



Haringey Borough Partnership

Workforce Update

Nov 2023

Workforce in the Borough Partnership

- Through conversations across the Borough Partnership over 2022 and a recruitment discovery report, we identified workforce was a recurring theme
- Our sense was there were opportunities to collaborate and do some activities once
- We now have an established ICS People Board and there are further opportunities to think about what is happening at an ICS level, how we influence that and how we ensure we can amplify the work
- We now have a 0.6 WTE 8b Workforce Integration Lead to drive this work in partnership with workforce leads across our partners, hosted by the Training Hub and reporting into Neighbourhoods Delivery Board

NCL Context:

Workforce: Strategic Aims



NCL Context:

Building out the ambition: 5-year targets under development

WORKFORCE SUPPLY

DATA

Scope enhanced data analytics with system partners to determine the data sharing, quality and access requirements needed to support 'one workforce'

Develop in-depth understanding of local labour markets; demographics and profiles to better target training and employment

Build data modelling capability (inc. system-wide metrics/benchmarks) to drive service efficiency and workforce productivity

Invest in automated data gathering and analysis; utilisation of big datasets to drive workforce planning and decision making

SUPPLY ROUTES

Identification of routes into health and social care careers. Focus on increasing opportunities for school and care leavers.

Scope out opportunities to develop high-impact approach to apprenticeships across North Central London.

Review workforce gaps and opportunities for rotational placements across sector boundaries to support future skills and training model

Systematic delivery of workforce interventions, consistently aligned and refreshed in line with Population Health goals

WORKFORCE DEVELOPMENT

FLEXIBILITY

System-wide mapping of requirements for the development of an 'NCL passport' to support enhanced staff portability

Development of an approach to flexible employment to support portfolio or blended careers to further attract and retain staff

Expansion of collaborative staffing mechanisms and existing centralised corporate services to support sharing of staff (demand, vacancy, internal recruitment)

Realise collaborative, inclusive culture framework with systems developed to action feedback from staff (inc. system-wide staff survey and EDS2, WRES/DES)

ENHANCED CAPABILITY

Identification of high impact roles that could unlock care delivery i.e. poly-potential, generalist or advanced clinical practice

Partner with higher-education institutions to develop staff upskilling and training programmes aligned to system priorities

Redesign People processes to reflect policies supporting workforce flexibility / portability

Develop an enhanced partnering strategy with university and educational institutions to train staff

WORKFORCE TRANSFORMATION

INNOVATION

Identify opportunities to accelerate, enhance and scale innovation across the system

Identify, develop and support the delivery of the change management requirements for the NCL digital strategy

Development of a funded innovation pipeline; test and learn process and established partnerships w/ Education & Industry

Piloting of digital solutions aligned to priority staffing groups / pathways

WAYS OF WORKING

Development of the workforce model to support the implementation of the Long-Term Conditions management in Primary Care

Integrated Neighbourhood Workforce model defined to realise the ambitions of the Fuller Review of Primary Care

Roll-out digital upskilling to workforce across the system

Identify priority solutions (and training) to deliver at scale; engage partners and resource projects

