



BRADFORD
HEALTH & SOCIAL CARE
ECONOMIC PARTNERSHIP



Bradford Health and Social Care Economic Partnership

Annual Report
March 2020

Welcome

I am very proud to be welcoming you to the first annual report of the Health and Social Care Economic Partnership. We have made good progress in the past year, and this reports sets out our journey and key achievements along the way.

The Health and Social Care Economic Partnership has brought together leaders from across Health, Social Care, Further Education and Higher Education with collective ambition to harness their 'anchor institution' asset, and to work in new and different ways to have a positive impact on our Place.

To develop this the Partnership has established seven priorities:

- Workforce Development
- Buy locally
- Research and innovation
- Optimising the social value of estates
- Transforming streetscape and physical environment
- Reducing environmental impact
- Attracting external transformation funding

Our number one priority, is our workforce, which will drive the focus of the Partnership's work for the next couple of years. Our aim is to change how we deliver workforce development in its broadest sense, across our health and social care workforce. Developing talent pipelines - providing a range of access options into work within Health and Social Care; developing careers; encouraging inclusivity, development and wellbeing.

From April 2020 we will start to deliver activity from our new Centre for Workforce Development; a dedicated resource for the health and social care sector in Bradford District and Craven. This flagship project of the Health and Social Care Economic Partnership will help us to drive real change in the way that we manage, support and deliver workforce development across our Place.

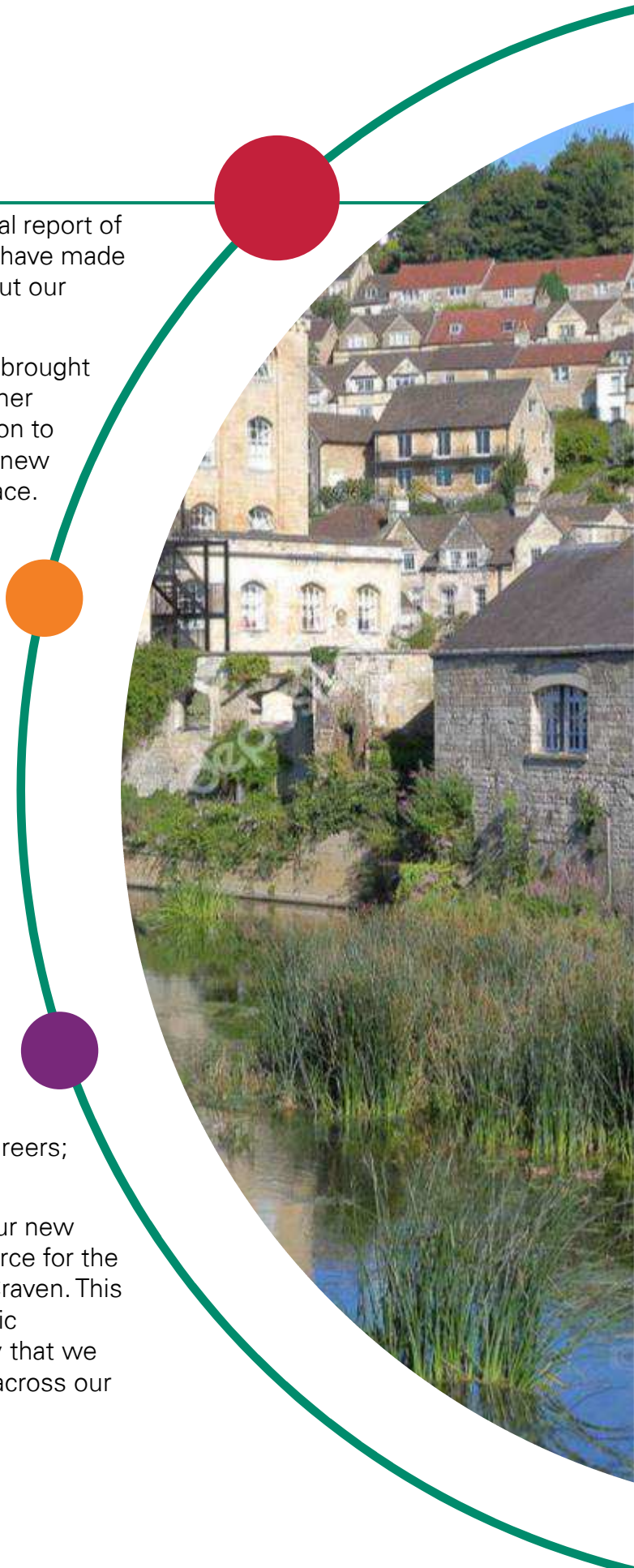
I look forward to continuing the journey with you.

