

Proud to be part of West Yorkshire  
Health and Care Partnership



# Resources in the Kirklees system

1. Financial Landscape
2. Partnership working – managing the financial risk
3. Financial overview
4. Financial pressures on LA commissioned services
5. Workforce challenges

# Financial Landscape

- The new West Yorkshire Integrated Care Board (WYICB) was created on the 1<sup>st</sup> July 2022. The historical Kirklees CCG ended operation on the 30<sup>th</sup> June 2022
- The financial accounts of the old CCG were undertaken for these 3 months. The financial balances rolled into the new Kirklees Health and Care Partnership (KHCP)
- The KHCP is no longer a statutory body
- All budgets allocated to the new WYICB. However, budgets and balances have been included in the delegated KHCP budgets and financial expenditure. This gives a full year position
- The WYICB as a finance community has been receiving allocations direct for some time now – and as a finance community has been managing its financial position as a system for over two years – this includes risk and opportunities in both revenue and capital expenditure
- The financial plans for 2022/23 were presented and reported as a WYICB – this comes with a shared control total – as a WY system we had a balanced plan – with a small surplus
- For this year for Kirklees – we will have 3 months of CCG and 9 months of HCP – but still reporting as a 12-month period
- In relation to allocations of budget for KHCP – currently there is no change. However, as we develop as a system and in order to deliver VfM and deliver greater economies of scale – some budgets may be held centrally (YAS as an example and some central MH services).

# Financial Partnership – WY & Local

- As a WYICB – the financial plans for the last two years have been pulled together with system providers to deliver the control total – we have a strong track record of achieving this
- Framework has changed significantly over the last few years. Funds still allocated to place loosely based on population but a number of overlays and additions that are allocated based on agreement at ICS level. Additionally, services are then commissioned with values more closely linked to cost than any national average. A clear move away from Payment by Results.
- A financial strategy for West Yorkshire has been developed. This maintains focus on improving outcomes etc. but also to deliver the best services possible within the resources available.
- The strategy is supported by creating trusting relationships, understanding risks and opportunities and ensuring action is taken at organisation, place and system level as appropriate
- This strategy will be incorporated and included in the developing KHCP Strategy on how we recover and strengthen the local place
- Financial governance has been developed in local orgs and as part of the ICB to set out how resources are managed together – this includes how allocations are distributed and how each place and the wider ICB manages financial risk
- The local finance leaders both as WY and Kirklees have been meeting for some time to develop ways of working to ensure we

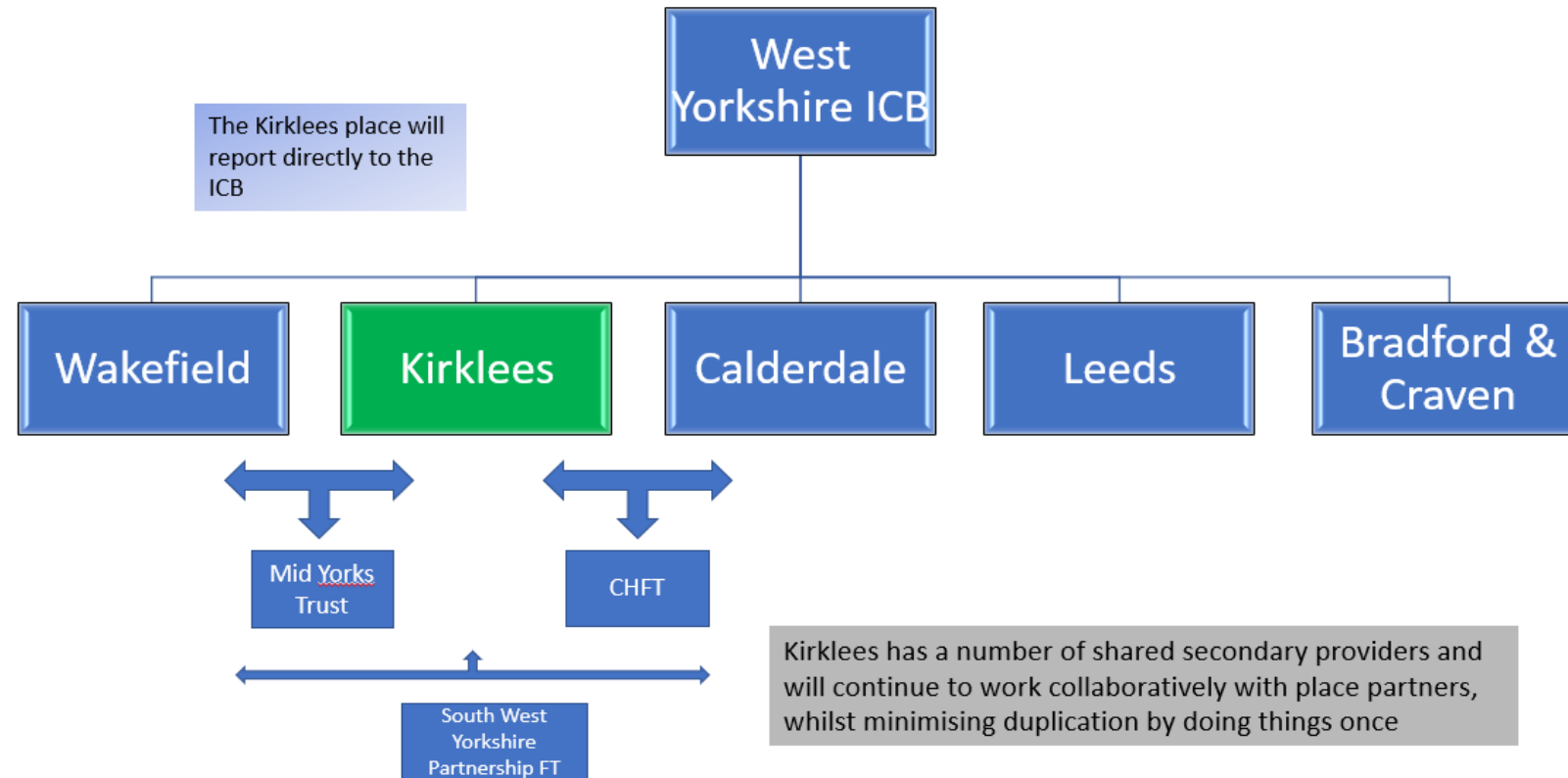
<p>Improve outcomes to populations – reduce health inequalities</p>	<p>Understand and tackle unwarranted variations in care</p>	<p>Enhance productivity and value for money</p>	<p>Help the NHS support broader economic and social benefits – by investing in health and social care</p>
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# Financial Partnership – allocation of funds

