

Appendix 1

# Cumbria Integrated Health and Care System Workforce Strategy



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## Executive Summary

This Cumbria system-wide Health and Care Workforce Strategy is produced in response to the CQC System-wide review of Health and Care, published in May 2018. The CQC review concluded that it would be helpful if there was a system-wide Strategy for the Health and Care Workforce across Cumbria. The Strategy has been co-produced with Cumbria County Council (CCC) by Bay Health & Care Partners (BHCP) and North Cumbria Integrated Care NHS Foundation Trust (NCIC). Independent Care providers have also contributed.

Whilst the CQC review focused solely on Adult Health and Care, the Workforce Strategy principles may be applied equally to Children's Health and Care. The approach within the Strategy is based upon that of Health Education England's (HEE) system-wide workforce approach and consistent with the approach described in the interim NHS People Plan, published in June 2019, around the new operating model for workforce.

This Strategy does not replace the existing Workforce Strategies and Plans of individual NHS organisations or the County Council. There are no implications from this Workforce Strategy to terms and conditions of employment or structure of individual organisations within the system. This Strategy is designed to provide an overarching identification of key priorities and how these will be addressed in either a:

- Whole system approach across Cumbria working to a collaborative action plan;
- Local approach, at either an Integrated Care System (ICS) or in some instances Integrated Care Community (ICC) level;
- Individual organisation specific;
- Through the Cumbria Local Enterprise Partnership (CLEP), through its Health and Care Employer panel and the Local Industrial Strategy (LIS).

Appendix 2 and 3 identifies those activities that form the basis of this strategy to be addressed at each level and the action plan for doing so.



## **1. Why have a workforce strategy?**

The future of Cumbria's Health and Care system relies on its staff, those providing face to face Care all day, every day and those working behind the scenes to keep our Health and Care services functioning. Good Health and Care relies upon easy, dependable access to staff who know what they are doing, have the time to do it and treat us with respect and compassion.

That is why Health and Care staff, who currently make up over 13% of all people in employment in Cumbria, are the single biggest investment we make in Health and Care. For both taxpayers and service users (patients) getting workforce policy right is critical to the sustainability of high quality Health and Care services.

With over 31,000 people employed in Health and Care services, the shape of the workforce also impacts beyond the confines of the services. As some of the largest employers in many places it is an important part of the local community impacting on Social mobility, diversity and local economic growth.

This document provides a clear workforce strategy for the Health and Care system in Cumbria. Whilst the initial focus is on Adult Health and Care Workforce, the principles contained in this Workforce Strategy can be equally applied to the Children's Health and Care Workforce. The workforce summit in October 2018 has informed the themes of this strategy which are based on the approach of Health Education England who produced a system-wide Health workforce strategy. It represents a shared vision for the workforce.

## **2. Partners**

The Cumbria Local Enterprise Partnership has been engaged in the system throughout the process of developing the workforce strategy. The Cumbria LEP Assurance Framework includes the formation of a Health and Social Care Sector Panel that will work with the system to develop sector specific responses to the workforce challenges set out in the Local Industrial Strategy.

## **3. Overview of the Cumbria Health and Care system**

To develop a workforce strategy we first need to understand the Health and Care system in Cumbria. This is detailed in appendix 1.

In Cumbria the amount of jobs in the Health and Care sector is slightly higher than the national average at 31,889. There is a high percentage of the workforce that is female at 83%.

36% of the workforce is over 50, which is in line with the national average for the sector, but in some parts of the system it is significantly higher at up to 47%. We have a lower percentage of workforce under 30 at 12.83%, compared to the national average of 21%.

We have a lower than national average attrition rate for system (22.4% as opposed to 27.8% nationally) but a significantly higher than national attrition rate in the independent sector (34% as opposed to 15.7% nationally).

## 4. The changing environment for health and care services

The Health and Care system is part of every community. Our county has a growing and ageing population with greater Health and Care needs; a growing and increasingly diverse workforce with changing work patterns; a raft of global socio-economic and political factors; and rapid technological and digital developments. In planning for the future, the Health and Care system needs to better anticipate and understand these drivers.

### 4.1 Growing care needs

We celebrate that we are living longer but we need to recognise that many more of us are developing long term Health conditions with an impact on our Health and Care services.

- 11.6 million people in England are aged 65 and over, an increase of 21% in a decade; whilst 1.5 million are aged 85 or over, an increase of 31% over the same period;
- 3.8 million people live with diabetes and 2.5 million people have a cancer diagnosis;
- 25% of people experience a mental Health problem at some point in their lives;
- 1 million additional people will have dementia by 2021;
- 15 million people in England have one or more long term conditions;
- The number of people with three or more long term conditions will have risen to 2.9 million by 2018.

Cumbria is a large county with a relatively small population – this presents challenges in delivery of services, labour markets, and connectivity across the county:

- The population of Cumbria is 498,375 and 54% of the population live in rural areas compared to 18% nationally;
- The overall population in Cumbria is decreasing and Cumbria is the only county in England to be projected to experience a fall in population by 2041;
- 23.8% of the population in Cumbria is aged over 65 years compared to 18.2% nationally; this is projected to increase to 32.4% by 2041; when compared to the rest of England, Cumbria has an older age profile;
- The number of young people in Cumbria is decreasing with the number aged 0-15 projected to decrease by 9,300 by 2041, the greatest decrease in England;
- Employment is mainly based in manufacturing, tourism and Health sectors.

