



Better  
**Skills**

Better  
**Jobs**

Better  
**Health**

# Skills for Health

*System workforce planning (our learning) and the apprenticeship agenda (implications for workforce development)*

[www.skillsforhealth.org.uk](http://www.skillsforhealth.org.uk)

# Who we are



- Our raison d'être is to improve the way health services are delivered through improving operational efficiency, quality and productivity
- Skills for Health is a not-for-profit organisation
- Across the UK we are the recognised Sector Skills Council for the whole UK Health Sector, licensed by Government

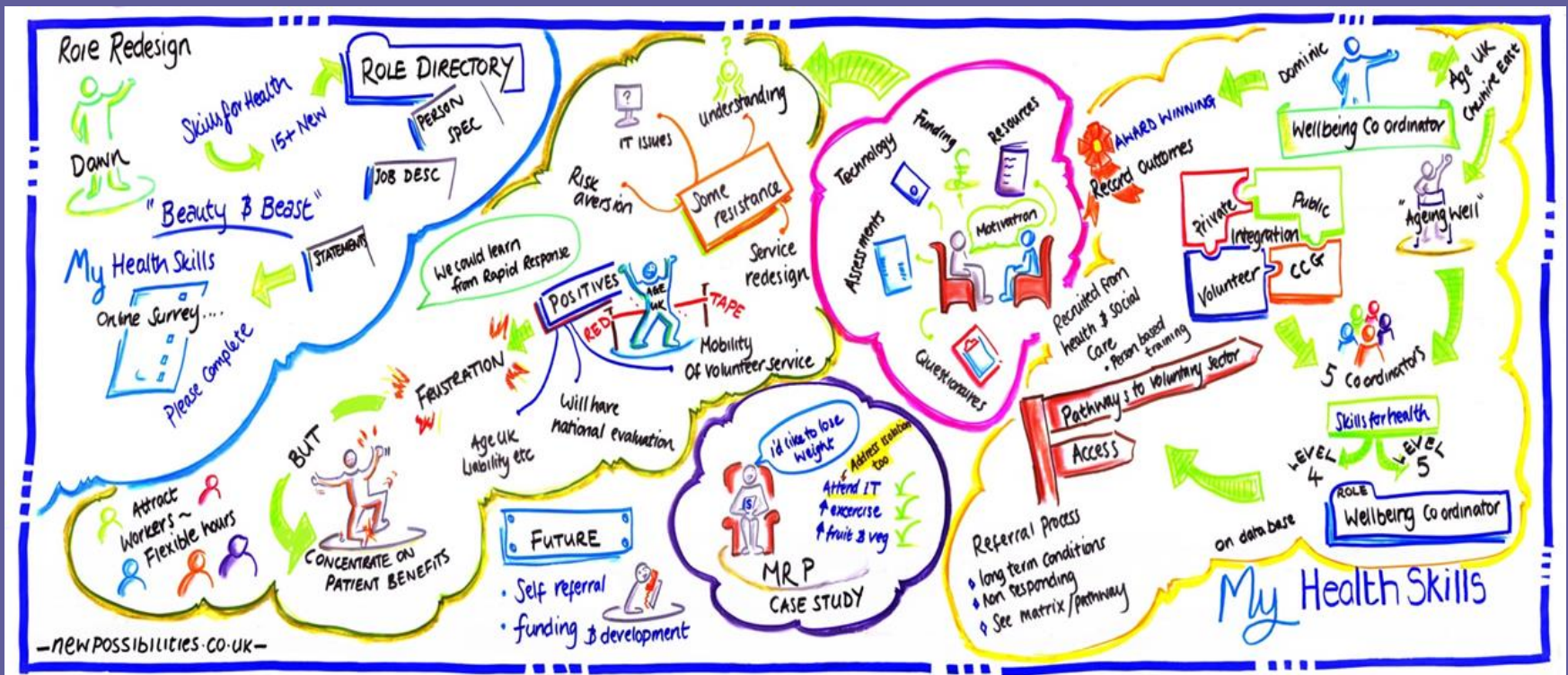
**Consultancy**  
(Workforce Planning &  
Organisation Development)

