

Committee: Cabinet

Date of meeting: 30 January 2020

Title of Report: Health and Care System Wide Workforce Plan

Report by: Interim Executive Director, People – Nick Jarman

Cabinet Member: Cllr Janet Willis, Cabinet Member for Customers, Transformation and Fire and Rescue

1. What is the Report About? (Executive Summary)

1.1 This report requests approval of the Cumbria Integrated Health and Care Workforce Strategy and action plan attached as Appendix 1.

1.2 The Strategy was recommended for endorsement at Cumbria Health and Wellbeing Board on 13 September 2019.

1.3 This Strategy and action plan addresses the 2018 CQC review concern around a lack of a Cumbrian system-wide Workforce Strategy for the sector.

2. Recommendation of the Executive Director

2.1 It is recommended that Cabinet approve the Cumbria Integrated Health and Care Workforce Strategy attached as Appendix 1.

3. Background to the Proposals

3.1 To develop a workforce fit for the future we need to think innovatively and work differently to transform the way health and care is delivered in Cumbria.

3.2 Employers within the Health and Care sector face the same challenges and pressures and are interdependent, the success of each lies in a collaborative approach to workforce planning and development

3.3 This system-wide Workforce strategy applies six principles aligned to the draft system-wide Workforce Strategy produced by Health Education England (HEE). These 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 – maximising 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.

3.4 The document proposes a number of actions that will be undertaken at individual organisation, local and system level.

3.5 Cumbria Local Enterprise Partnership (CLEP), through their Health and Care Employer Panel will work collaboratively.

3.6 It is proposed that all Health and Care organisations in Cumbria will work together on the three priorities identified at system level:

- Developing cross sectoral career pathways
- Development of cross sectoral apprenticeships
- Establishment of traineeships to widen participation.

3.7 Actions will be overseen by a coordination group that will include representatives from Cumbria County Council (CCC), North Cumbria Integrated Care NHS Foundation Trust (NCIC), University Hospitals of Morecambe Bay NHS Foundation Trust (UHMB) and primary care and aligned to individual Organisation Development Plans.

3.8 A draft of the strategy was considered and endorsed at the Cumbria Health and Wellbeing Board on 13 September 2019. Minor changes have been made to reflect feedback of Board members and Cabinet members.

4. Options Considered and Risks Identified

Option (a) – do nothing

- Due to the demographic challenges and pressures around the availability of a skilled workforce for the sector this would pose significant risk that insufficient skilled staff will be available in future years to deliver health and care services in Cumbria.
- Would not address the CQC concern around the lack of a joint Workforce Strategy for the sector

Option (b) – develop a Cumbrian Integrated Workforce Strategy

- Enables a system-wide view of the Health and Care workforce across Cumbria.
- Enables collaborative workforce planning and talent management, to work to ensure a sufficient and skilled workforce to deliver health and care services in Cumbria.

Option (c) – individual Workforce Strategies and Plans

- These already exist within Cumbria County Council and the North and South NHS Trusts, However they do not provide an overarching Strategic Cumbria Workforce Plan for the Sector.

- Would not address the CQC concern around the lack of a joint Workforce Strategy for the sector

Risks – the risk of not working collaboratively to address key concerns around both sufficiency and skill of the health and care workforce are that health services are unable to be delivered in Cumbria.

5. Reasons for the recommendation/Key benefits

- 5.1** Option (b) is the only option that addresses the CQC review concern and provides a strategic umbrella for addressing the Workforce challenges across the Health and Care sector in Cumbria.

6. Financial – What Resources will be needed and how will it be Funded?

- 6.1** There are no direct financial consequences arising from this report although the development of a Cumbria Integrated Health and Care Workforce Strategy may result in financial benefits in future years as the development of staff within Cumbria may help to reduce reliance on EPW staff. Any activities, including training, that take place across the system will need to be jointly funded by the respective organisations taking part.

7. Legal Aspects – What needs to be considered?

- 7.1** Reforms in the Care Act 2014 have widened the Council's responsibilities increasing demand for adult social care services. In 2015 the Government postponed implementation of Part 2 of the Care Act until 2020. Although this may delay demand for self-funder assessments, demand arising from Part 1 of the Care Act had workforce implications. The range of new and extended implications includes to:

- Provide information and advice to citizens of Cumbria helping them to access the support they need;
- Increase responsibility to support carers;
- Extend the Council's responsibility to provide preventative services to people at risk of developing social care needs and to prevent needs becoming long term;
- Assess people appearing to have care and support needs including self-funders, extending this right to eligible carers;
- Assess prisoners and people living in approved premises;
- Provide independent advocacy for people who need support to fully participate in their assessment;
- Extend criteria for safeguarding;
- Provide a deferred payment scheme; and
- Proactively manage provider failure and manage the market.

- 7.2** The implications shown above, coupled with future reforms scheduled under Part 2 of the Care Act 2014 provide supporting legal context to the CQC concern being addressed through the recommendation in the report. The supporting legal context underlines the benefits of approving the final Cumbria Integrated Health and Care Workforce Strategy and action plan attached as Appendix 1. The strategy and action plan support the Council in meeting its

current and future legal obligations. Meeting those legal obligations is better facilitated and enabled reliant by effective workplace planning – meeting the six principles shown in paragraph 5 above – of the nature proposed.

8. Health and Safety Aspects – What needs to be considered?

- 8.1 The Health & Safety at Work Act 1974 places a moral and legal duty on the Council as an employer to ensure that, so far as is reasonably practicable, that appropriate health, safety and welfare at work is in place for all employees.
- 8.2 Section 10 of the Cumbria Integrated Health and Care Workforce Strategy attached as Appendix 1 outlines a commitment to ensuring the health and care system employers in Cumbria are inclusive modern model employers and contains appropriate consideration of health, safety and wellbeing responsibilities. Cabinet have an agreed Corporate Health, Safety and Wellbeing Policy statement in place supported by strengthened health and safety governance, risk assessments and performance management arrangements to assist in the safe delivery of any actions in the strategy related to the County Council.

9. Council Plan Priority – How do the Proposals Contribute to the Delivery of the Council's Stated Outcomes?

- 9.1 Ensuring a sufficient and skilled workforce for the Health and Care system in Cumbria is crucial to the Council Plan outcome of:

- People in Cumbria are Healthy and Safe

- 9.2 The Health and Care sector in Cumbria is the third largest employment sector, which also contributes to the Council Plan outcome of:

- the Economy in Cumbria is growing and benefits everyone

10. What is the Impact of the Decision on Health Inequalities and Equality and Diversity Issues?

- 10.1 The Cumbria Integrated Health and Care Workforce Strategy supports addressing health inequalities through working to ensure a sufficient and skilled workforce within the Health and Care sector in Cumbria.

Appendices and Background Documents

Appendix 1 – Cumbria Integrated Health and Care Workforce Strategy

Key Facts

Electoral Division(s): All

Executive Decision	Key Decision Included in Forward Plan	Exempt from call-in	Exemption agreed by scrutiny chair	Considered by scrutiny, if so detail below	Environmental or sustainability assessment undertaken?	Equality impact assessment undertaken?
Yes	No	N	N/A		No	No

Approved by the relevant Cabinet Member, Cllr Janet Willis, on 8 January 2020

Previous relevant Council or Executive decisions

None

Consideration by Overview & Scrutiny

Not considered

Background Papers

None

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