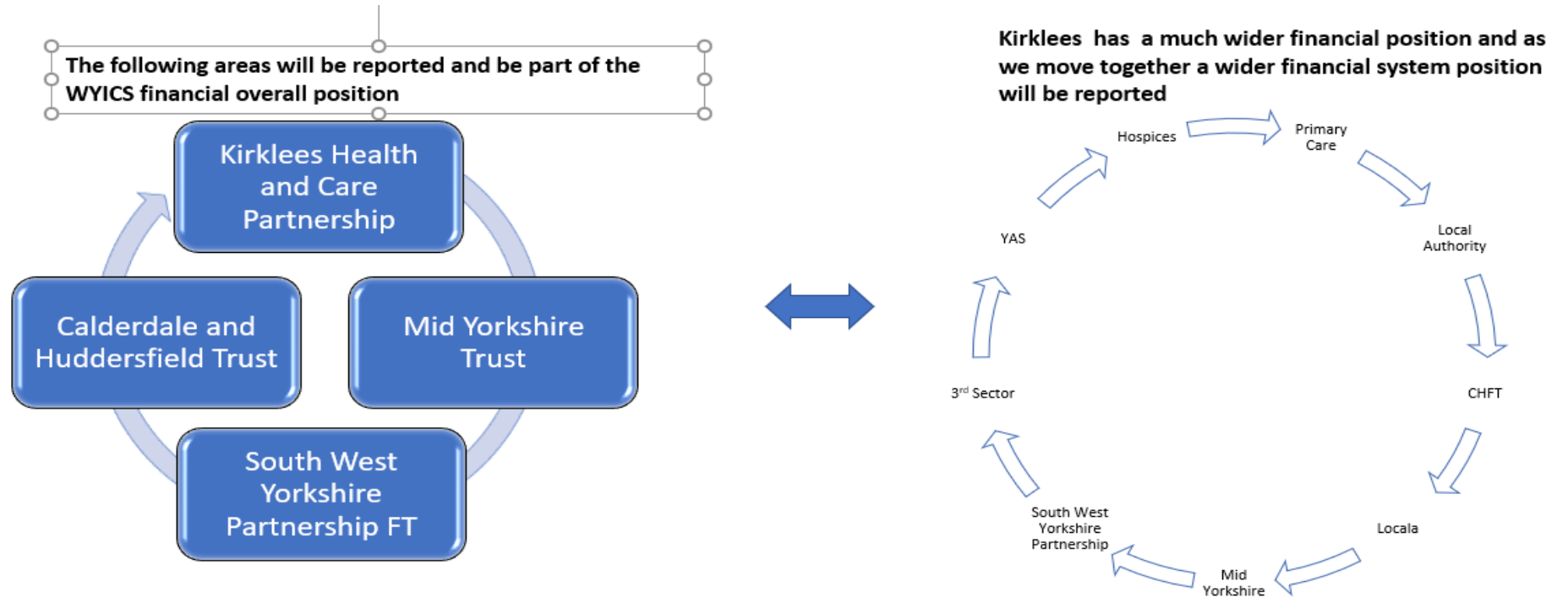
- Place based partnerships are key to financial decision making alongside existing governance
- Resources received in the ICS will be delegated to place wherever appropriate
- Financial flows (wherever possible) to providers will be routed via the place rather than at system level
- The system will ensure that there is consistency in allocations for baseline funding
- The system will take account of population health needs in place when agreed allocation disbursement
- The mental health investment primary care and community services targets will continue and will be met by both place and system
- The system will develop efficiency and productivity plans at organisation place and at system level
- Strong and robust risk management approaches will be put in place
- There are a number of financial principles that we are working towards develop a joint financial plan as part of West Yorkshire

# Financial Partnership – system reporting

## West Yorkshire system - structure



# Financial Partnership – system reporting



- Whilst pragmatic solution is in place for reporting, the real opportunity and focus must be on what is being spent and where.
- Objective is to ensure best value for money on the spend incurred.