These facts highlight why Health and Care needs to be organised around individuals, rather than service or professional silos. We need to think innovatively, work differently and transform the way Health and Care is delivered.

### 4.2 Changing expectations and knowledge

Service users (Patients), carers and their families are becoming increasingly informed about their own conditions, treatment and Care needs.

The number of people caring for a close family member or friend, who could not cope without their support, is rising. People need to be supported to develop the knowledge, skills and confidence to manage their own conditions and to Care for others.

- Around 5.5 million people support a friend or family member as unpaid carers;
- 1.4 million unpaid carers Care for more than 50 hours per week;
- 20% of carers do not have access to any support;
- Across Health and Care 3 million people regularly volunteer;
- There are 300,000 volunteers in over 100 different roles across the NHS.

Patterns of work are changing with more people wanting flexible Careers, partly as a result of differences in generational expectations. To attract and retain staff, the Health and Care system must have an employment offer that remains attractive in this changing environment.

Three generations are working in Health and Care with stark differences between them in expectations, perceptions, and motivations. These differences matter. Understanding and responding to differing motivational needs improves recruitment, retention and Career development.

### **4.3 Generational differences across the work force**

Patterns of work are changing with more people wanting flexible careers, partly as a result of differences in generational expectations. To attract and retain staff, the health and care system must have an employment offer that remains attractive in this changing environment.

Three generations are working in health and care with stark differences between them in expectations, perceptions, and motivations. These differences matter. Understanding and responding to differing motivational needs improves recruitment, retention and career development.

### **4.4 A changing socio-economic and political environment**

The Social, political, economic, environmental and regulatory world we live in presents the Health and Care system with challenges and opportunities. These include changing notions of “illness” and “Health”; changing economic trends and resources likely to be available for the Health and Care system; changes in climate leading to changed disease profiles; resistance to traditional pathways; air quality and the availability of natural resources; changes to international relationships; and the reach of Health and Care regulation.

### **4.5 Interdependence of health and social care**

The deep seated interdependence of Health and Care is increasingly evident and important as both sectors face the same demographic challenges and pressures. The success of each sector is dependent on the success of the other.

Workforce planning and education and training systems will need to meet the needs of the whole system and policy makers will need to work together to ensure that success in recruiting and retaining key staff in one sector does not drain much needed staff from the other. Cumbria needs the right staff with the right skills across the Health and Care system if we are to meet the needs of the population, whether they are patients, service users or both.

## 5 A set of shared principles to underpin future workforce decisions

Workforce planning is challenging for a system as large and complex as the Health and Care system in Cumbria. It needs to take account of future finances and service redesign, while service advances and changing needs and expectations add to the uncertainty of projections. The time it takes to train professionals means we need to look for ways of building greater resilience into our future workforce plans. It is in the interests of the current and future communities of Cumbria that we do so.

To support this HEE (Health education England) have proposed a set of principles in their workforce strategy which aim to mitigate the risks associated with workforce planning. These principles correlate directly to the key themes from the workforce summit held on 4th October 2018. For these principles to have a real impact, they need to be adopted throughout the Cumbria wide Health and Care system.

The six principles are:

- **Securing the supply of staff – maximising recruitment opportunities;**
- **Enabling a flexible and adaptable workforce through investment in educating and training new and current staff – skills development and skills retention;**
- **Providing broad pathways for careers in Health and Social Care – new ways of working/new roles;**
- **Widening participation in jobs so that people from all backgrounds have the opportunity to contribute and benefit from public investment in our Health Care – an inclusive approach to recruitment opportunities;**
- **Ensuring the Health and Care system employers in Cumbria are inclusive modern model employers – leadership and culture;**
- **Ensuring that service, financial and workforce planning are intertwined so that every significant policy change has workforce implications thought through and tested – retention.**

The Health and Care system need to deliver high quality Care in the future. Maximising the self-supply of our workforce is critical. There is scope for more blending of responsibilities between some professions. This flexibility is rewarding for staff and can provide the system with more choice on how we organise our services.