YEAR 1

YEAR 2/3

YEAR 4/5

YEAR 1

YEAR 2/3

YEAR 4/5

YEAR 1

YEAR 2/3

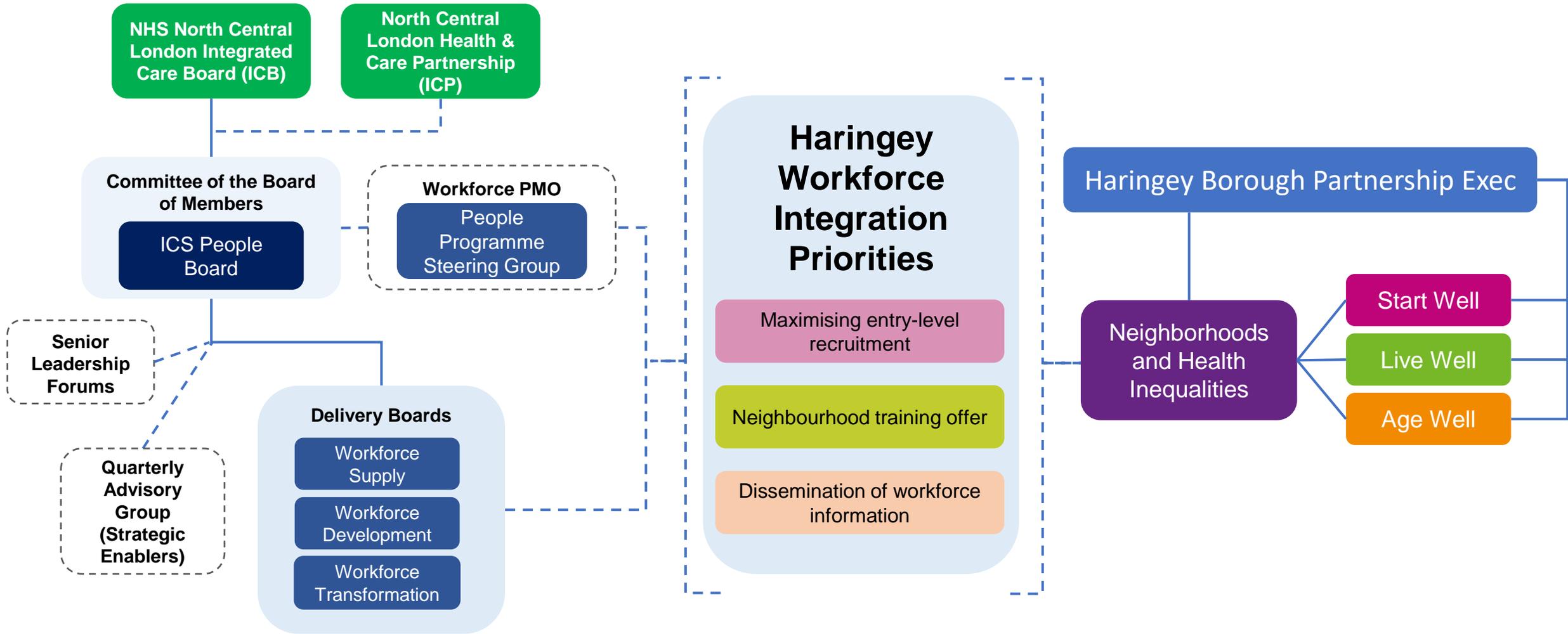
YEAR 4/5

Governance Structure



People Board

Health & Wellbeing Board



Workstream: Maximising Entry-Level Recruitment across HBP

Workstream Objectives	Key Milestones	Programme Deliverables		
<p>Ensuring that recruitment opportunities are maximised across Haringey for health & social care partners, with an awareness of workforce recruitment initiatives at system level.</p> <p>Supporting the pathway development of local people into health and social care careers via entry point recruitment.</p>	<ul style="list-style-type: none"> Creation of Haringey Health & Social Care Academy to support joined up recruitment to entry level positions Joined up offer of careers fairs across partners Joined up comms Identification of key areas of demand challenges at borough and link to system level work, such as apprenticeship and MH Practitioners 	Key Deliverables (maximum of 3)	Status for current reporting period	Previous Month Status
		Established Haringey Academy offer, targeting the 270 vacant admin & care giving roles in Haringey		
		First joined up H&SC careers fair for Haringey, March '24 and 3 per year thereafter		

Key activities delivered in current reporting period	Key activities scheduled for delivery in next reporting period	Risks / Issues	Potential Impact	Risk Level
<ul style="list-style-type: none"> Engaged with NCL Health & Social Care Academy Agreed on a Haringey-only Academy offer, with potential for joint offer across Enfield in future Agreed distribution list for stakeholders across health/LA/VCS partners. Comms to partners to engage for a working group to be sent 	<ul style="list-style-type: none"> Discussions re the Accelerating Reform Fund and International Recruitment at the LA commissioners meeting Communication to workforce leads to go out in the next week to set workshop via AA and ZB Ambitions and timeline to be set at workshop NCL H&SC Academy first Information, Careers and Recruitment event on Friday 10th November at Edmonton Green Library 	Low uptake from residents	Demand would outstrip supply of recruits.	
		Low engagement from partner organisations	Low number/proportion of appropriate vacancies given visibility at a borough level	
		Crossover with NCL offer	Duplication of work	

Workstream: Neighbourhood Workforce Development



Workstream Objectives	Key Milestones	Programme Deliverables		
<p>Staff working across organisations in each neighbourhood have access to training resources to better meet the needs of local people and priorities.</p> <p>Improve awareness within services of other services within the neighbourhood, enabling the “no wrong front door” approach, and facilitating integration between services.</p>	<ul style="list-style-type: none"> Ongoing regular training delivered across each neighbourhood that provides a platform for integration of workforces across health and social care. Develop the current Padlet offer to include health offerings, providing workforce training and development including in-person, online, e-learning and cheat sheets. 	Key Deliverables (maximum of 3)	Status for current reporting period	Previous Month Status
		East training with established structure and inclusive of health partners		
		Central and west training programmes rolled out		
		Inclusion of health subjects and of service spotlights/deep dives on neighbourhood progs		

Key activities delivered in current reporting period	Key activities scheduled for delivery in next reporting period	Risks / Issues	Potential Impact	Risk Level
<ul style="list-style-type: none"> Engaging with SW/LW/AW leads Visits to NRC Scoping of current NRC offers Neighbourhood training (east locality) began with Rough Sleeping Briefing 	<ul style="list-style-type: none"> Form invite list to SPRINT Workshop to agree on ambitions for a T&F group in relation to neighbourhood training Engage organisation leads to facilitate protecting of staff time 	Staff not being released for training	Minimises impact of training. Some services alienated from Integrated Front Door approach.	
		Estates – unable to identify space for face-to-face trainings	Only able to host training online, inhibiting colocation as an enabler for integration	
		Health and Social Care partners have different training priorities	Inability to agree a list of And risk of future disengagement	

Workstream: Enabling Dissemination of Workforce Information Across HPB



North Central London
Integrated Care System

Workstream Objectives	Key Milestones	Programme Deliverables		
<p>Creating process whereby partners can feed in workforce challenges & initiatives.</p> <p>Themes of challenges can be identified and channelled up to ICS level, and information can be disseminated at a borough level, highlighting/scaling successes.</p>	<ul style="list-style-type: none"> Agreement upon preferred method(s) of communication for target leads/services Agreement with a communications team 	Key Deliverables (maximum of 3)	Status for current reporting period	Previous Month Status
		Receive feedback on the idea from stakeholders across HBP		
		Regular monthly/6-weekly/bimonthly newsletter or alternative		

Key activities delivered in current reporting period	Key activities scheduled for delivery in next reporting period	Risks / Issues	Potential Impact	Risk Level
Work in progress	<ul style="list-style-type: none"> Programme initiated, feedback welcome 	Low engagement amongst partners	Workforce challenges remain in silo	
		Cross over with partner offers	Duplication of work	