# Financial Overview -

- As a West Yorkshire Health system, it reported a small projected surplus position for 2022/23. This ICB only includes the plans from the Health Sector and as previously shown only incorporates KHCP, Calderdale and Huddersfield Foundation Trust, Mid-Yorkshire NHS Trust and South and West Yorkshire Partnership Foundation Trust.
- For Kirklees Place – it only has an arbitrary % split of the contracts for these NHSE organisations
- As a system we have several key partners that are part of the wider Kirklees Place – these include Locala (who are a social enterprise) and the Kirklees LA.
- As part of the partnership working the reporting of these partners is started to be pulled together as a collective – and shared at the ICB of Kirklees. As the system and culture develops additional organisations will be included.

Financial place by Organisation	£m Plan surplus/deficit (-)
WY ICB Bradford	2.9
WY ICB Calderdale	(0.2)
WY ICB Kirklees	(1.7)
WY ICB Leeds	6.4
WY ICB Wakefield	0.5
WY ICB West Yorkshire	(3.5)
Airedale NHS Foundation Trust	0.0
Bradford District Care NHS FT	0.0
Calderdale & Huddersfield NHS FT	(17.4)
Leeds and York Partnership NHS FT	1.1
Leeds Community Healthcare NHS Trust	1.0
Leeds Teaching Hospital NHS Trust	7.6
Mid Yorkshire Hospital NHS Trust	0.0
South West Yorkshire Partnership NHS FT	3.2
Yorkshire Ambulance Service NHS Trust	0.0
Total	0.0



# Financial Overview – Kirklees Headlines Plan

Place	Plan	Current FOT
NHS Kirklees HCP	-1.7	-1.7
CHFT @ 50%	-8.7	-8.7
MYFT - 30%	0	0
SWYFT - 40%	1.28	1.28
Total Kirklees	-9.12	-9.12

- Financial plan for the Kirklees ICB Health organisations – was projected at a £9.1m deficit - based on the % allocations described previously
- But additional challenge outside of these ICB health care budgets
  - Locala had an estimated plan deficit of £0.8m
  - Local Authority – challenging plan and emerging risks. Currently projecting overspend of £0.4m against plan

# Financial Overview – Kirklees – Month 6

- The following tables outline – plan, current FOT at Month 6, and best/likely/worst case variance

Place	Plan	Current FOT
NHS Kirklees HCP	-1.7	-1.7
CHFT @ 50%	-8.7	-8.7
MYFT - 30%	0	0
SWYFT - 40%	1.28	1.28
Total Kirklees	-9.12	-9.12

Place	Plan	Current FOT	Best Case	Likely Case	Worst Case
NHS Kirklees HCP	-1.7	-1.7	0	0	-2.5
CHFT	-17.4	-17.4	0	-7.6	-23.1
MYFT	0	0	0	0	-17.9
SWYFT	3.2	3.2	0	1	-1

Place	Plan	Current FOT	Best Case	Likely Case	Worst Case
NHS Kirklees HCP	-1.7	-1.7	0	0	-2.5
CHFT @ 50%	-8.7	-8.7	0	-3.8	-11.55
MYFT - 30%	0	0	0	0	-5.37
SWYFT - 40%	1.28	1.28	0	0.4	-0.4
Total Kirklees	-9.12	-9.12	0	-3.4	-19.82

Based upon Month 6 and current risks, partner organisations believe the most likely outcome is a £6.6m deterioration from the plan. Based on allocations the position for Kirklees would be a deterioration of £3.4m

# Financial Overview – Risks

The main risks to delivery are as outlined below

- Increasing activity within IS to clear backlogs that potentially is not funded via the Elective Recovery Fund
- Escalating Discharge bed pressures
- Unidentified efficiencies
- Realising Elective Services Recovery Fund in the second half of the year
- Impacts of any further covid waves and severity of cases impacting non-elective cases
- Continued inflationary cost increases (utilities, capital schemes and other areas)
- Temporary staff pay rate escalation & unplanned care activity surge
- Delivery of Waste Reduction programme
- Impact of out of area placements and increased demand on services and acuity

# Financial Overview – LA

## Kirklees Council – ASC & Public Health - 2022/23

- **Council**
  - Significant unbudgeted pressures being seen - Cost of living, energy, pay award etc
  - Q1 = £28.8m additional pressure >> use of earmarked reserves reduces it to £18.8m
  - Management actions to mitigate inflationary pressures in-year, and for future budget planning
- **Adult Social Care – Budget 2022-23**
  - Quarter 1 position = £+0.4m
  - Provider cost pressures (energy/fuel/cost of living)
  - Workforce recruitment & retention (across the market)
  - Ongoing pressures on demand led activities (especially LD and MH) + heightened complexity of packages
- **Other key ASC issues**
  - ‘Fair cost of care’ for placements/home care – govt driven programme - what is the fair cost?, Sustainability plan.
  - Charging policy reform 2023 (national) - Cap on care costs / Change for self funders / Impact on the market?
  - Continued joint working - Regional and local partners continue to work jointly for maximum local benefit.
- **Public Health issues**
  - Covid – continuing threat without funding coverage
  - Substance misuse – Prescribing (increased cost pressure)
  - Cost of living impact on commissioned providers

# Financial Overview - Strategic

- Whilst 2022/23 appears challenging, the underlying position poses even greater challenges
  - Non recurrent efficiencies delivered
  - Historical flexibility and slippage
- Further cost of living challenges
- Further austerity measures
  