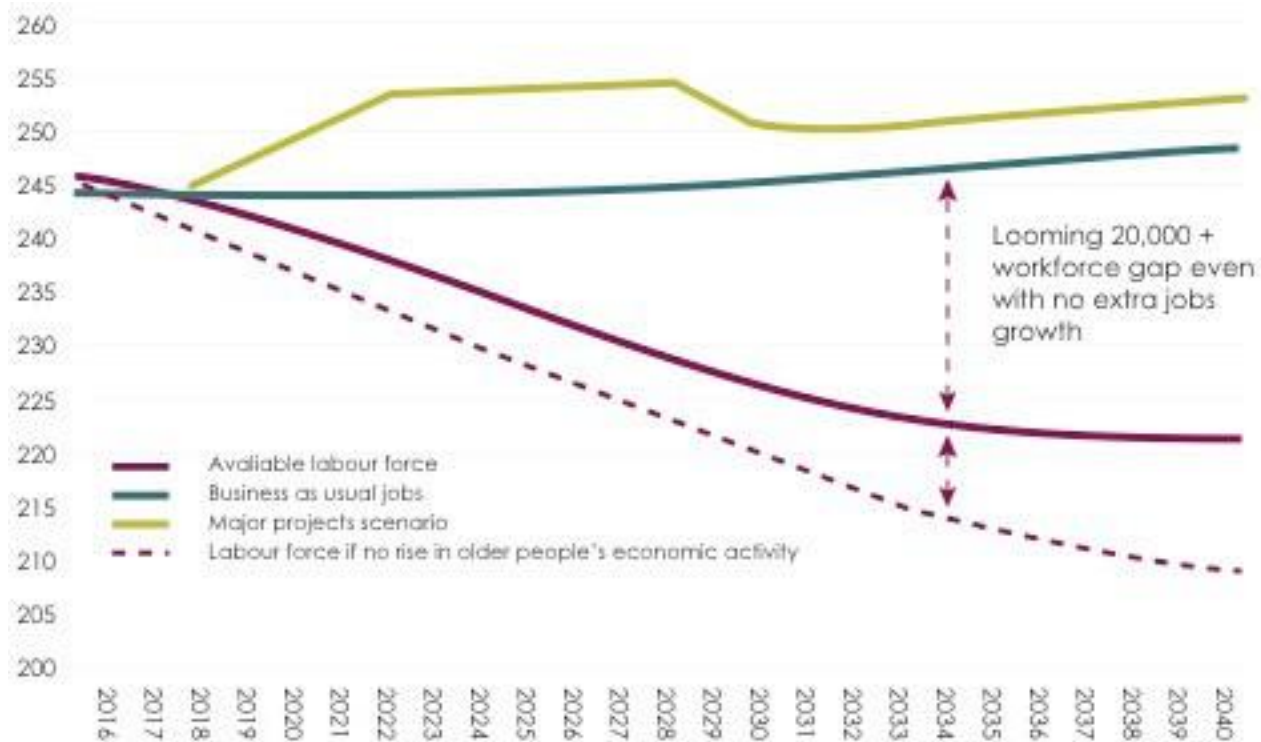
Structured career opportunities which enable staff to progress both within and between professions will enhance retention and make the Health and Care system more resilient and attractive in the face of changing demands from staff. This enriches the public duty to provide equal opportunity for all and will ensure the workforce of the future more closely reflects the populations it serves. If delivered successfully it will increase the pool of people available to be recruited into the Health and Care system.

With flexible working patterns, career structures and rewards, these need to support staff and reflect the way people live now and the changing expectations of all generations who work for the Health and Care system. To retain dedicated staff now and in the future requires employment models that sustain the values which drive Health and Care professionals every day whilst protecting against burnout, disillusionment or impossible choices between work and home life.

This will help ensure the Health and Care system gets the best for the communities of Cumbria from its resources/ aligning service and workforce planning fosters realism alongside creativity considering what the workforce in all the relevant groups can best contribute to a new and changing service. This will also increase the resilience of workforce planning and ensure the workforce is rightly seen as an enabler of improved services, not as a constraint

## 6 Securing the supply of staff - Growing our workforce

Careers in Health and Care need to be attractive to everyone, especially young people. The graph below shows the declining working age population in Cumbria. Crucial to the success of the Health and Care sector in Cumbria will be our ability to maintain our workforce, which will require more people to stay in work; tackling worklessness; and improving net in-migration of people working age.



The Careers Strategy for Cumbria provides the system with a variety of ways in which it can work with Cumbria LEP to offer world class careers education through the Cumbria Careers Hub. This will enable the system to offer accurate and persuasive information to young people developing a greater understanding of modern Career aspirations. These actions could include:

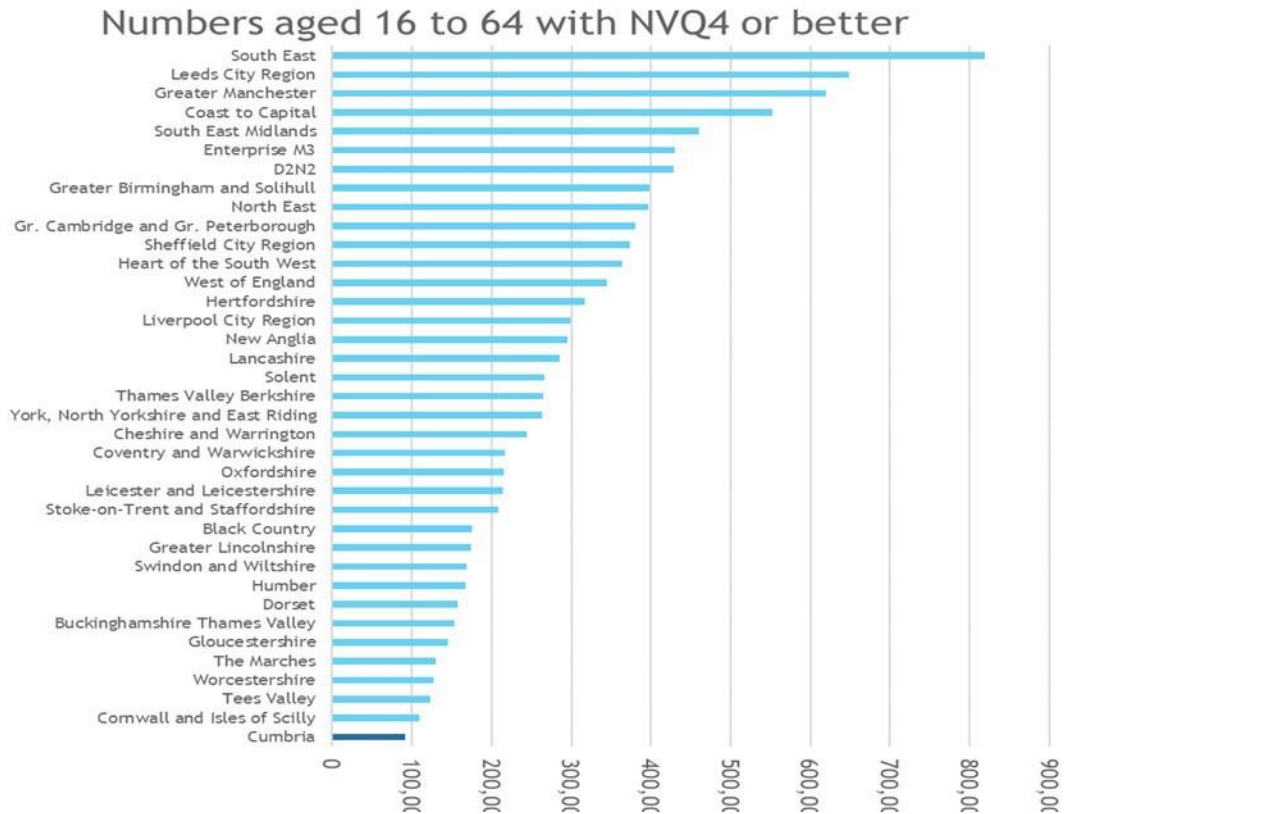
- Targeted campaigns for young people, undergraduates etc;
- Developing work experience opportunities;
- Developing a network of Enterprise Advisors to support schools and Colleges in understanding the sector;
- Facilitating engagement with schools and Colleges in delivering their Develop a brand for recruitment in Cumbria.

In addition, securing alignment with the work of the Local Industrial Strategy to develop a place based approach to recruitment into the system, developing a brand for recruitment in Cumbria. The system will also support return to practice and review and develop retention strategies and cross sectoral pathways.

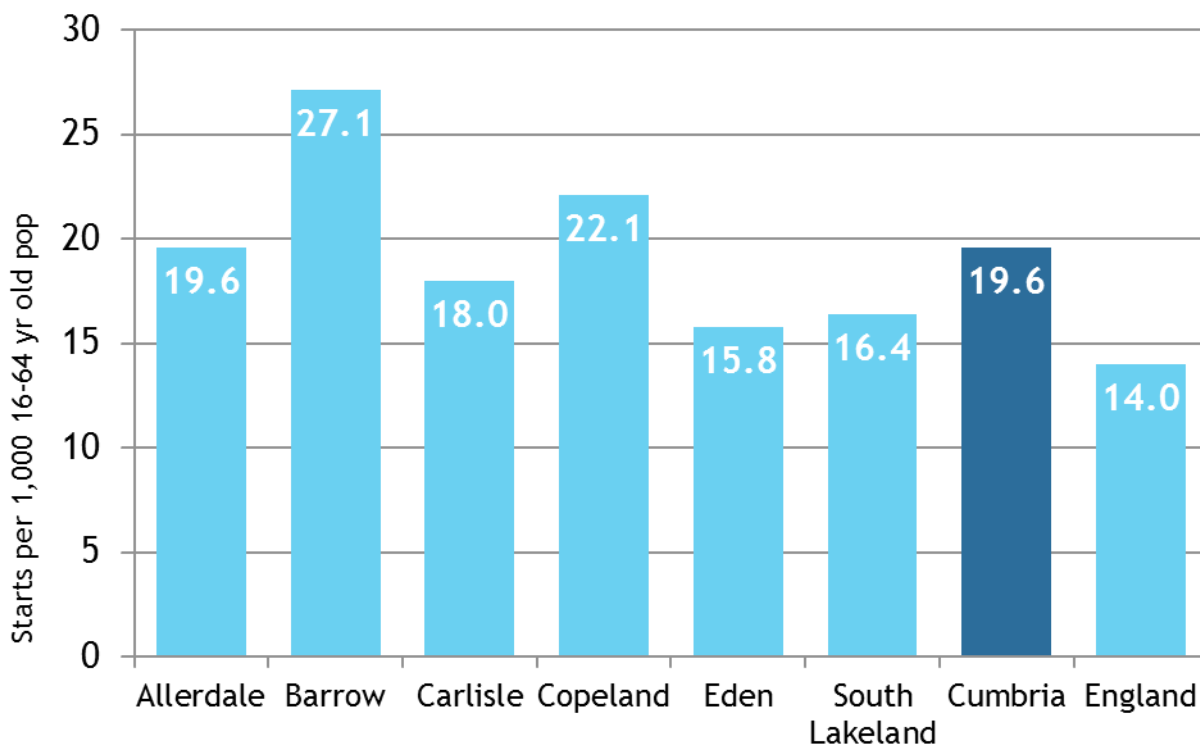


## 7 Enabling a flexible and adaptable workforce through investment in educating and training new and current staff

Apprenticeships have a proud history within the Health and Care system and will continue to support Social mobility, widen participation and provide an important route into the modern Health and Care system. The below graph shows that there is a thin pool of higher level skills in Cumbria with the smallest pool of graduate level qualifications in England.



