



## INTEGRATION JOINT BOARD

<b>Date of Meeting</b>	28 <sup>th</sup> August 2018
<b>Report Title</b>	Partnership Workforce Plan-Career Ready and Developing the Young Workforce
<b>Report Number</b>	HSCP/18/051
<b>Lead Officer</b>	Alex Stephen, Chief Finance Officer
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<b>Consultation Checklist Completed</b>	Yes
<b>Directions Required</b>	No
<b>Appendices</b>	

### 1. Purpose of the Report

- 1.1. To outline the work of Career Ready and Developing the Young Workforce and the links these organisations have in the Partnership's Workforce Plan.
- 1.2. To get approval from the Board to the funding of internships relating to Career Ready and to further develop the work between the DYW, the Partnership (across a variety of service areas) and Hazlehead and Harlaw Academies, as well as exploring links and projects undertaken by other public sector bodies to further enhance the Partnership's Workforce Plan.



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### 2. Recommendations

- 2.1. It is recommended that the Integration Joint Board:
- a) Endorse the continuation of collaboration with both Career Ready and Developing the Young Workforce (DYW) as part of the Partnership's overall Workforce Plan.
  - b) Agree to the funding of 2 mentoring arrangements through Career Ready in the Partnership for 2018/2020 at a cost of £800 per arrangement.
  - c) Agree to further develop the work that DYW are doing with the Partnership and Harlaw Academy and Hazlehead Academy as detailed in the report.

### 3. Summary of Key Information

- 3.1. The IJB's Executive Programme Board structure includes an Organisational Development (OD) and Cultural Change Workstream. This workstream reports to the Enabling Systems Programme Board. Contained in the workstream are various outcomes, including "Succession Planning to establish and nurture a structured approach to secure a future talent pipeline" which is crucial in the development of the Partnership's Workforce Plan. Both Career Ready and Developing the Young Workforce form part of a number of initiatives to achieve the Outcome. More details about both organisations are outlined below.
- 3.2. Career Ready-The 2 year programme matches students to a mentor and includes a high-quality paid internship within the mentor's organisation. There are six masterclasses which provide insight and learning around the skills for career success and workplace visits to other employers to open eyes to the range of jobs and careers that exist. Evidence from students that have completed their mentoring arrangement indicates how a paid internship for four weeks gives a strong, cohesive boost to their work-readiness, leading to a growing number of the students choosing an apprenticeship and other work-based learning options on leaving school. 91% of students said that their internship was invaluable.
- 3.3. Students take part in the structured programme during their fifth (S5) and sixth (S6) years at school. The programme consists of four essential pillars of activity: masterclasses, workplace visits, mentoring and a four week



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internship, all of which support students to develop the Skills for Career Success Learning Outcomes.

- 3.4.** The Career Ready internship takes place for four weeks at the end of the summer term between S5 and S6. Students get the chance to experience the working week in a real business environment, doing a job that benefits the employer and putting into practice what they've learnt on the programme so far.
- 3.5.** In July 2018 a S6 pupil from Harlaw Academy undertook their internship in the Partnership. During her 4 weeks the pupil visited and worked with the following teams: Business Management; Governance Team (ACC); Wellbeing Team; Teams at the Len Ironside Centre and a visit to a GP Practice. The pupil also attended the ACC Corporate Induction session.
- 3.6.** After the internship the pupil was asked to submit some thoughts on the 4 weeks "My views on The internship: it was pretty decent, I had fun and it gave me a good chance to see careers I had considered in practice and think if I still wanted to do that . What I've learned: that meetings are way too long 😊; the health village does a lot more than I thought it did; it's not actually that bad getting up early during summer but also now I have a better understanding of the roles I would like to work in. Challenges I faced: not many, just the mock interview which was super awkward and challenging; constantly meeting new people and remembering their names is difficult and people don't always seem accepting of students being there. Year 2:I hope I develop my skills a little bit more and continue to grow in confidence." At the end of the 4 weeks, the pupil was encouraged to apply for the post of relief Care Worker at the Len Ironside Centre. This demonstrates the link between investing time with young people to the future workforce of the Partnership
- 3.7.** The Developing the Young Workforce (DYW) programme is a Scottish Government initiative which seeks to drive the creation of a world-class vocational education system and to reduce youth unemployment by 40% by 2021. It challenges employers to become a co-investor in Scotland's future workforce by engaging with education through the creation of school-employer partnerships and by growing apprenticeship opportunities.
- 3.8.** A major part of the programme was the creation of regional, industry-led Developing the Young Workforce groups to facilitate more meaningful relationships between employers and education. The DYW group for the North East is based at the Aberdeen & Grampian Chamber of Commerce and is working closely with employers and secondary schools in Aberdeen



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to establish opportunities which promote the region's key growth sectors (which includes health and social care) to the workforce of the future.