- Underlying position based on known challenges would require even greater efficiencies

# Finance Summary

1. Kirklees faces both an in year and underlying financial challenge
2. New structure provides opportunity to work differently / make better use of resources
3. As Kirklees HCP, the scale of challenge will require partners to think and work differently
4. A recovery plan / strategy is required and the potential impact on patients and service users must be clear

# Introduction

## Will cover:

- Context
- Challenges
- Responses:
  - Strategic
  - Tactical
  - International recruitment
  - Initiatives for Kirklees people
  - Staff Health and well being
- A provider's perspective
- Summary

# Context

## Size of our health and care workforce in Kirklees:



- 1 Council
- 2 Acute Trusts
- 1 MH Trust
- 1 Community Services Provider
- 120+ Care Homes
- 60+ GP Practices
- 100+ Community Pharmacies
- 70+ Dom Care Providers
- 100+ registered vol org'n
- 1000+ non-registered vol org'n
- Etc.....



# Challenges

What are our challenges around workforce:

- Recruitment
- Retention
- New roles
- Succession Planning

# How we are addressing workforce challenges

- Strategic:
  - Multi-year workforce planning
  - Learning needs assessment
- Tactical:
  - Workforce Development Strategy
  - Overseas Recruitment
  - Local employment
  - Health and Wellbeing

# Strategic Workforce Planning: Future Workforce and Supply Pipeline

- Annual, multi-year workforce modelling bringing together information on current workforce and future workforce needs [WYH&CP/HEE led]
- Starting with NHS, GP, ASC – with the aim to build outwards from this
- Will support workforce decisions across the ICS, Places, Programmes
- Inform HEE's investments into the clinical workforce via the Multi-Professional Education and Training Plan [Future Workforce Budget - largely focused on our future workforce and supply pipeline]
- Builds in future workforce demand in terms of numbers, service transformation, and new roles
- In progress and outputs, analysis and discussions from Nov onwards
- In Kirklees we have also involved Kirklees Care Association, Community Pharmacy, Third Sector Leaders in this
- It will also inform our local plans going forward

# Strategic Workforce Planning: Continuing Professional Development and Workforce Transformation



- Across WY we complete an annual Learning Needs Assessment [WYH&CP/HEE led]
- Annual process which informs HEE investment in:
  - Continuing Professional Development [nursing associates, nurses, midwives, allied health professionals to support staff development]
  - Workforce transformation budget [supporting the strategic transformation of the current workforce linked to 5 key enablers supply, upskilling, new roles, new ways of working and leadership] and is not limited to NHS staff
- In Kirklees we feed into this and include input from social care and VCSE as well as NHS organisations
- Established a local LNA Group to make best use of this in Kirklees as well as feeding into WY level

## WYH&CP [Strategic/Tactical]

Refreshing it's priorities for workforce across H&C in WY:

- Where can we add value by working across WY in support of places
- Where to focus our collective efforts to have most impact
- How do we also support professional groups [eg AHP Network and Pharmacy Workforce Programme] to have maximum impact
- Will cover health and care staff and those in voluntary and community workforce
- An existing area of focus that will continue is on staff health and wellbeing
- A new area of focus is on systems leadership and we are actively engaged in this work

# Kirklees H&CP [Tactical]

We have a Workforce Development Strategy:

- Improved Health and Wellbeing
  - Promoting Jobs and Careers
  - Integrated and shared learning and development
  - Supporting Carers in our Workforce
- 
- Focused on the things we can add value to by doing across Kirklees or what we can only do by working across Kirklees, to support the efforts of individual organisations and sectors

# Overseas Recruitment

- Both acute trusts have previously recruited overseas nurses and are actively recruiting this calendar year with further recruitment planned
- Ethical approaches:
  - Which countries we recruit from
  - Follow NHSE ethical guidelines
  - For the recruits themselves we want to be excellent employers – pastoral care and other support
- Takes a lot of investment in time and money to get this right
- Attrition rates are very low – so worth the investment
- MYHT are also currently recruiting midwives, CHFT doing so next year
- Locala currently recruiting for community nurses – sharing expertise and learning
- Also smaller numbers of AHP [OT] and ODP potentially going forward.