Apprenticeships can provide career pathways to support recruitment and retention strategies. The graph below shows good performance in apprenticeships for Cumbria.



Actions include:

- Development of cross sectoral apprenticeships;
- Establishment of DWP/NEET traineeships;
- Explore with further and higher education alternative routes into Health and Care careers;
- Map current upskilling offer in the sector and complete a needs analysis.

## **8 Providing broad pathways for careers in Health and social care**

Having the right mix of competencies and skills across a team improves outcomes for users of services, improves productivity and ensures staff are empowered to showcase the full range of their talents.

Developing new roles is a key part of supporting a richer skills mix in teams across Health and Care.

Career pathways from entry level Care worker/Care Assistant, through a variety of levels, right up to Social Worker, Registered Nurse or Occupational Therapist offer a broad and attractive pathway for new entrants and existing staff.

Actions include:

- Developing new roles – such as the co-ordination hub roles which are the front door access for the integrated Care communities;
- Developing new ways of working, including upskilling the current workforce –such as in the area of Social work we have developed an academy approach to support attraction, recruitment and retention of key Social work posts within the system. This includes the development of career pathways within Cumbria County Council;
- Cross sectoral working – such as the Lonsdale unit in Penrith where we have co-located staff from across the system to enable them to work through a more joined up approach.

## **9 Widening participation in jobs so that people from all backgrounds have the opportunity to contribute and benefit from public investment in our health care**

The Health and Care system should be more reflective of the communities it serves. This means ensuring careers in Health and Care speak to, and are available to, everyone regardless of background, economic status or protected characteristics. We also need to ensure fair treatment and equal opportunities for current staff.

Actions include:

- Establishment of traineeships;
- Explore alternative routes into health and care;
- Upskilling of the current workforce.



## **10 Ensuring the Health and care system employers in Cumbria are inclusive modern model employers**

The reasons why people leave are complex, but each organisation already has the knowledge of what makes staff happy, what makes it easier to recruit and retain staff.

Core organisational values need to resonate in the organisational culture. Leaders must be committed to doing the right thing for service users and staff within a culture of equality and diversity. When people are respected and valued, retention is easier.

The Health and Care system must commit to careers not jobs, with development and learning core to increasing skills and capability, creating the conditions for Career progression.

People like teams and knowing their place within them, working in an orderly job, with good line management, clear objectives and a shared sense of purpose within a clean, modern environment equipped for safe and effective Care. Staff must have the support to look after their own mental and physical Health, whilst being protected from violence, bullying and harassment in the workplace. Perhaps an area for further development within the Health and Care systems is the value people place on the flexibility to manage work-life balance, ending binary choices between professional and personal commitments.

Creating organisations with these values and attributes, improves staff satisfaction and service user outcomes, thereby reducing turnover, but it isn't easy. There is no single solution to retention and turnover, it is hard work across a range of priorities but it can and must be done, organisation by organisation.

Actions include:

- Leadership development programmes;
- Review organisational culture;
- Programme of work to embed organisational values;
- Development of a career pathway for the whole sector;
- Development of a Health and wellbeing strategy;
- Review of flexible working arrangements.

## **11 Ensuring that service, financial and workforce planning are intertwined so that every significant policy change has workforce implications thought through and tested**

We need to focus on the characteristics of our future workforce and development of workforce policies, structures and systems that build in sustainability through flexibility and responsiveness. Areas that we need to address are:

- Assessing the impact of change to prioritising measures aimed at preventing ill Health and promoting wellbeing, and developing the public Health workforce to deliver these actions;
- Reducing unwarranted variation in the provision and quality of services delivered;
- A focus on high value, evidence based activity and interventions;
- Reducing unwarranted variation in operational performance and productivity ;
- Future teams – addressing the barriers to creating modern agile teams;
- Future employment – exploring new models of employment to serve our future needs and our relationship with the wider domestic and international labour market for Health and Care staff;

- Valuing and engaging our staff and equipping them with the tools and resources to service communities;
- A modern flexible education, training and development system and its contribution to securing supply and supporting lifelong learning of staff;
- Integrating service and workforce planning – a coherent, co-ordinated, and actively managed system for managing the workforce.

## 12 Next steps

A piece of work has taken place to say what will be delivered at an individual organisational level, a local level (either ICS or in some instances ICC), by the Cumbria LEP and finally, at a Cumbria Health and Care system county-wide level. Appendix 2 provides the overview of which the proposals against each of these levels.

