



Developing the workforce of
the future: *how the NHS is
working with colleges in
North West London*

17 November 2020

Today's webinar agenda

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| Introduction to the report: <i>Creating the workforce of the future: a new collaborative approach for the NHS and colleges in England</i> | Michael Wood, NHS Confederation and NHS London |
| System working in action: <i>a North West London case study</i> | Sharon Probets, Imperial College Healthcare NHS Trust and David Warnes, West London College |
| The London skills agenda | Forogh Rahmani and Michael Heanue, GLA |
| Q&A | Mary Vine-Morris, Association of Colleges |



Overview of Independent Commission on the College of the Future & NHS Confederation Report

The opportunity

- Meet existing and future workforce needs and ensure a sustainable, agile and innovative future health and care workforce
- Narrow regional inequalities and increase prosperity
- Support people into clear and high-quality local career pathways

The role of a coherent college sector in seizing this opportunity

- Allows working with employers in new ways across networks to best meet employer needs and offer coordinated pathways to good jobs.
- NHS is a critical relationship to place initial focus
- Opportunities for deeper strategic engagement with a range of other employers, of all sizes

Key recommendations

- Embed the role of colleges in support of the NHS people plan
- Drive a new, collaborative vision for the future of colleges in health and social care through employer hubs
- Create a new voice for English colleges - the Health and Care College Council

<https://www.nhsconfed.org/resources/2020/09/creating-the-workforce-of-the-future-collaborative-nhs-colleges>



Systems working in action

Strategic collaborative relationships
between NHS employers, colleges and
local authorities

David Warnes, Deputy Principal, West London College

Sharon Probets, Head of Learning, Imperial College Healthcare NHS Trust



The size of the health and care sector

£3.6 billion annual spend on NHS services

10 NHS Trusts
360 GP practices
Over 400 care homes



Sector workforce total: 87,204

NHS Trusts: 43,078
Social care: 40,125
Primary care: 4,001



Since 2015, demand for healthcare services has increased

3.4% increase in A&E attendance
18% increase in hospital admissions

Workforce is the biggest challenge

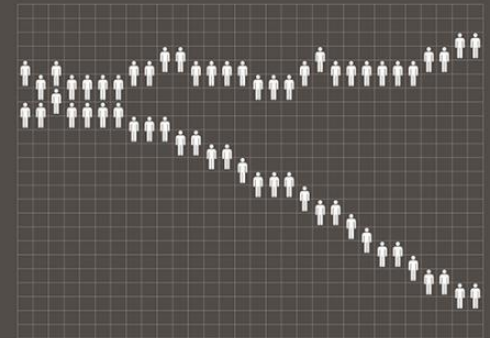
- Vacancies average 10%
- Turnover (35% in social care) (15% NHS)
- 5000 vacant entry level posts per year
- Ageing workforce
- Apprenticeship levy underspend
- Health & social care BTEC students not joining the workforce
- New roles and extended roles to deliver the NHS plan