- 3.9.** DYW North East can help the health and social care partnership to develop the following opportunities: Work inspiration – attending careers events and supporting school mentoring programmes; Work practice – establishing curricular links with school subject departments; Third party initiatives – sign posting to “wider achievement” programmes aligned to the organisations goals; and Vocational learning – support to develop apprenticeship opportunities and promoting these opportunities to schools and young people.
- 3.10.** In addition, DYW North East can provide practical support and guidance as the Partnership looks to implement a workforce development plan which includes the recruitment of young people. They can provide advice on recruitment practices and the best times of year to recruit young people.
- 3.11.** DYW North East are working with all academies across the City and Shire, including Hazlehead and Harlaw Academies, and are working with contacts in these schools as well as with staff members of the Partnership.
- 3.12.** Hazlehead Academy is close to the Woodend Hospital site and DYW North East are happy to further enhance the community links that are in existence between the hospital, the Academy and neighbouring businesses. DYW North East have highlighted opportunities for the Woodend team to engage with Hazlehead Academy, such as through their S6 mentoring programme and have proposed attending future meetings between the school, Woodend team and other local businesses to develop a structured engagement plan which could include participating in the school eco-club, volunteering opportunities for pupils at the hospital and work experience placements.
- 3.13.** Harlaw Academy's ASG area includes Hanover Street Primary and the Health Village and Marischal College are within this catchment area. Initial meetings have identified areas that the Academy see as being where the Partnership could work with them, they include: work experience placements; presentations about the Partnership and careers in health and social care at planned curriculum/career nights; workshops for kids on specialist areas (eg optometry, community nursing, social care etc); information on



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apprenticeship opportunities; and pathways to (hard to fill) posts in health and social care. It is planned that these themes be developed and progressed with support of DYW North East. A review of the themes to be undertaken and the outcomes of the review can be shared with the IJB.

### 4. Implications for IJB

- 4.1. **Equalities** –The continued work with Career Ready and Developing the Young Workforce will have a positive impact on all areas within the Equality Act 2010.
- 4.2. **Fairer Scotland Duty** – the continued work with Career Ready and Developing the Young Workforce will have a positive impact in regard to the Fairer Scotland Duty.
- 4.3. **Financial-** The cost of two internships equates to £1,600 to be funded from the OD and Cultural Change workstream. There are in kind costs associated with mentoring, however the development of the mentors' skills is invaluable and will help the wider Partnership. There is also in kind costs in arranging the community initiatives being developed by Hazlehead Academy as well as with the themes being explored at Harlaw Academy.
- 4.4. **Workforce-** in the OD and Cultural Change Workstream, which reports through the Enabling Systems Programme Board of the overall Transformation Portfolio, there is a project on Succession Planning - To establish and nurture a structured approach to secure a future talent pipeline. The initiatives outlined in this report link into the Partnership's overall workforce plan.
- 4.5. **Legal-** None directly arising from this report.

### 5. Links to ACHSCP Strategic Plan

- 5.1. Contained in the Partnership's Strategic Plan in relation to workforce planning is the following: "The growth in the younger population will bring opportunities in terms of our potential future workforce but it also poses a risk in that if we do not change our lifestyle behaviours or transform our services, then it is difficult to see how our integrated services could cope with the anticipated demand for them that would arise. Our staff groups across the health, social care, third, independent and housing sectors will be pivotal to the success of our integration endeavours. We know that our health and care workforce is getting older putting additional pressures on our recruitment and retention activities and costs across all sectors. It is a



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legitimate question to ask of ourselves ‘What do we have to do to recruit our future generations of social workers, GPs, nurses, care managers and other professionals?’ The further development of links with organisations such as Career Ready and the DYW will help the Partnership to promote itself as a potential future employer for young people.

### 6. Management of Risk

6.1. Contained in the IJB’s revised Strategic Risk Register is the following risk

*Workforce planning across the Partnership is not sophisticated enough to maintain future service delivery.*

Contained within Operational Risk Registers is the identification of more specific staffing recruitment risks, eg health visiting service, nursing, stroke rehabilitation unit etc. The content of this report will help mitigate these risks by engaging with schools at the correct stage in pupils’ future career discussions, encouraging young people to consider a career in health and social care, as outlined in the Partnership’s workforce plan.

Approvals	
	Sally Shaw (Interim Chief Officer)
	Alex Stephen (Chief Finance Officer)