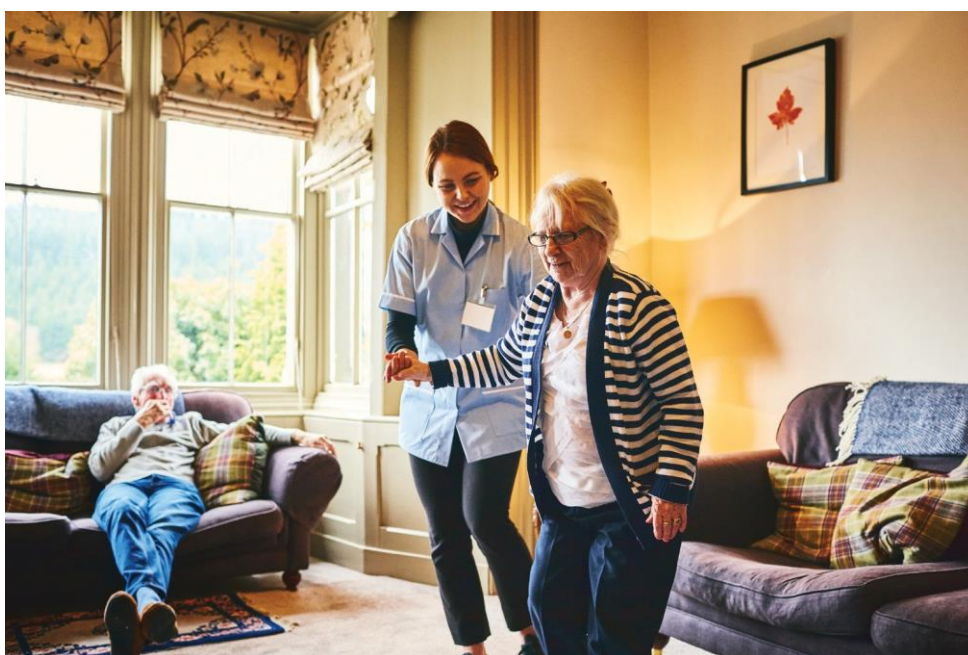
The initial focus will be on the system-wide actions and an action plan for these is contained at Appendix 3. These system-wide actions are:

- Develop a cross sectoral career pathway;
- Development of cross sectoral apprenticeships;
- Establishment of traineeships.

A co-ordination group is in place and sub-groups will lead on the delivery of the actions relating to the three priorities above.

Each organisation within the Health and Care system, other than private and independent Care providers who are covered by Skills for Care Strategies, has their own individual workforce plan/strategy. This Strategy does not replace these plans but provides an umbrella to bring together an overall approach to Workforce across the Health and Care system in Cumbria.

It is proposed that the individual organisational and local activities are delivered through the existing Plans and Strategies since there is much activity already across this footprint.



## Appendix 1 – Health and care system overview

### Cumbria Health and Care system Overview



	Head count	Female/Male %	Attrition
Cumbria:	31,962	83% vs 17%	22.4%
National Total:	1,580,000	82% vs 18%	27.8%
	Age Under 30	Age 30-50	Age 50+
Cumbria:	12.83%	54.53%	32.64%
National:	21%	43%	36%

### System Workforce overview (head count)



<b>Cumbria County Council:</b>	<b>2,559</b>
<b>North Cumbria:</b>	<b>7,639</b>
<b>Independent sector:</b>	<b>14,500</b>
<b>BHCP:</b>	<b>8,754</b>

## Equality Data



	CCC	North Cumbria	Independent Sector	BHCP
Female	90.49%	86%	83%	77.5%
Male	9.51%	14%	17%	22.5%
Age Under 30:	12.62%	14.25%	9%	18%
Age 30-49:	40.51%	49.09%	67%	42.7%
Age Over 50:	46.87%	36.66%	24%	39.3%

## Attrition Rates



<b>National:</b>	<b>27.8%</b>
<b>Cumbria total:</b>	<b>22.4%</b>
<b>Cumbria County Council:</b>	<b>Social care 12.26%, Cumbria Care 8.65%</b>
<b>North Cumbria:</b>	<b>17%</b>
<b>Independent sector:</b>	<b>34%</b>
<b>BHCP:</b>	<b>12%</b>