# Local Employment



Some practical example of what we are doing now



# Calderdale and Kirklees Health and Care Programme

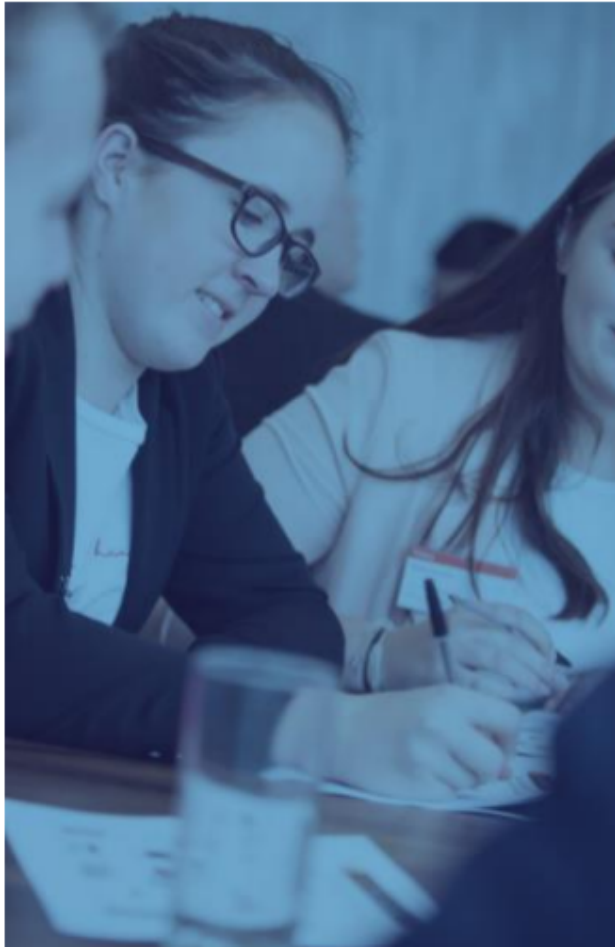
## Recap on the project's objectives

To strengthen the future workforce and address skills and labour deficits within health and care in Kirklees by improving the volume and diversity of young applicants to the sector, namely:

- Developing a coherent, collaborative and cost-efficient approach to careers outreach in schools
- Building a broad coalition of partners across the district to support the work
- Organising and implementing a careers engagement programme that will reach every secondary student in the district within 5 years



# Calderdale and Kirklees Health and Care Programme



## Impact

**If young people are to opt into careers in health and care in greater numbers in the future, they will be able to:**

- Understand the full range of careers opportunities within the sector
- Be able to align their own skills and attributes to these opportunities
- Feel inspired about the potential and rewards of working within the sector

# Calderdale and Kirklees Health and Care Programme

## Outputs to date



Over 8000 young people were reached through video resources and newsletters



Over 1500 students have engaged through live activity



Over 80 Health and Care partners have taken part



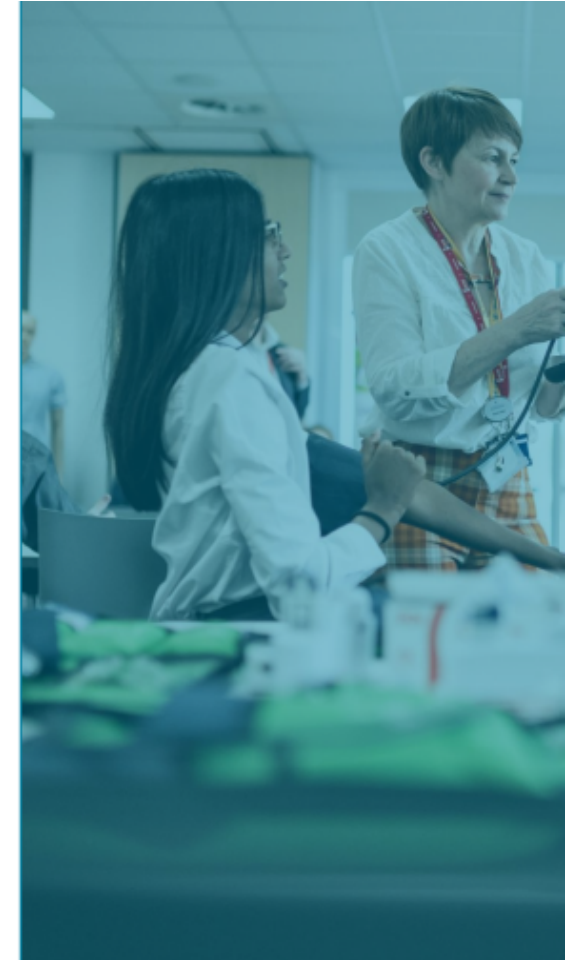
30 schools have been included in the programme - through core and wider program

# 100%

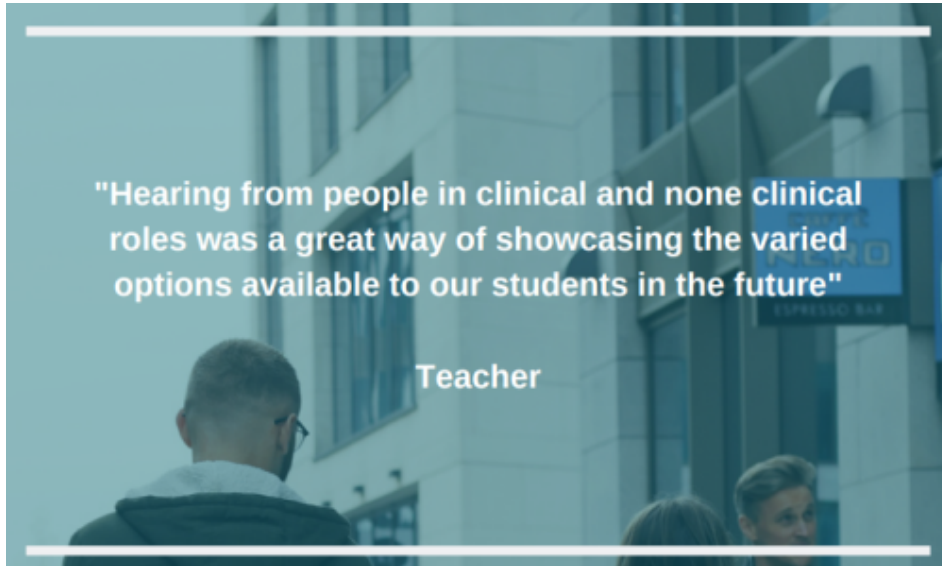
students said that they had improved awareness of roles in health and care