**Electronic Tools**

**Learning & Development  
Related Services**

**Occupational Standards**  
(Competence Frameworks)

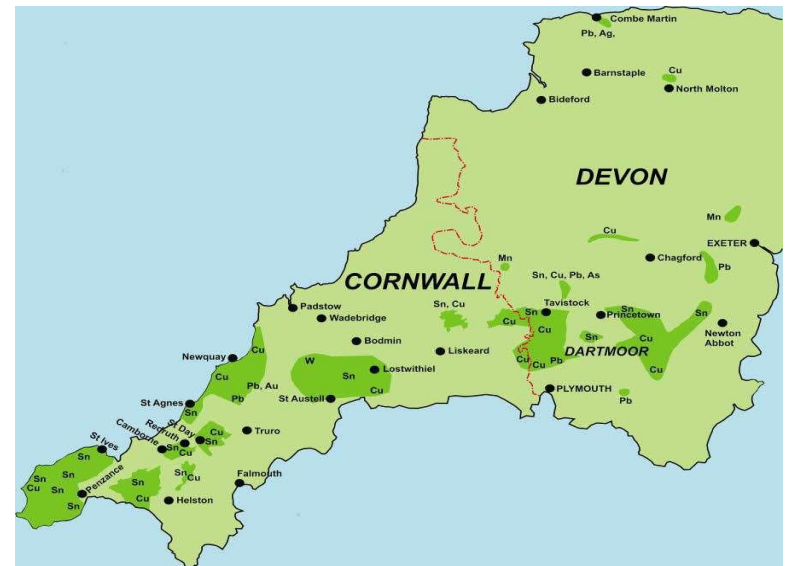
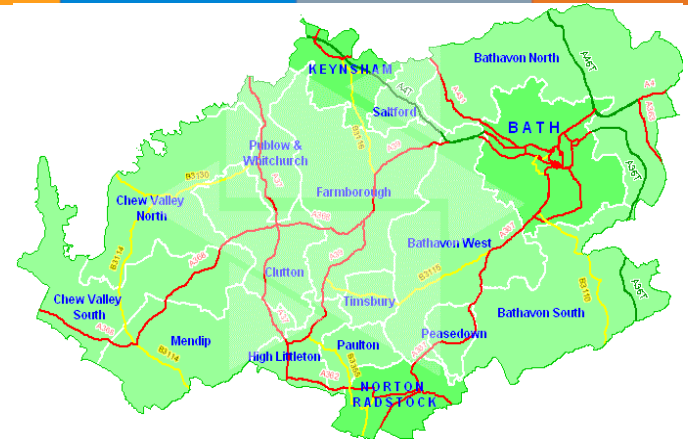
# CONSULTANCY AND RESEARCH





## The **Six Steps Methodology** to integrated workforce planning

# A history of being creative...



Help the Hospices

# SUPPORTING STP'S IN THE WEST MIDLANDS

Partnership approach

# An integrated approach to System Workforce Planning



Our aim!

We wanted to try something different.

- Test and develop a 'process' and 'model' for future Integrated System Workforce Planning in the West Midlands.
- Working to develop a potential model for the development of strategic workforce plans.
- We want to see what works and what we might be able to do to make improvements in future years.
- Develop a series of priorities around workforce development themes that we can use to develop onwards into strategic plans.

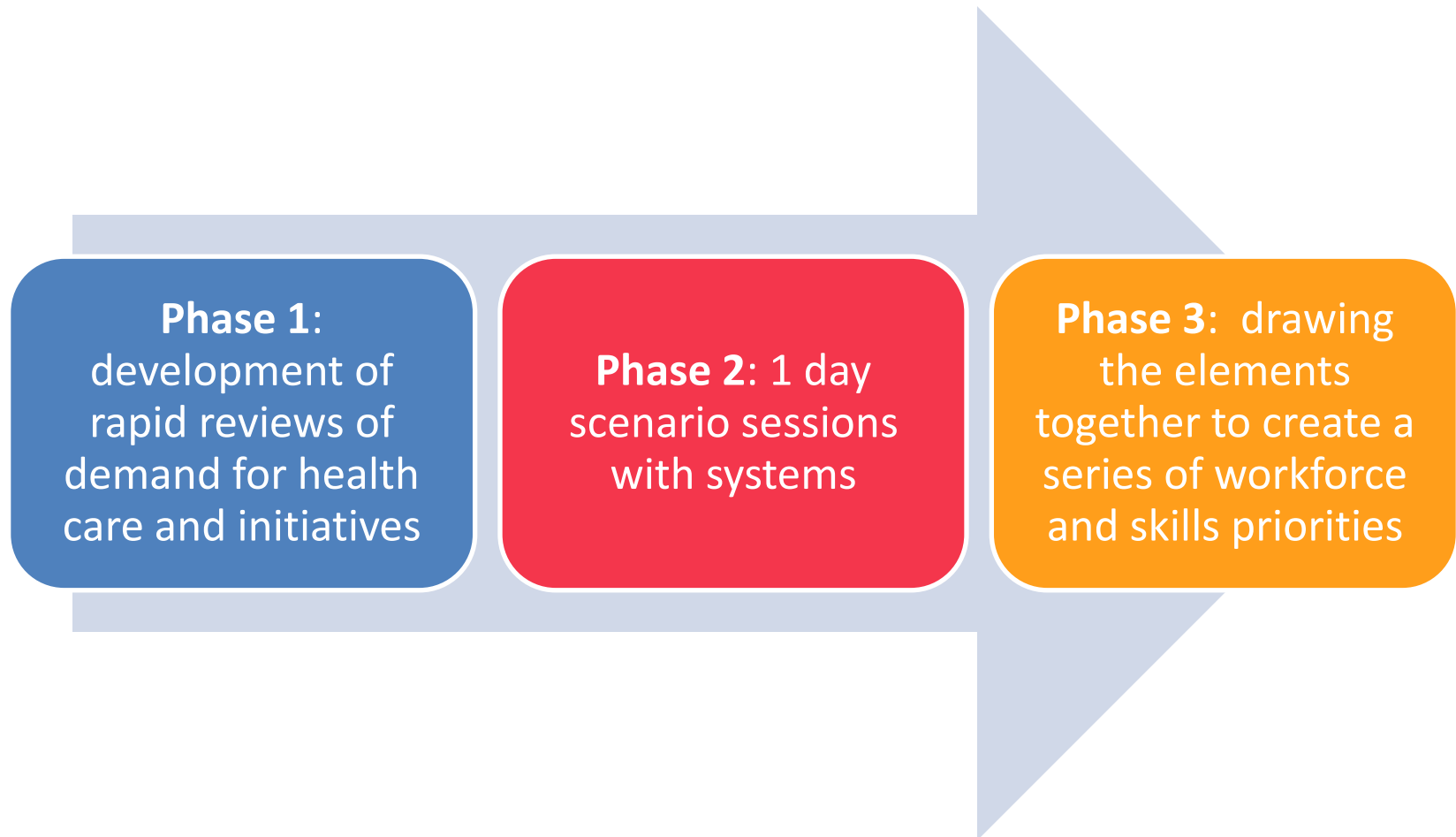
# What is Systems Workforce Planning?



