



<b>Title:</b>	Report from the London Workforce Board
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## Strategic Partnership Board

26 January 2018

### 1. Purpose

- 1.1. To update the Strategic Partnership Board on the work of the London Workforce Board (LWB), its governance and plans for priority setting and delivery in 2018.

### 2. Action required by Board members

- 2.1. Board members are asked to COMMENT on the work of the LWB and its plans to prioritise delivery for 2018.

### 3. Partnership considerations

- 3.1 The London Workforce Board is made up of partners from across health, local government, higher education institutions and trades unions – the full membership list is attached at appendix A.

### 4. Background

- 4.1 The Strategic Partnership Board (SPB) received a draft LWB Delivery plan for comment at the SPB meeting held on 29<sup>th</sup> September.
- 4.2 At the meeting held on 7<sup>th</sup> December the LWB:
  - Received reports from the two Task and Finish Groups set up to consider the early priorities identified by the LWB and agreed with the LHSCP.
  - Reviewed the Delivery Plan and priorities,

- Considered the membership and terms of reference for the LWB in light of the signed London Health and Social Care Memorandum of Understanding.

4.3 A wider workforce discussion was held at the 'The Future of Health and Care in London' the London health and care partner event held on 15<sup>th</sup> December.

## 5. Delivery plan

5.1 The London Workforce Board agreed a draft Delivery Plan attached at appendix B at its meeting held on 21<sup>st</sup> September. This was then presented to the LHSCPB for comment on 29<sup>th</sup> September.

5.2 The agreed priorities detailed in the plan are:

1. To further develop its strategic leadership role, continue to build and develop communication, relationships and collaboration across health and social care partners.
2. to consider the impact of the apprenticeship levy on the health and social care workforce, learn from employers and networks that are working in partnership to identify opportunities to maximise the apprenticeship benefit.
3. To explore the potential impact of Brexit on the health and social care workforce across the Capital to support discussions with Partners and inform workforce planning.
4. Establishing a London wide view of the current health and social care workforce in London.

5.3 The LWB agreed to set-up two LWB Task and Finish groups to take forward priorities 1 and 2.

5.4 At its meeting held on 15<sup>th</sup> December the LWB received and discussed:

- i. A first report from the Apprenticeship Task and Finish Group which considered the regional picture of adoption of apprenticeships and the barriers to adoption.
- ii. A first paper from the Brexit Task and Finish Group, prepared by HEE London Workforce Information and Planning Team, that provided insight into the possible impact of Brexit on London's health and social care workforce. The paper presented up to date data and information focussed on London, with its disproportionate reliance on EU and wider international workforce. The overview given in the paper is the start of a programme of work to support the LWB and London's Health and Social Care system to develop mitigating strategies to address the workforce challenges associated with Brexit.

- iii. A report which outlined the health and social care workforce in London, the commonalities and differences, and outlined work currently underway to address some of the challenges and highlighted areas for further work.

The LWB also considered the approach that it might take to set future priorities. For example, to take an existing programme of work and ensure that it is adopted across London (e.g. Capital nurse) or by identifying one key issue to address across health and social care for London.

- 5.5 At ‘The future of health and care in London’ event held on 15<sup>th</sup> December, the workforce breakout discussion again focussed on how pan London work might best complement work already underway across the Capital and by employers to develop the workforce across health and social care. Focussing collective energy on a specific issue was a favoured approach with employer representatives saying that, as an example, a coordinated approach to the wide introduction of the apprentice levy would be most beneficial.
- 5.6 The LWB Steering Group will consider the outcome of the discussion that took place at the stakeholder event.
- 5.7 The LWB will report on progress with the workforce delivery plan as follows:

<b>Workforce Delivery Plan priority</b>	<b>Report to Strategic Partnership Board 2018</b>
LWB update and decision to form LWB Steering Group to oversee delivery plan development	January
Workforce delivery plan update and the London Workforce Report	March
Focus on the apprenticeship levy	May
The NHS Workforce Strategy and workforce ‘deep dive’	July
Workforce Delivery mid-year review	September

## 6 Governance

- 6.1 At its meeting on 15<sup>th</sup> December, the LWB considered the terms of the MOU and implications for the LWB. Members recognised that the terms of the MOU complements existing organisational and statutory powers and encourages partners to work together on common workforce issues.

- 6.2 The LWB agreed to set up a Steering Group to consider priorities and the Board's approach to collaboration and partnership working. The Steering Group, reporting to the LWB will provide a regular more detailed focus on its Delivery Plan.
- 6.3 The LWB Steering Group will be asked to consider revised Terms of Reference that reflect the signing of the MOU and to ensure that the membership of the LWB effectively represents employers from across health and social care in London. The Steering Group will recommend any amendments to the Terms of Reference for agreement by the LWB.

## 7 Next steps

- 7.1 The Task and Finish Groups will continue to develop the work programmes as discussed at the LWB on 15<sup>th</sup> December and will continue to report to the LWB and its Steering Group.
- 7.2 The first meeting of the LWB Steering Group is being arranged for early February 2018.
- 7.3 A separate partner meeting is being arranged in January by the GLA to discuss resource to support the LWB and its work programme.
- 7.4 The next meeting of the full LWB will be held on 1<sup>st</sup> March 2018.

