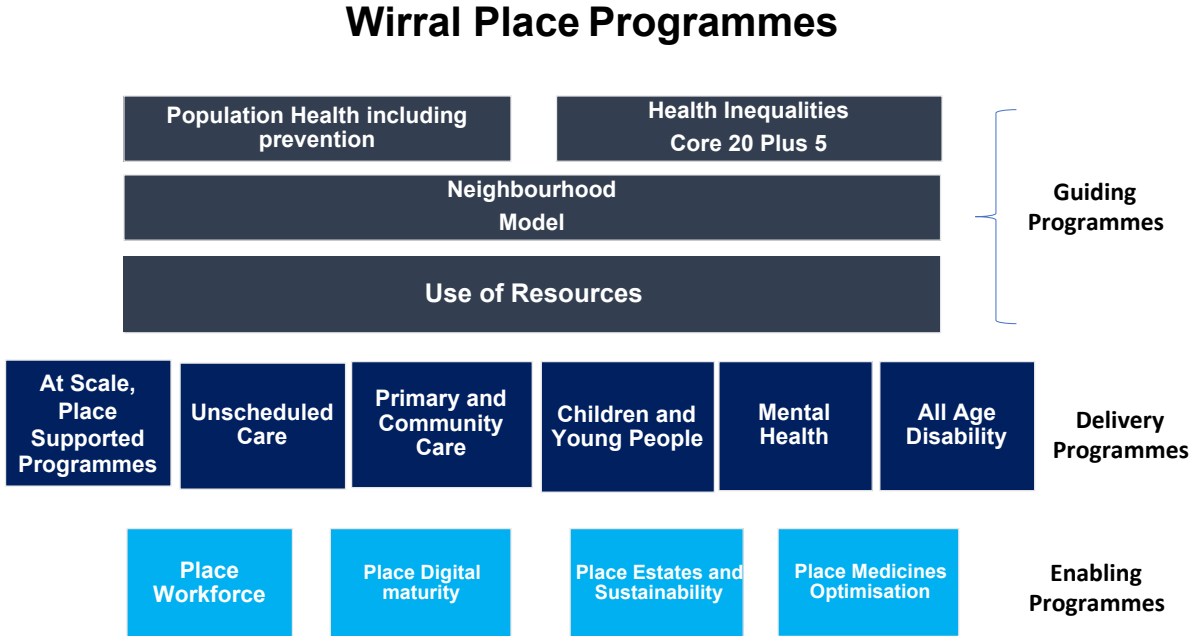
<b>Governance journey</b>			
<b>Date</b>	<b>Forum</b>	<b>Report Title</b>	<b>Purpose/Decision</b>
19 <sup>th</sup> September 2024	Strategy and Transformation Group	Health and Care Plan progress update	To Update STG on progress on Health and Care plan

<b>1</b>	<b>Narrative</b>
<b>1.1</b>	<b>Background</b>
1.1.1	The Wirral Place Health and Care Plan 2024-25 continues to identify workforce as a key issue across all delivery programmes. Subsequent engagement with place partners during focused meetings and workshops have 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 key strategic priorities following a workshop in July 2024 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

As previously reported, alongside the development of the Wirral People Strategy, the steering group have overseen the delivery of the two key pieces of work within the workplan.