# 83%

students expressed increased understanding of the rewards of careers in health and care



# Calderdale and Kirklees Health and Care Programme



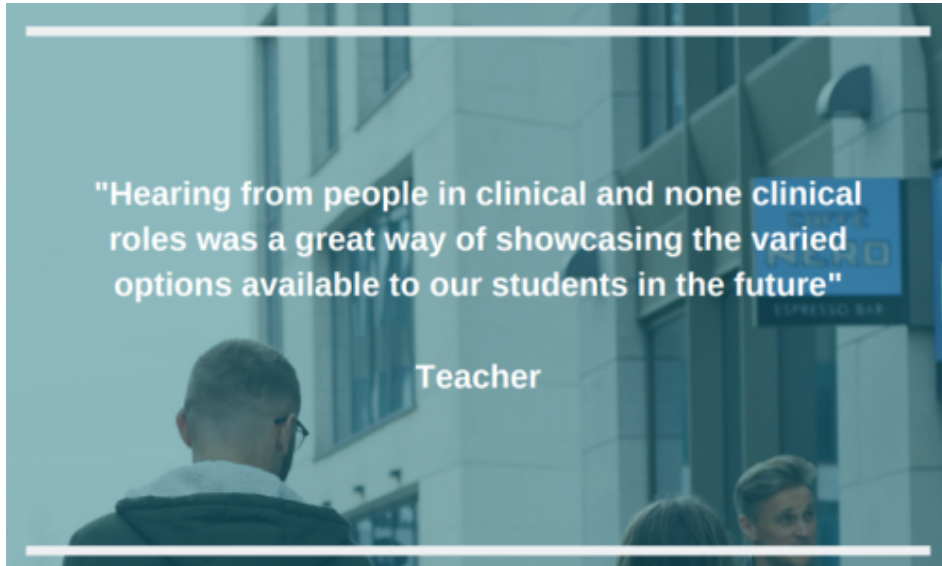
"Today was a great opportunity to share my experience with students"  
- **Volunteer quote**

"The Operating Theatre workshop was very fun and interesting - I learned a lot."  
- **Student, Year 9**

"Students engaged really well - I enjoyed speaking to them!"  
- **Volunteer quote**

"I liked hearing from a job I had never heard of before"  
- **Student, Year 10**

# Calderdale and Kirklees Health and Care Programme



"Today was a great opportunity to share my experience with students"

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# Calderdale and Kirklees Health and Care Programme



**Book your assembly slot now**

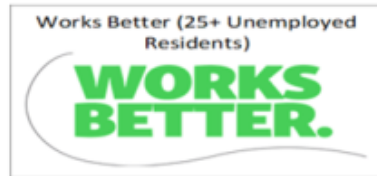
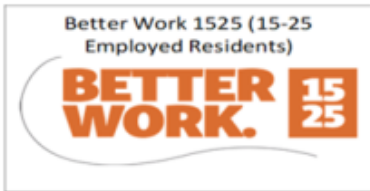
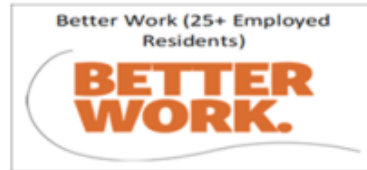
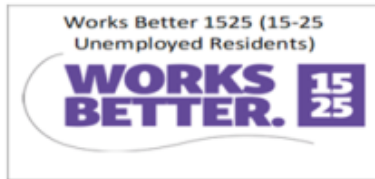
**Who works in Health and Care?**  
17 - 21 October 2022

**#HEALTHCAREPATHWAYS**

    *Health Education England* AheadPartnership

Proud to be part of West Yorkshire Health and Care Partnership

# Supporting People into Employment

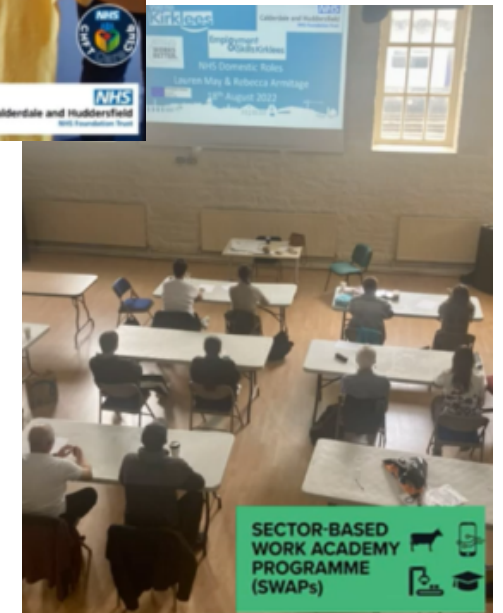


Project Search

Kickstart



Prince's Trust



# Supporting People into Employment

## Kickstart Programme

**58 placements**  
**66% converted**  
**to sustainable**  
**work**

## Recruitment

Partner vacancies regularly shared with Employability Programmes across Kirklees  
Partners engage in recruitment events in North and South Kirklees  
Partners attend Apprenticeship NOW events to promote apprenticeship roles/vacancies to year 11 and 13

## Widening Employment CHFT

50 young people accessed apprenticeships/ employment outcomes  
121 volunteers recruited  
[60% 16-24]  
50% clinical  
apprenticeships move onto TNA pathways. Rest remain in employment  
90 unregistered colleagues access free maths/English upskilling via REALISE

## Entry level roles

Sector Based Work Academies provide pre-employment & sector specific training. CHFT offered 9 roles to a cohort of 11  
Employability Advisors trained in insight & knowledge of roles available in partner organisations.