*System workforce planning is an innovative approach that enables the planning of appropriate skill mix combinations to deliver a coherent, personalised service for the local population. Its aim is to help develop a workforce that can provide health and care on a whole system basis rather than in silos*



# Overall programme of work



# Doing it again

## Someone to manage and drive

- The right person with the right skills
- Right info
- Clarity on scope

## Be clear on outputs

- Shape STP groups accordingly

## Governance

- Ownership
- Engagement

# What can a workforce plan include?



# Making things work well...

- **Local engagement is critical** – local area leads who know the area, people, pressures and workforce
- Agreeing ‘collective’ outputs – there were a **large volume of outputs** in the project covering a great deal of data and intelligence. This was possible due to the economies of scale achieved through undertaking a ‘batch’ of reports
- **Agreeing the focus and core questions**
- Innovative approaches need to be **sold**, and people need to **trust** processes
- **Readiness and openness** – the process requires people to step back from the day to day delivery
- **Keep communicating**

## Learning from the West Midlands

1. Values, culture and vision are important – it's worth taking the time to understand each other and be clear on the desired outcomes of any change.
2. Legal and financial considerations – these inform the shape and form of any new plans, and should be part of early conversations.
3. Leadership – changes were best driven and led by senior leads in each of the areas we worked in.
4. Planning is key to success – the workshops work best when there is a broad mix of people attending, with different views, backgrounds.
5. Engagement and communication – from the start, having clear, consistent messages about the reasons for change and plans improved engagement.
6. Resources – dedicating enough time, people and financial resources to the change plans was key to success.
7. Data – having clear, readily available workforce data allows a greater focus on specific details, in support of strategic/policy context and population health needs.

# APPRENTICESHIPS

How they can work with you

# What is an apprenticeship?



- An apprenticeship is a real job in a skilled occupation
- It requires substantial and sustained training lasting a minimum of 12 months and involving at least 20% off the job training
- It develops transferable skills, and English and Maths to progress careers
- It leads to **full competency and capability in an occupation** demonstrated by the achievement of an apprenticeship standard
- It trains the apprentice to the level required to apply for professional recognition where that exists

# The Apprenticeship Levy



- Comes into effect on 6 April 2017, at a rate of 0.5% of pay bill, paid through PAYE from May 2017
- All employers have an allowance of £15,000 to offset against their levy liability
- Only UK employers with an annual pay bill of more than £3 million are liable to pay the levy
- The Government will apply a 10% top-up to the funds employers have for spending on apprenticeship training **in England**. This will be applied monthly at the same time the funds enter the digital account ie for every £1 that enters your digital account to spend on apprenticeship training you will get £1.10.
- Employers will calculate, report and pay their levy to HMRC, through the **Pay As You Earn (PAYE)** process alongside income tax and National Insurance



# Apprenticeship Standards

- Designed by employers - overseen by Institute for Apprenticeships
- Describe the knowledge and understanding, skills, values and behaviours required by the end of the apprenticeship
- The assessment plan describes the **end point assessment** process only (not the on-programme learning) and enables the apprentice to be **graded**
- Includes English and Maths requirements
  
- **Approved** – over 40
- **In development** – c.60
- **Explored** – c.25

# Some practicalities

Consider all vacant posts as Apprenticeships

10% of Levy can be transferred to other H&SC orgs

Can be used as means of developing all staff

Build Apprenticeships in to your workforce plans and models

Be realistic

Public Sector Targets & the Levy

# Contact details



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