Research

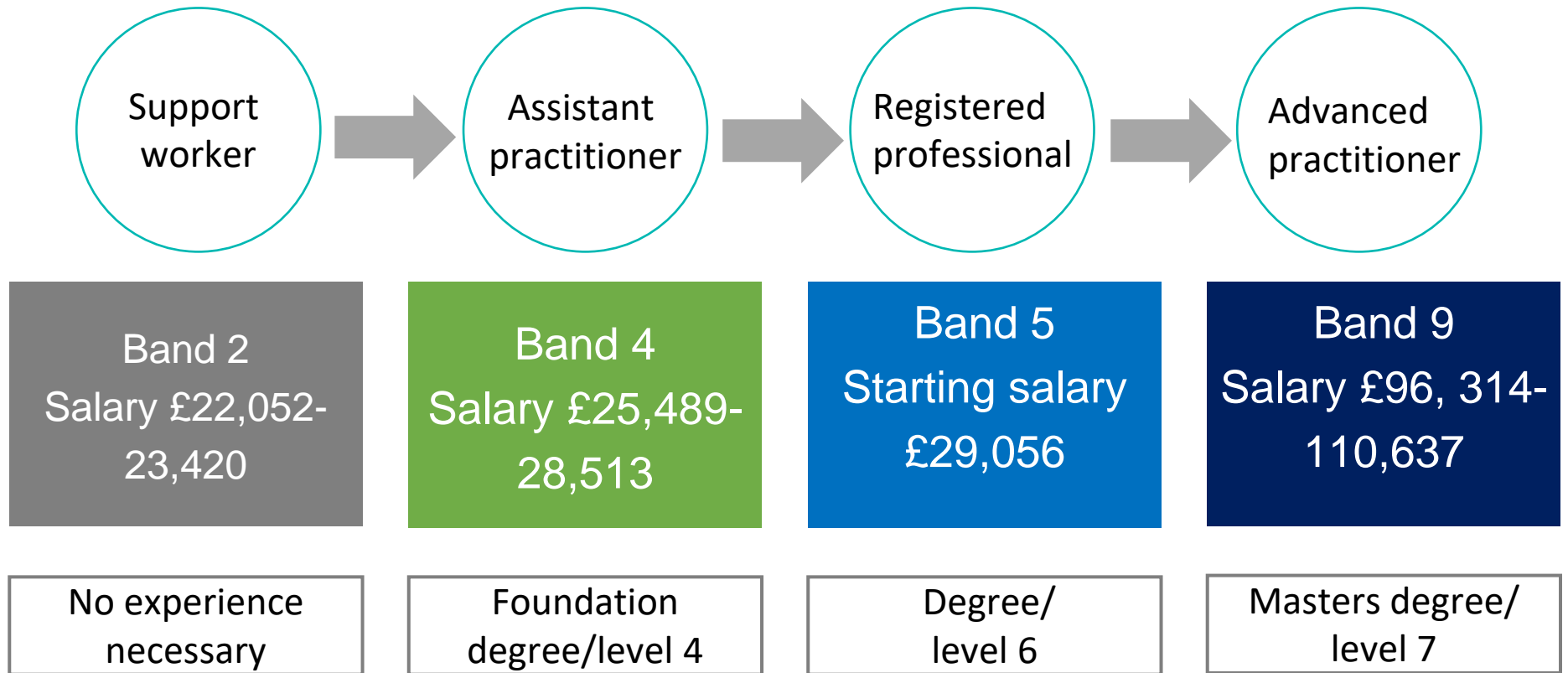
November 2019

Falling short: the NHS workforce challenge

Workforce profile and trends of the NHS in England
James Buchan, Ben Gershlick, Anita Charlesworth, Ian Seccombe