## Appendix 2 – Action plan

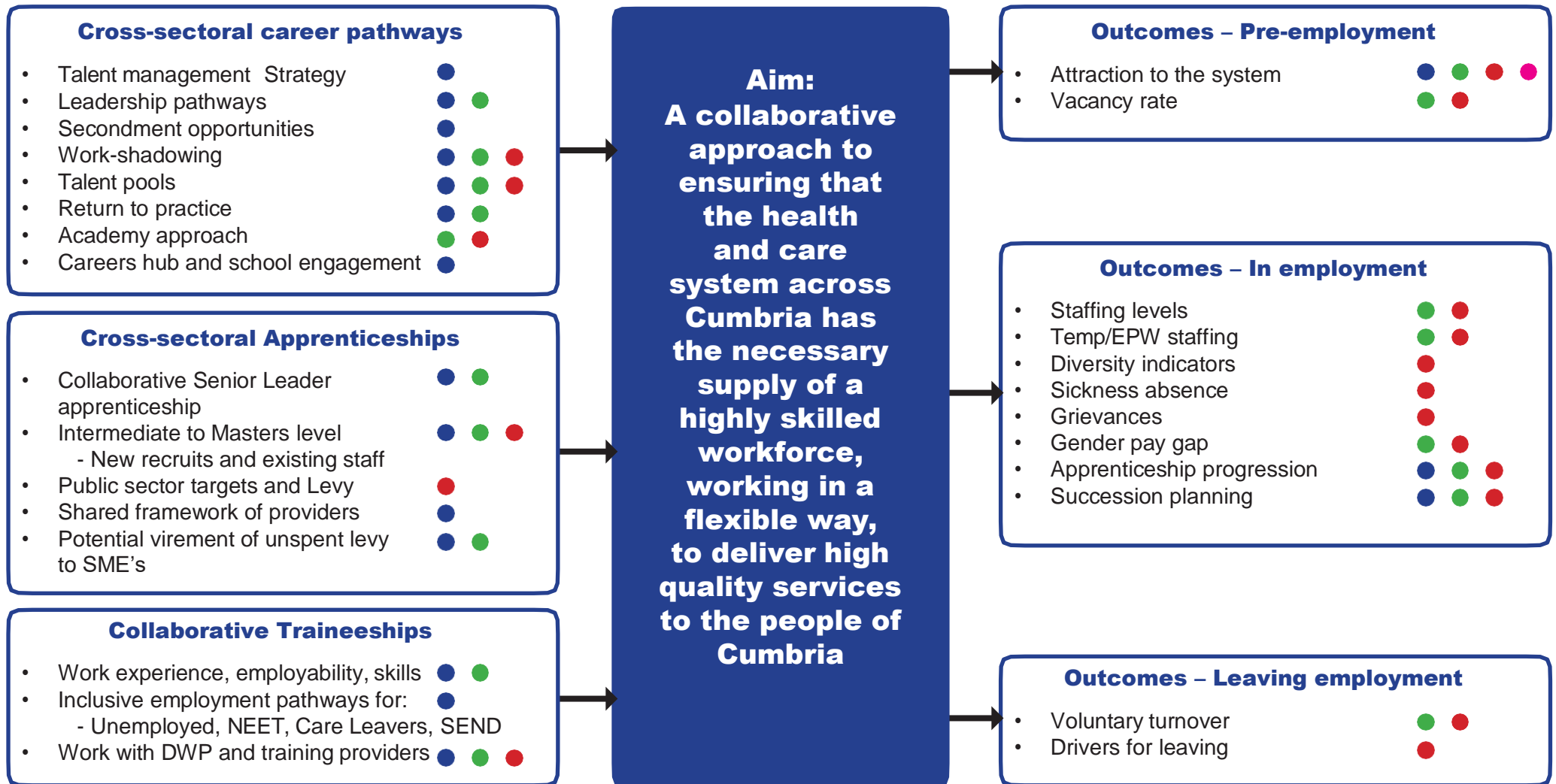
The table below shows the actions in sections 5-10 above and at which level these can be delivered:

Action	Organisation Level	Local Level	System Level	LEP
A campaign aimed at schools whose students do not traditionally go into professional Health and Care Careers.		✘		
A campaign to encourage undergraduate growth.				✘
A campaign promoting work experience aimed at employers further growing our own.				✘
A campaign to support return to practice.	✘			
Develop a brand for recruitment in Cumbria.				✘
Review and develop retention strategies.	✘			
Develop a cross sectoral Career pathway.			✘	
Development of cross sectoral apprenticeships.			✘	
Establishment of traineeships.			✘	
Explore with further and higher education alternative routes into Health and Care.				✘
Developing new roles.	✘			
Developing new ways of working including upskilling the current workforce.		✘		
Cross sectoral working.		✘		
Explore alternative routes into health and care.				✘
Upskilling of the current workforce.	✘			
Leadership development programmes.	✘			
Review organisational culture.	✘			
Programme of work to embed organisational values.	✘			
Review of flexible working arrangements.	✘			
Assessing the impact of change to prioritising measures aimed at preventing ill Health and promoting wellbeing, and developing the public Health workforce to deliver these actions.	✘			
Reducing unwarranted variation in the provision and quality of services delivered.		✘		

Action	Organisation Level	Local Level	System Level	LEP
A focus on high value, evidence based activity and interventions	✘			
Reducing unwarranted variation in operational performance and productivity		✘		
Future teams – addressing the barriers to creating modern agile teams.		✘		
Future employment – exploring new models of employment to serve our future needs and our relationship with the wider domestic and international labour market for Health and Care staff.		✘		
Valuing and engaging our staff and equipping them with the tools and resources to service communities.	✘			
A modern flexible education, training and development system and its contribution to securing supply and supporting lifelong learning of staff.				✘



## Appendix 3 – Cumbria Integrated Health and Care System - Workforce Strategy, system-wide plan



**Key**

- System-wide activity
- Local activity (ICS)
- Individual organisational activity
- CLEP led activity