## Princess Trust

**Creating 40**  
**jobs 85% still**  
**in work after**  
**12 weeks**



# Supporting Independent Care Sector: In2Care



**In2Care** 

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**Supporting Adult Social Care Recruitment**



The Guardian  
Public Service  
Awards 2019  
Winner  
www.guardian.co.uk

The central graphic features the "In2Care" logo in blue and green, with a heart icon to the right. Below it is the text "Supporting Adult Social Care Recruitment" in green. To the left is a stylized hand icon. To the right is a red award badge from The Guardian Public Service Awards 2019.

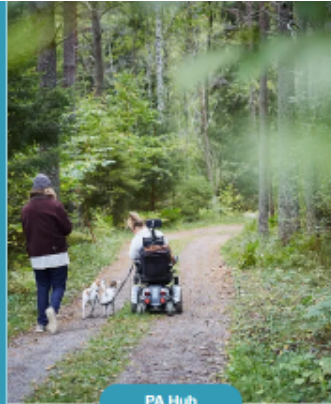
# Supporting Independent Care Sector: In2Care



Care Jobs Hub

## Job Vacancies And Support

Get in touch for our friendly support or search for current care vacancies across Kirklees



PA Hub

## Personal Assistants

Find out more about what a PA does, search current vacancies or register with us on our database. Looking for a PA? No problem - just get in touch



Volunteering Hub

## Volunteering

Thinking about volunteering in care? We can help you find local opportunities



Journey Planner

## Plan Your Route

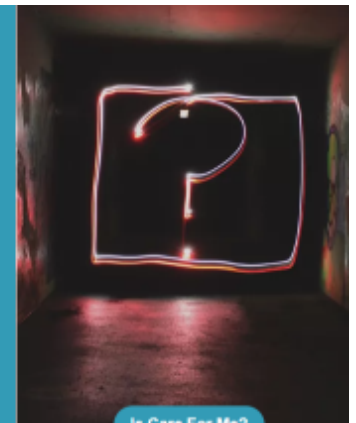
Links to help you plan your commute to and from the workplace whether by public transport or by car



Employer Portal

## Forms & Resources

In2Care resources for employers or voluntary sector organisations



Is Care For Me?

## Check This Out!

Take an interactive quiz or watch some short video's to see if the care sector is the right choice for you

# Supporting Independent Care Sector: In2Care



Care Jobs Hub

**Over 1,500 people  
recruited into  
traditional care roles**



PA Hub

**Over 250 people  
recruited as personal  
assistants**



Volunteering Hub

**Over 85 people  
supported to  
volunteer**

# Supporting Independent Care Sector: In2Care



## Development of a staffing bank

- Builds on existing work – In2Care to manage, using existing software package
- Quality training and CPD pathways
- Talent attraction and retention: University Students, existing staff doing add shifts, retirees
- Kirklees Care Association involved
- Potential to include community services

# Staff Health and Wellbeing

- Supported by West Yorkshire Health and Wellbeing Hub we established a local programme designed to:
  - Increase the number and type of people able to access wellbeing support and expand the variety of offers available
  - Add value to offers already in place in organisations
  - Support organisations with no/little in house offers
  - Maximise benefit of WY offers for Kirklees staff

# Staff Health and Wellbeing

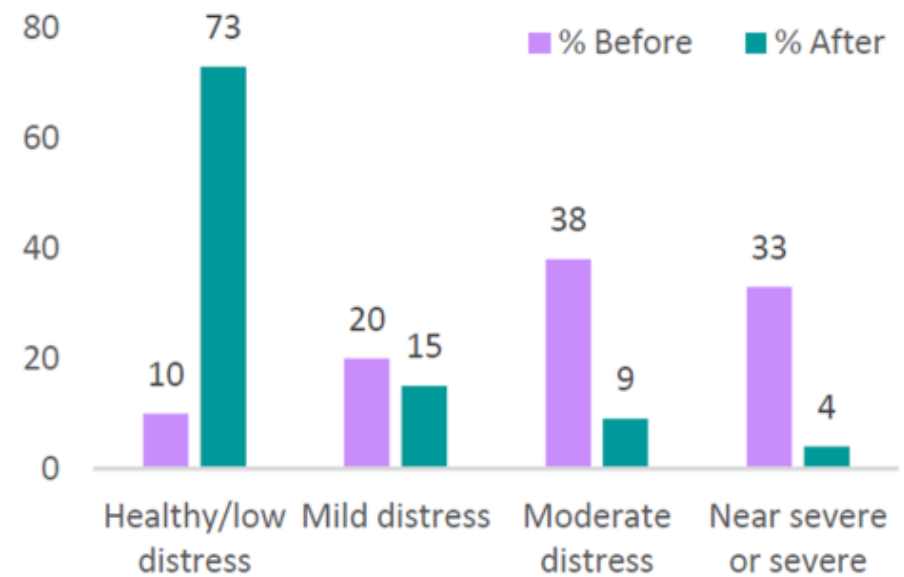
Psychological crisis support  
**180+**

Colleague wellbeing support  
**175+**

Voluntary sector wellbeing experience sessions  
**140+**

Schwartz Rounds  
**140+**

Halsa wellbeing sessions  
**450+**



# Staff Health and Wellbeing



## Kirklees and Calderdale Compassionate Cultures CONFERENCE

We are **compassionate**  
and **inclusive**

Who is this for? Everyone who works in Health and Social Care for Kirklees Health & Care Partnership or Calderdale Cares Partnership.