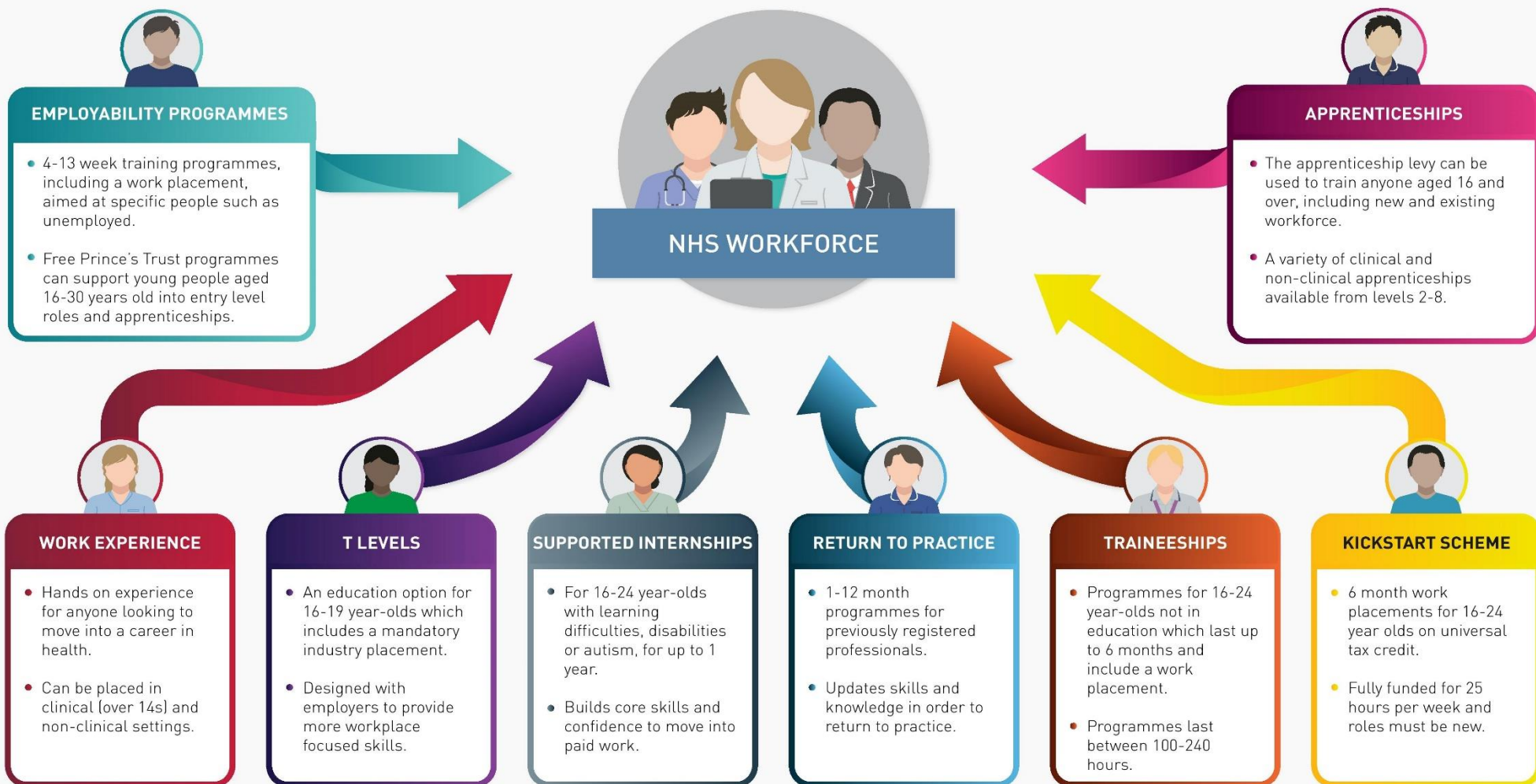


Professional pathway



ROUTES INTO THE NHS

Routes to support your traditional talent pipelines and workforce supply.
Many of the routes can work together or be a step to another one.



NW London vision for the Health and Care Skills Partnership

- Having a long term secure pipeline of staff: recruiting locally from colleges and providing new routes into employment to **'grow your own' workforce**; including **sector based work academy placements, T-levels, apprenticeships and work placement**
- Working collectively to aggregate scale on apprenticeships and to give voice on behalf of health and care employers in NW London
- Working more closely with colleges to develop a more creative approach to training and development that meets the needs of employers
- Developing partnerships with local authorities and the GLA on their employment and skills strategies



Partnerships

Health Education England

NHS Employers (10 NHS Trusts: Acute, Community and Mental Health)

Care Sector

represented by Skills for care

Training Providers

- West London College (lead)
- Harrow and Uxbridge College
- West Thames College
- College of North West London
- Stanmore College
- Barnet & Southgate College



Four work streams



Careers and Opportunities Fair – engaging employers and all colleges in NW London



Co-design BTEC health & social care course and plan for T-levels



Sector Work Based Academy (CAREer Clinic) across NW London, including work placements



Digital job brokerage and community engagement

Progress



Careers and Opportunities Fair

- 2019 event with c50 learners and 12 employers
- Virtual events planned linked to NCS



Co-design BTEC health & social care course and plan for T-levels

- New curriculum model rolled out in 2020
- T-Level briefing to partners from HCUC



Sector Work Based Academy (CAREer Clinic)

- 1 programme deliver pre-covid, 1 programme delivered in Sept 2020
- Follow up on progressions and destinations taking place



Job brokerage

- Pilot with four employers commences December 2020 and full roll out early 2021

Job brokerage

1

Job vacancy is sent to Job Brokerage

Line manager identifies vacancy and prepares advert, JD and Person Specification. Instead of NHS Jobs, sends to Job Brokerage to find local people.

Links to the NHS People Plan

Job Brokerage start their work

Using their pool of candidates, they carry out a selection process based on Person Spec plus Literacy, Numeracy tests, Trust Values and check person has DBS documents ready.

Looking after our people

3

Interviews

Job Brokerage send the Trust/Recruiting Manager 6-8 candidates to interview that they have already shortlisted and screened against Person Specification and other requirements.

Belonging in the NHS

Manager selects new staff member

Recruiting manager selects best candidate, sends them the link to NHS Jobs/TRAC so they can apply and normal offer process/checks begin.