## Action 1: Develop cross-sectoral career pathways – Lead: Suzanne Hamilton, NCIC

Activity	Deadline	Target	Outcome	Focus group membership
Map existing activity to avoid duplication and utilise organisational strengths	December 2019	All partners to map existing activity and agree scope of activity and how to utilise organisational strengths	Clear map of organisational strengths in this area and potential duplication	Suzanne Hamilton Luci Robb Matt France
Talent management strategy developed	February 2020	Talent Management Strategy produced, including timeline for implementation	Strategy in place	As above
Increase cross-organisational secondment opportunities	April 2020	Work with NHS and other public sector partners to develop joint secondment agreement. 3 cross-organisational secondment opportunities to be offered in Year 1	3 secondment opportunities	As above
Develop cross-sectoral career pathways for leadership roles	By September 2020	Cross-sectoral career pathways to be produced for leadership roles. Other career pathways to be developed on an ISP footprint	Clear career pathway into senior leadership across Health and Care communicated	As above
Utilise an academy approach for hard to recruit roles	By July 2020	Identification of hard to fill roles across Health and Care	Academy approach to be utilised for recruitment in two new areas	Suzanne Hamilton Sonyia Curran Matt France
Utilise work shadowing across boundaries for the Senior Leader apprenticeships	January 2020	20% off the job training for Senior Leader apprentices from CCC and NHS to include work shadowing	Cross-organisational work shadowing programme in place for 10 staff	As above
Develop 'return to practice' programme for the sector	By September 2020	To be confirmed	To be confirmed	As above
Explore the potential to create talent pools on a local and individual organisational basis	By April 2020	To be confirmed	To be confirmed	Suzanne Hamilton Luci Robb Matt France
Work with the Careers hub to engage schools and young people into careers in the sector	April 2020	Engage with Cumbria LEP through the Health and Care Employer Panel	Plan for working with the careers hub to engage schools and young people into careers in the sector	Through LEP

**Action 2: Develop cross-sectoral apprenticeship programme – Lead: Amanda Towers, CCC**

Activity	Deadline	Target	Outcome	Focus group membership
Map existing activity to avoid duplication and utilise organisational strengths	December 2019	All partners to map existing activity and agree scope of activity and how to utilise organisational strengths	Clear map of organisational strengths in this area and potential duplication	Amanda Towers Jane Edwards Suzanne Hamilton Ruth Keeler
Collaborative Senior Leader apprenticeship programme	Pilot September 2019 System-wide September 2020	Pilot collaborative MSc in Professional Practice with Lancaster University to be hosted by CCC Collaboratively plan system-wide Senior Leader apprenticeship programme for 2020	20 participants from senior leadership roles in the sector  25 places	Amanda Towers Jane Edwards Suzanne Hamilton Matt France
Identify cross-sector apprenticeship pathways for new recruits and existing staff from Intermediate to Masters level	By February 2020	Identify common apprenticeship roles across the sector Develop a plan for joint apprenticeship programmes Implement joint apprenticeship programmes	4 joint apprenticeship programme areas identified and delivered	Amanda Towers Jane Edwards Ruth Keeler
Increase contribution to the public sector apprenticeship targets and/or spend of the apprenticeship levy	From April 2020, reported on at year end March 2021	Identify current delivery benchmark for public sector target and target numbers Identify current levy available and utilisation to date	Overall increase in public sector target numbers and/or ensure levy spend remains within Cumbria and not returned to Treasury	As above
Identify opportunities for shared apprenticeship training provider procurement	By January 2020	Jointly identify areas where potential collaborative approach to training provider procurement would be beneficial	Increase in collaborative buying power, potentially resulting in reduced cost from training providers to the individual organisational apprenticeship levies	Amanda Towers Jane Edwards Gertie Nic Philib
Identify potential for use of organisational apprenticeship levy to support small and medium health and care providers with apprentice training costs	By April 2020	Identify if all levy is being deployed Identify potential levy available to fund apprenticeships in small and medium providers (up to 25% of levy of levy paying employers)	Potential funding of apprenticeship training through the levy in small and medium employers Volume and number of employers to be confirmed	Amanda Towers Jane Edwards Gertie Nic Philib

### Action 3: Collaborative Traineeships – Lead: Gertie Nic Philib, University Hospitals of Morecambe Bay NHS Foundation Trust

Activity	Deadline	Target	Outcome	Focus group membership
Map existing activity to avoid duplication and utilise organisational strengths	December 2019	All partners to map existing activity and agree scope of activity and how to utilise individual organisational strengths	Clear map of organisational strengths in this area and potential duplication	Ruth Keeler Margaret Watson Jane Edwards (or nominee) Private/voluntary sector nominee
Identify potential inclusive employment pathways for <ul style="list-style-type: none"> <li>• Unemployed, NEET, Care Leavers, SEND</li> <li>• Returners</li> <li>• Underemployed</li> </ul>	By February 2020	Roles identified across the system, particularly targeting areas of high turnover and hard to fill roles	Pathways into three job roles identified	As above
Develop programme of Work experience and employability skills	By April 2020	Programme developed for work experience and employability in three areas of Health and Care	20 places offered across the system	Ruth Keeler Donna St Claire Jane Edwards (or nominee) Private/voluntary sector nominee
Work with DWP, partners and training providers to identify opportunities and engage target groups	April 2020 onwards	DWP and other partners engaged in identifying target groups and promoting opportunities	20 places filled	As above