1.1.5	<p>Working closely with Wirral partners a project team have established the first draft of a Wirral Workforce Dashboard which synthesises key workforce data from across our Anchor Institutions 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 Wirral Council social care and public health workforce data. Work is being undertaken with colleagues across Primary Care and the Voluntary and Community sector to also incorporate insight from these sectors.</p> <p>The dashboard has been developed by colleagues within the Wirral Public Health Intelligence Team and is 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. This will support the establishment of a people strategy that is well informed by contemporary local data.</p> <p>Ongoing work will include the inclusion of further organisational data including Wirral Hospice, and in setting up regular data updates and reporting schedules for the steering group.</p>
1.1.6	<p>The second piece of work, a collaborative initiative to provide an employment support programme for a cohort of Wirral care leavers is nearing completion.</p> <p>Nine young people attended the initial engagement session who were interested in hearing more about the proposed programme before committing to joining. As the programme started, we worked with partner agencies to deliver employability skills. Nine participants attended the sessions over a 5-week period. They attended for a minimum of 3 days per week and formed a reliable and supportive group.</p> <p>At organisational placement stage eight participants indicated their commitment to continue into the employment phase. One of the participants dropped out at this stage due to the resurfacing of a long-term health issue. Issues arose with the availability of placements within the NHS Trusts and additional support was required to keep participants engaged in the programme. Wirral University Teaching Hospitals NHS Trust identified 5 potential job placements including health care assistant, catering and laboratory technician roles. Additional roles were identified within Wirral Council and a Private Organisation.</p> <p>Some attrition from roles has occurred due to personal issues with the young people, and the impact on one individual of the race riots and ensuing hate crime in the region. The leaving care service continue to engage with these people.</p> <p>Five of the participants continue to be engaged in the employment programme. A number of these have been offered permanent roles or apprenticeships as a result. Further engagement with another NHS Trust is likely to result in the availability of further placement opportunities for a future scheme.</p> <p>A 'lessons learned' process is underway with the project team and will be reported to the Workforce Steering Group to and will inform future developments.</p>

1.1.7	<p>The key strategic aim for the Wirral Workforce Programme was to develop a People Strategy that will address the current health &amp; care workforce challenges and effectively meet the workforce needs for health and care in Wirral over the next five years. The commitment of place leads for people, workforce and economic growth to making Wirral a thriving place to live and work has created the opportunity to build a people strategy that reflects the broad ambitions for our health and care workforce as well as establishing an approach that recognises the health and wellbeing benefits of employment.</p> <p>Following the delivery of a second workshop on 8<sup>th</sup> July work has been undertaken to build the draft strategy. The early iteration of this has been presented to the Wirral Workforce Steering Group and refined following their input. The strategic plan has also taken into consideration and aims to support a range of local and wider strategies, including:</p> <ul style="list-style-type: none"> <li>• Cheshire &amp; Merseyside ICS Interim Strategy and Joint Forward Plan</li> <li>• NHS Long Term Workforce Plan</li> <li>• Adult Social Care Workforce Strategy</li> <li>• Wirral Health &amp; Wellbeing Strategy</li> <li>• Wirral Health and Care Plan</li> <li>• Wirral Anchor Organisation People Strategies</li> </ul> <p>Four specific priorities have been identified to deliver the strategic aims. These are summarised as:</p> <ul style="list-style-type: none"> <li>• Planning our Future workforce needs. workforce planning takes account of the workforce implications of Wirral Place and wider strategic plans and builds cross organisational workforce planning capability across our partner organisations.</li> <li>• Attract and develop our Workforce. developing and promoting place-based career pathways including career entry and progression, informed by the Wirral Workforce plan.</li> <li>• Understand and improve our workforce wellbeing and the causes of poor workforce wellbeing. Create a Wirral Place Compact detailing shared organisational commitment to Workforce Wellbeing</li> <li>• Improving the Wellbeing of our population through employment. Learning from work we have already undertaken to create targeted employment opportunities for identified under-represented groups, agree shared principles for widening participation on Wirral and drive adoption of sustainable recruitment and employment approaches.</li> </ul> <p>Work has commenced and focus will be maintained over the next reporting period on completing this strategy, identifying the measurable outcomes for these strategic priorities and building the detailed action plans to deliver them.</p>
-------	---

<b>2</b>	<b>Implications</b>
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>

	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.
2.3	<i>Legal and regulatory</i> There are no legal or regulatory implications directly arising from this report.
2.4	<i>Resources</i> 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.
2.5	<i>Engagement and consultation</i> 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.

<b>3</b>	<b>Conclusion</b>
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.

<b>4</b>	<b>Appendices</b>
	None

<b>Author</b>	Julian Eyre
---------------	-------------

Contact Number	07796 444827
Email	<a href="mailto:Julian.eyre@nhs.net">Julian.eyre@nhs.net</a>