Growing for Our Future

2

4

MAYOR OF LONDON

**LONDON'S RECOVERY BOARD
GOOD WORK MISSION**

Forogh Rahmani

Senior Manager

Strategy, Policy and Relationships





Support Londoners into good jobs with a focus on sectors key to London's recovery

Helping Londoners into Good Work

Examples of how this mission could be delivered:

- 1. By supporting Londoners hardest hit by the pandemic** including young people, newly unemployed, people with caring responsibilities and people at risk of redundancy into good work, while ensuring that Londoners with the most complex needs are not left behind
- 2. By coordinating skills, careers and employment support** so there is 'no wrong door approach' for Londoners; and ensuring that employment and enterprise provide a secure route out of poverty.
- 3. By establishing sector specific London 'Academies'** to support Londoners to gain relevant skills and move into good work in (not exhaustive) digital; health; social care; green economy, and creative and cultural industries.
- 4. By close working with employers and job creation initiatives** such as green recovery to promote good work.

HELPING LONDONERS INTO GOOD WORK

Support Londoners into good jobs with a focus on sectors key to London's recovery



Mission Co-Leads: Michelle Cuomo Boorer (GLA) and Dianna Neal (London Councils)

We propose to achieve this mission by supporting Londoners hardest hit by the pandemic, including those furthest from the labour market, and developing integrated support so they can easily access training and employment support to access good work in sectors key to London's recovery, helping to address structural inequalities and promoting a more inclusive recovery.

ACTIONS, OUTCOMES & KEY MILESTONES

- **Lead organisation & key partners:** City Hall (closely aligning to Economic and Young People Missions) & London Councils working with Job Centre Plus, National Careers Service, London boroughs, sub-regional partnerships, London's Further & Higher education and training providers, unions, businesses, VCS organisations and communities.

Short term - Key projects already underway:

- Deep dive labour market analysis on impact of CV-19 on Londoners
- Employment and skills support services mapped across London.
- Align London's Adult Education Budget (AEB) with recovery objectives
- Commission AEB to deliver the Mission objectives in 2021/22
- Successfully implement Work & Health Programme expansion supporting newly unemployed Londoners to access employment
- Establish a London 'Good Kickstart Guide' and ensure Kickstart works well locally and supports young people into jobs at least at the LLW
- Awareness raising of adult learning opportunities through AEB

Medium term - Key projects set to start from 2021/22

- Sector 'academies' launched
- employment and skills support packages developed for Londoners most impacted by the pandemic including testing of 'no wrong door' approach

Long term - Key projects set to start post 2022:

- Integrated employment & skills assessment & referral process operational
- Green job creation & training programmes are 'market-ready'

KEY CROSS-CUTTING PRINCIPLES

- Recognising and addressing structural inequalities, promoting a fairer, more inclusive London, and focusing on supporting the most vulnerable
- Improving the health and wellbeing of all Londoners.
- Collaborating and involving London's diverse communities

MEASURING ACHIEVEMENTS AND SUCCESS:

The following examples will capture priority groups of Londoners impacted by the pandemic & training provided in sectors key to London's economy and will include EDI measures:

- Quarterly AEB data publication and other programme reporting, AEB Framework Evaluation. The AEB Learner Survey, ESF monitoring and evaluation, along with LEO and other national learner data.
- We will look to use regional/national data labour market data and aim to set up data sharing agreements with DWP
- Employer surveys assessing training delivered through academies

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HEALTH AND CARE ACADEMY PROPOSAL