**Date:** 28th of September 2022  
**Time:** 9:00am - 4:30pm  
**Venue:** The John Smith's Stadium, Stadium Way, Huddersfield, HD1 6PG

*Compassionate Leadership, Compassionate Practice & Staff Health & Wellbeing*

(Breakfast, lunch & refreshments will be provided, and partner stalls and information will be available)

**Keynote Speakers & Partner Presentations & Activities**

**Keynote Speakers include :**

- Rob Webster Chief Executive NHS West Yorkshire Integrated Care Board.
- Brendan Brown Chief Executive Calderdale and Huddersfield NHS Foundation Trust.

**And a personal message from:**  
Michael West CBE, Author & Professor of Work and Organisational Psychology at Lancaster University.

Part of the Kirklees & Calderdale Compassionate Cultures Festival

How to book: [Click here to book](#)

For further information contact:  
Michelle Dodding, Emotional Health & Wellbeing Coordinator: [michelle.dodding@kircalis.org.uk](mailto:michelle.dodding@kircalis.org.uk)  
or  
Mark Ambrose, Kirklees Place Workforce Lead: [mark.ambrose@kch.nhs.uk](mailto:mark.ambrose@kch.nhs.uk)



# A Provider's Perspective

- Challenges of workforce retention, recruitment, and succession planning:
  - Focus on the reduction of vacancy rates across all staff groups, but most predominantly in clinical facing roles and reduction of inpatient nurse vacancies, further strengthening of clinical support roles and improvement in retention of staff, particularly surrounding internal movement.
  - Retention of staff seen as a major focus with work ongoing to invest in health & wellbeing of staff, improvement of a flexible workforce and flexible work options, as well as incentivisation of the workforce in an ever more challenging and competitive market.
  - Specific retention challenge focuses on migration of staff toward emerging ARRs roles in Primary Care which are still to be fully understood in terms of role requirements and role design in PCN settings (expected to come from nursing, pharmacy and AHP roles currently). Kirklees sees the largest projected numbers in terms of role implementation than other ICB areas the Trust serves.
  - We continue to progress the MHST's and have continued to focus on areas of need such as the pathways for Children in Care and reducing the waits for Neurodevelopmental assessments.



# A Provider's Perspective

- Looking at the work being done locally to employ people to include local initiatives for local people and approach to overseas recruitment. [1]
  - Kirklees substantive staff in post has seen 1.4% growth in year which is seen as a success in current climate. Projecting this is maintained in next 6 months. This growth has been into filling vacancies.
  - Turnover across Kirklees MH services currently 15.4% with a 14.1% vacancy rate. This reflects Trust wide rates. Absence currently at 4.2%.
  - Continued delivery of ongoing HCSW cohort delivery model with expanded entry via apprenticeship, BSKB and B2/B3 recruitment.
  - Clinical placements for existing TACP's continues to be a risk as well as being an outlier to some Trusts regarding post-qualification Agenda for Change banding.

# A Provider's Perspective

- Looking at the work being done locally to employ people to include local initiatives for local people and approach to overseas recruitment. [2]
  - Continue to strengthen crisis and Intensive Home-Based Treatment pathways for all CAMHS and the 7- day working is now in place within Kirklees.
  - CMH nursing and specialist roles with CAMHS, CMHT and IHBTT continue to be a focus as well as psychology roles
  - International recruitment into other red-listed recruitment roles (e.g. AHPs).
  - Kirkstart employability programme with 5 starters and 4 moving towards SWYPFT employment with 1 applying for a job at YAS

# A Provider's Perspective

- The implications of service transformation and the creation of new job roles in the local system and the risks of these new roles to core services due to the loss of experienced staff.
  - Large scale recruitment of our year 2 international recruitment programme. This is planned to deliver a 60% increase in expected new MH nurse starters into vacancies. First 6-month plan on track. Strong Q3 and Q4 forecast based on current pipeline activity.
  - Alternative roles which are currently being mapped and planned for to meet alternative skill mix opportunities within Kirklees including expansion of Peer Support workers, Trainee Associate Psychological Practitioners (TAPPs), Trainee Nurse Associate (TNAs) into Nurse Associates, Associate Clinical Practitioner (ACPs), and assistant level clinical support roles within Allied Health Professions, pharmacy and psychology.
  - Maximising our Apprenticeship Levy through effective increase in apprenticeship roles to include clinical support roles in AHP, pharmacy, psychology as well as our current expansion of HCSW apprenticeship career opportunity. Using the gifting option with partner H&SC organisations prior to any risk of expiry.

# Summary

- Need to remember that staff are our biggest asset
- Yes there are challenges and always will be
- But there is a huge amount of excellent work going on
- We are well placed as a Health and Care Partnership to maximise the impact of this