Tina Lafferty

Programme Director

Health & Social Care Economic Partnership

March 2020



Our mission

A partnership of Bradford District anchor institutions; connecting academic and health and social care organisations. Collaborating on health and social care recruitment, education, research and innovation, to drive health, well-being and economic prosperity

Our priorities

1. Workforce Development	2. Buy locally	3. Research & innovation	4. Optimising social value of estates	5. Transforming streetscape and physical environment	6. Reducing environmental impact	7. Attracting external transformation funding
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Our vision

To achieve a step change in health, well-being and economic prosperity of our residents

Our values

Mutual respect and understanding	Willingness to learn together	Commitment to work together	Openness to share	Everybody matters	People in control of their own lives
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Health and Social Care Economic Partnership Board membership 2019-20

The Board has been made up of Director-level (or above) representatives from each partner organisation

University of Bradford	Professor Shirley Congdon (Co-Chair)
Airedale NHS Foundation Trust	Brendan Brown (Co-Chair) / Karl Mainprize
University of Bradford	Stuart McKinnon-Evans (Finance lead)
Bradford College	Asa Gordon
Keighley College	Steve Kelly
ShIPLEY College	Nav Chohan / Julie Kitcheman
City of Bradford Metropolitan District Council	Kersten England / Bev Maybury / Dr. Phil Hunter
Bradford District Care NHS Foundation Trust	Sandra Knight / Fiona Sherburn
Bradford Teaching Hospitals NHS Foundation Trust	Pat Campbell / Sally Scales
Bradford Districts CCG	Michelle Turner
Skills for Care	Rachael Ross
Bradford Care Association (representing social care providers)	Zoe Duffy
Community Action Bradford and District (representing the voluntary and community sector).	TBC
Programme Director - ICB	James Drury
Programme Director - HSCEP	Tina Lafferty



PROGRAMME OVERVIEW 2019-20

PROJECT 1:

Health and Social Care Economic Partnership

A collaboration of Bradford District anchor institutions; connecting academic and health and social care organisations. Collaborating on health and social care recruitment, education and research and innovation to drive health, wellbeing and economic prosperity.

One Workforce Programme

PROJECT 2:

Health and care inclusive community recruitment

- Proactively engage with those that are furthest from work to recruit a more diverse and representative workforce as a catalyst for economic inclusion and local community regeneration
- Develop a one-stop, inclusive community recruitment solution for the sector through **SkillsHouse**

PROJECT 3:

Centre for Workforce Development

- Reduce duplication and inconsistency in anchor institution L&D provision
- Ensure smaller and voluntary sector health and social care organisations have access to the L&D facilities available across the system to develop their workforces
- Collaborate around L&D procurement
- Collaborate to improve the health, well-being and retention of the workforce

PROJECT 4:

Bradford District health and care system-wide recruitment

- Build new Bradford District Health and Social Care Workforce Development platform as a central recruitment and development hub for the sector
- Recruit together, making it simple and easy to join the workforce
- Harness and start to shape the pipeline of local health and social care learners

Future programmes

Developing a shared culture of integration and system wide working

PROJECT 1: Health and Social Care Economic Partnership

Key achievements 2019-20

Activity	Impact
Secretariat for the HSCEP Board and leading the transition from Shadow Board to formally constituted Board	Establishment of an 'anchor institution' collaboration; connecting academic and health and social care organisations. Collaborating on health and social care recruitment, education and research and innovation to drive health, wellbeing and economic prosperity
Leading work with KPMG and system leaders to address workforce governance and reporting arrangements within the local H&SC system in our Place	Streamlining of current workforce groups. Workforce development plans aligned to regional strategy and revised workforce reform plans Workforce development plan for Place that is responsive to local need
Leading the HSCEP team move to the University of Bradford	Will root the HSCEP team with one of the delivery partners, demonstrating good partnership integration in practice
HSCEP team recruited	1 x Programme Director / 1 x Programme Lead / 1 x Project Support / 1 x Marketing & Comms Asst (Grad Intern) Core team available to deliver
Member of the Integrated Workforce Programme Board	Ensuring One Workforce Programme plan alignment with workforce development activity and plans across our Place
Member of the H&SC ICE Partnership	Alignment of talent pipeline development plans for the sector, enabling and ensuring our young people are aware of the range of roles available across the sector, and building a range of access routes / pathways in to qualifications and work
Member of the Graduate Workforce Project Board	Alignment of the One Workforce Programme and the Graduate Workforce Programme, ensuring we maximise opportunities for people to access work
Delivery of the first Workforce Symposium for the Health and Social Care sector	Impactful energetic event. Passion and ambition for the district captured throughout the day - Action plan developed. Key notes speeches from Sir David Behan – Chair HEE, Shirley Congdon – University of Bradford Vice Chancellor and Brendan Brown – CEX Airedale NHS Trust and H&SC System Workforce SRO. Other outputs include video footage, artwork, photography and other assets produced to support wider programme.