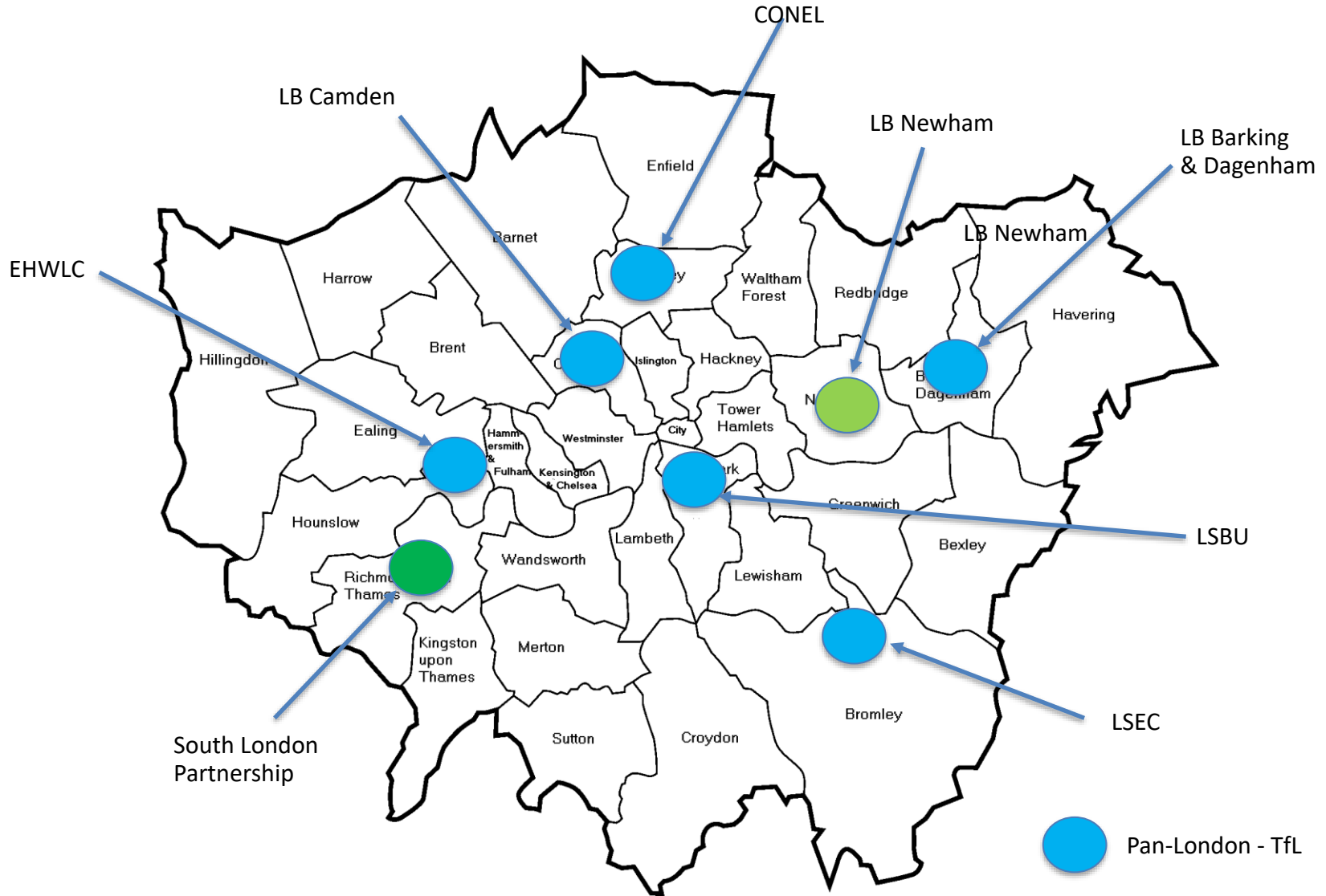
Michael Heanue
Principal Policy Officer
Skills & Employment



OVERVIEW

- **Based on success of the Mayor's Construction Academy, bringing supply and demand within a specific sector into the same place**
- **Defining the sector(s)**
- **Identifying evidence-based rationale for Mayoral role**
- **Engagement strategy**
- **Stakeholder consultation**
- **MCA examples**

HUB LOCATIONS



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| NHS Trusts | | | |
|---------------------------------------|----------------|--------------|--------------|
| | Employment FTE | Vacancy FTE | |
| | Aug-20 | Aug-20 | Sep-20 |
| London | 210238 | 20221 / 9% | 19739 / 8.9% |
| Healthcare Assistant / Support worker | 19818 | 1725 / 9.9% | 1901 / 11% |
| Nurse/Midwife/Health Visitor | 61755 | 9125 / 13% | 8846 / 12.6% |
| Allied Health Professionals | 16522 | 1480 / 9.8% | 1299 / 8.6% |
| North London | 41869 | 3430 / 7.9% | 3224 / 7.5% |
| Healthcare Assistant / Support worker | 3356.4 | 312 / 6.5% | 334 / 7.2% |
| Nurse/Midwife/Health Visitor | 11931 | 1435 / 10.9% | 1297 / 9.9% |
| Allied Health Professionals | 2646.1 | 267 / 9.2 | 189 / 6.5% |
| South West London | 28985 | 3612 / 11.3% | 3838 / 12% |
| Healthcare Assistant / Support worker | 2575.8 | 422 / 14% | 498 / 17.1% |
| Nurse/Midwife/Health Visitor | 8351.2 | 1376 / 14.3% | 1396 / 14.5% |
| Allied Health Professionals | 2065.4 | 235 / 10.8% | 245 / 11.2% |

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Healthcare assistant vacancy rate:

South West London - 17.1%

North London being 7.2%

(Correct as at Sept 2020)

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What are the issues?

What are the opportunities?

What support is needed?

- **Build a narrative**
- **Establish a set of principles**
- **Understand what the outcomes will be**

Any Questions?

**Chaired by: Mary Vine-Morris, London Director,
Association of Colleges**