## **Annex A – London Workforce Board Membership**

Dame Christine Beasley, Independent Chair

Lisa Bayliss-Pratt, Chief Nurse HEE and Regional Director for London

Maria Kane, CEO North Middlesex University Hospital, STP Lead North Central London

Nabihah Sachedina, London Healthcare Devolution

Amanda Coyle, GLA

Oliver Shanely, Regional Chief Nurse, NHSE/I

Mathew Kendall, Adult and Communities Director

Christina Pond, Skills for Health

Andrew Howe, Director of Public Health

Steve McNeice, Patient Public Voice Member

Elizabeth Hughes, Director and Dean of Education and Quality, HEE LaSE

Karen Morse, Skills for Care

Kelvin Cheatle, Director of Workforce, Kingston Hospital NHS FT, STP Lead South West London

Nigel Burgess, Associate Director of Workforce Planning and Intelligence, HEE LaSE

Martin Lupton, Associate Dean and Head of Undergraduate Medicine, Imperial College

Clive Grimshaw, London Councils and ACDS

Shane DeGaris, CEO Hillingdon Hospitals, NHS FT, STP Lead North West London

Aurea Jones, Local Director, HEE, South London

Lizzie Smith, Local Director, HEE, North London

Angela Bhan, Chief Officer, Bromley CCG, STP Lead SE London

Tracey Fletcher, CEO Homerton Hospital, STP Lead North East London

Phil Thompson, Regional Unison Officer

Ciaran Hayes, Department of Health

## Health & Care Workforce – DRAFT FOR DEVELOPMENT

This programme aims to ensure a workforce that supports health and care integration and examines workforce challenges and opportunities that could better be met through a collaborative approach.

Key deliverables	
<b>Strategic leadership</b>	<p>Support the set up of the London Workforce Board (LWB), including clear ToR and phased development. The LWB will:</p> <ul style="list-style-type: none"> <li>• Ensure there is early discussion at London level on emerging issues, and maintain a dialogue on policy and priorities, including workforce implications of service change/transformation.</li> <li>• Promote effective communication between partners and a collective approach to supporting and developing staff across health and care affected by service changes and transformation.</li> <li>• Provide oversight for London level delivery of devolution commitments and support pilots in their workforce transformation.</li> <li>• Ensure processes are in place for encouraging co-working and sharing learning amongst partner organisations and within the system more broadly.</li> <li>• Map the activities of member organisations to identify further opportunities for collaboration and more efficient working.</li> </ul>
<b>Development and training</b>	<ul style="list-style-type: none"> <li>• Identify opportunities arising from the apprenticeship levy in London.</li> <li>• Develop a London-wide workforce delivery system, including HEE, Skills for Health and Skills for Care.</li> <li>• Identify opportunities for greater awareness of integrated and other sector roles during development and training e.g. social care placements during medical school; Ensuring Local Workforce Advisory Boards are aware of all the training programmes available from Skills for Care and Health, to develop local proposals for staff training together across health and social care.</li> </ul>
<b>Recruitment/retention</b>	<ul style="list-style-type: none"> <li>• Explore the impact of Brexit on London's health and care workforce to support discussions with national partners and central government.</li> <li>• Identify opportunities to attract young Londoners to careers in health and care.</li> <li>• Explore the employment contract and if there is a case for change to enhance recruitment and retention into the capital. This to include exploring a single employer framework, to re-distribute and better target the existing pay envelope.</li> <li>• Further develop and increase adoption of opportunities for professional mobility through 'passporting'.</li> <li>• Exploring London weighting in the context of the current challenges in staff retention and turnover.</li> </ul>
<b>Integrated roles and working</b>	<ul style="list-style-type: none"> <li>• Clearly identify base case, built up from STP (&amp; ACS) analysis.</li> <li>• Examine different workforce requirements to support emerging delivery or commissioning models – bringing together the findings of the STPs and LWABs.</li> <li>• Identify any opportunities to accelerate or support STP efforts to develop team-based care models, including a plan for up/side-skilling existing workforce.</li> <li>• Form a London wide view, from the work of STPs, of the projected changes needed in the workforce to ensure that it is fit for purpose to meet London's changing needs.</li> <li>• Describe options for a more integrated workforce including proposing solutions to challenges facing health and care workforce integration such as: co-location and pay parity.</li> </ul>
Reports to	
<ul style="list-style-type: none"> <li>• The London Workforce Board, then to the London Health &amp; Care Strategic Partnership Board.</li> <li>• Political oversight: London Health Board.</li> </ul>	
Delivery, funding and resources	
<ul style="list-style-type: none"> <li>• Collaborative programme – key partners include NHSE, NHSI, HEE, London Councils, ADASS, STPs, LWABs and emerging health and care systems</li> <li>• Resource requirements include programme management and subject matter expertise.</li> </ul>	