PROJECT 2: Community recruitment project

Key achievements 2019-20

Activity	Impact
Community engagement activity	<p>548 participants from local communities have engaged with the project to date. 27 of these have accessed employment within the health and social care sector, 54 into vocational training, 48 into volunteering roles, with 419 receiving on-going support and guidance. We have some great stories to tell from people we have supported:</p> <p><i>“N, a single parent with multiple barriers and already being supported by the JCP Community work coaches. Following interventions and support through Skills House, N secured a care assistant position as well as volunteering her time to a support organisation providing befriending to new mums with post-natal depression.”</i></p>
Project management and development of the Community Recruitment Project	<p>The potential of the project has grown and developed over the past year. We are now leading the development of the SkillsHouse service to establish a full resourcing/ on-boarding package for the sector; provide support and guidance around a range of access options into work within health and social care.</p>
Inclusive employers project initiation, ensuring alignment with the Grant Thornton project	<p>Development of an Inclusive Recruitment Process that will be rolled out incrementally across the Council and the health and social care sector.</p>
Exploration of the workforce development support available to unpaid carers	<p>Recognition that unpaid carers are an important aspect of the health and care workforce.</p> <p>Agreement that we will open up course places for unpaid carers.</p>



PROJECT 3: Centre for Workforce Development Key Achievements 2019-20

Activity	Impact
Leading the development of the Blueprint for the Centre – KPMG commissioned to write the blueprint, road maps and resource plan for the Centre for WFD	The Centre for Workforce Development will establish a central, placed-based resource, designed around the national System Workforce Improvement Model that will understand system-wide health and social care workforce challenges in Bradford District and Craven. The Centre will work with local organisations, academic institutions, HEE, Skills for Care and the ICS team to coordinate a rapid system response to a range of workforce development issues.
Over 40 one-to-one meetings and consultation events took place to inform the design of the Blueprint	The Centre for Workforce Development will seek to: <ol style="list-style-type: none"> 1. Make H&SC organisations the best place to work, ensuring Bradford District & Craven is attracting and retaining talented people 2. Improve H&SC leadership culture, recognising that the right leadership behaviours within organisations, and the strength of coordinated system leadership, set the pace for everything else 3. Support improvements in H&SC working practices that release time to care 4. Support redesign of the H&SC workforce in light of: <ul style="list-style-type: none"> - new models of care - the need to achieve a more flexible workforce - new technology - increasing patient activation and self care/prevention - new roles - the need to optimise the support of the wider voluntary, carer and third sector workforce 5. Grow and train the H&SC workforce, reducing barriers to entry, developing solutions to system-wide capability gaps and tackling critical workforce shortages in order to ensure there are enough capable people in post to deliver health and care safely and to a consistently high standard
Identifying a range of development opportunities that can be commissioned to run through the Centre during 2020-21	
KPMG learning and development data request - all health and social care organisations across the district	A comprehensive system view of learning and development activity and spend for our Place.
Member of the local System Development Network and the Regional Organisational Development Network	Ensuring alignment of workforce development and OD plans, making best use of available resource, and avoiding duplication.

PROJECT 4: System-wide Recruitment Key Achievements 2019-20

Activity	Impact
Launch and project management of Entry Level Job project	Establishing pathways for people being supported through SkillsHouse through the following: <ul style="list-style-type: none"> • Entry level jobs shared with SkillsHouse • Promotion of people available for work to the sector • Agreement that our recruitment teams will start to work more closely together • Next step: cohort recruitment – whole system recruitment for specific posts
Website scoping and design	A one-stop-shop solution for the health and social care sector for our Place. Bringing together information on recruitment, learning and development, career progression. Aligned to Place-based narrative that promotes Bradford District and Craven as a great place to live, work and stay.
Health and Social Care Careers Fair held at University of Bradford on the 4 March 2020	Aimed to encourage young people from Bradford District & Craven to take up roles in health and social care by showcasing the vast range of professions on offer. Over 100 stall holders were visited by over 500 school students from across the area. Workshops were held covering issues such as dementia friendly and first aid; and medical equipment was available to allow students to try out being a medic.



**Centre for
Workforce
Development:
proposed activity
for the 2020-21
incubation period**

[for prioritisation]

Lead system workforce response to the continued Covid-19 pandemic with a re-set and recovery workforce plan

Collaboratively develop and transition to a new system workforce model

Refresh workforce development strategy and establish governance arrangements

Establish communications plan and build website

Establish a coordinated system health and well-being programme

Establish system approach to recruitment focussing on entry level jobs, and delivery of the Community Recruitment Project

Agree transition programme for current IWPB work programmes

Establish an Apprenticeship Leadership Development programme for the system

Develop a system-wide induction programme

Establish a plan to achieve a measurable shift of progress initially against a single workforce gap

Work with the Digital Programme Group to establish a co-ordinated approach to workforce digital skills

Trial new approach to the delivery of oral health training

Develop a people/ patient focused customer service programme

One Workforce Programme Budget Overview

Partnership & Programme Management	2018/19 Delivery £3,986	2019/20 Employees £55,000 Admin £8,000	2020/21 Employees £258,000 Admin £8,200
Inclusive Community Recruitment	--	2019/20 Community Engagement £55,000	2020/21 Community Engagement £106,000
Centre for Workforce Development	--	2019/20 Consultants £177,400	ftbc
System Wide Recruitment	--	ftbc	ftbc
	2018/19 TOTAL Spend £3,986 Budget £640,651	2019/20 TOTAL Spend £295,400 Budget £1,204,665	2020/21 TOTAL Spend £372,200+ Budget £953,264

