

Report of the Bradford District and Craven Integrated Workforce Programme (IWP) to the meeting of the Health and Social Care Overview & Scrutiny Committee to be held on 25 October 2018

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Subject: Progress report on the Bradford District and Craven Integrated Workforce Programme (IWP) and the Health and Social Care Industrial Centre of Excellence (ICE)

Summary statement:

The report provides:

- A reminder and an update of the context in which the IWP is operating nationally, regionally and locally both from a workforce and a health and care system perspective.
- The key workforce priorities, challenges, and enablers, regionally and locally.
- An update on progress across the four key IWP work programmes, with a focus in particular on the 'growing our own' work programme and the IWP alignment with the successful 'One Workforce' Bid submitted by Bradford Council, NHS Partners, the University of Bradford and Further Education partners to obtain £1.151m funding from the Leeds City Region Business Rates Pool.

Portfolio:

Healthy People and Places

Overview and Scrutiny Area:

Health and Social Care

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1. **Summary**

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- The key workforce priorities, challenges, and enablers, regionally and locally.
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2. **Background**

- 2.1 The IWP and the Bradford and District Health and Social Care ICE last attended a meeting of the Health and Social Care Overview and Scrutiny Committee on 7 December 2017. The Committee resolved to receive updates on the progress of both the IWP and the Health and Social Care ICE.

3. **Report issues**

- 3.1 The report is at Appendix 1. Michelle Turner, Director of Quality and Nursing, Bradford Districts CCG, Bradford City CCG and Airedale, Wharfedale and Craven CCG will be attending the meeting on 25 October 2018 and will provide additional information on workforce data and activities of providers (hospitals, the community trust, care homes and general practice) to address the workforce challenges both within their organisations and together across organisational boundaries.
- 3.2 Para 4.3.1 of Appendix 1 provides information on the further development of the Health and Care ICE. Stacey Jobson, Director of the ICE, will also attend the meeting and will provide additional information on progress.

4. **Options**

Members may wish to comment on aspects of the report.

5. **Recommendations**

- 5.1 That Members consider and comment on the details presented in this report and associated appendices and agree any specific matters that may require further scrutiny action.

6. **Background documents**

None

7. **Not for publication documents**

None

8. **Appendices**

- 8.1 **Appendix 1** - Progress Report on the Bradford District and Craven Integrated Workforce Programme and the Health and Social Care Industrial Centre of Excellence (ICE). Provided for the Health and Social Care O&S Committee (25 October 2018)

Progress Report on the Bradford District and Craven Integrated Workforce Programme and the Health and Social Care Industrial Centre of Excellence (ICE). Provided for the Health and Social Care O&S Committee (25 October 2018)

1. SUMMARY

This high level paper provides an updated position on progress in the delivery of the Bradford District and Craven Integrated Workforce Programme's (IWP) workforce strategy and on the Health and Social Care Industrial Centre of Excellence (HSC ICE). It builds on the presentation provided at the December 2017 HOSC (see Appendix A). This report includes:

- A reminder and an update of the context in which the IWP is operating nationally, regionally and locally both from a workforce and a health and care system perspective.
- The key workforce priorities, challenges, and enablers, regionally and locally.
- An update on progress across the four key IWP work programmes, with a focus in particular on the 'growing our own' work programme and the IWP alignment with the successful 'One Workforce' Bid submitted by Bradford Council, NHS Partners, the University of Bradford and Further Education partners to obtain £1.151m funding from the Leeds City Region Business Rates Pool.

At the meeting members will receive a more detailed breakdown of the workforce data and an overview of some of the activities that providers (hospitals, the community trust, care homes and general practice) have been undertaking to address the workforce challenges both within their organisations and together across organisational boundaries.

2. BACKGROUND

The Integrated Workforce Programme (IWP) is an enabling programme which reports to the Integration and Change Board (ICB). It aims to work collaboratively to address the commonly identified system wide workforce challenges and to support achievement of the shared vision for the health and well-being of the local population. The programme geographically covers the area of Bradford District and Craven; working across and in collaboration with health, social care, voluntary services, the independent sector and with education and training providers.

Its intention is to build on the good work and activity already taking place across the health and care system in relation to workforce rather than duplicating effort. The aim is to address any gaps, ensure delivery of the key priority areas and to maximise efficiencies by bringing people and expertise together; creating synergies where they do not currently exist in order to support the development of an integrated workforce that is fit for the future and increases the supply of talent where it is most needed.

The IWP's workforce strategy, approved in August 2016, was co-created and co-designed by partners within and across the health and care system (See appendix A). It brings together the workforce challenges, key priorities, good practice and potential workforce solutions from a wide range of health and care sectors and pathways. It provides an overarching and system wide strategy that has been shaped, tested and refined over time by a wide range of people. The strategy is not intended to replace organisational or pathway specific workforce strategies/plans but rather to enable these by addressing system wide issues and providing solutions in the medium to long term.

The IWP is mindful of the wider environment and context that health and care operates in and aims to work on a wider footprint wherever it is more appropriate, effective and/or efficient to do so.

3. CONTEXT

3.1 National, Regional, Local Service Priorities

The Five Year Forward View and the Five Year Forward View Next Steps identified the need for health and care services to work together in a collaborative and integrated way to:

- Prioritise prevention and enable self-care at scale
- Support frail and older people stay healthy and independent
- Take the strain off A&E and hospital services
- Provide greater access to general practice and community based services
- Improve diagnostic, stroke and cancer services
- Place a greater emphasis on mental health (particularly children and young people)
- Leverage the potential of technology and innovation

The Bradford District and Craven Joint Health and Wellbeing Strategy 2018 – 2022 ('Connecting People and Place for Better Health and Wellbeing') sets out three key approaches that will have the biggest impact on longer term health outcomes for our local populations:

- Create a place to live that promotes health
- Make it easier for people to improve their health and wellbeing and prevent ill health
- Support people to better care for themselves and to get help earlier

There are four key health population outcomes identified at a local level:

- Our children have the best possible start in life
- People in Bradford District have good mental wellbeing
- People in all parts of the District are living well and ageing well
- Bradford District is a healthy place to live, learn and work

Addressing these priorities in the wider context of achieving the triple aims of improving the health and wellbeing of the local population and improving the

quality of care whilst addressing the system wide financial gap is challenging. It requires system wide integration and removal or a 'blurring' of the boundaries between primary and specialist services, health and social care and mental and physical health.

Bradford District & Craven is one of six places of the West Yorkshire & Harrogate Health and Care Partnership (Integrated Care System or ICS). Services at our local Place level will be delivered through 2 local health and care partnerships which comprise of 13 communities.

3.2 Workforce Priorities

The context in which we work defines the workforce we need to ensure we have the right people, in the right place, at the right time with the right skills, knowledge, experience and attributes to achieve the health outcomes we have identified.

The West Yorkshire and Harrogate Local Workforce Action Board produced a regional workforce strategy in April 2018. The ten key strategic priorities were identified as:

Theme	WYH Workforce Strategic Themes (recommendations)
1.	Maximise the contribution of the current health and social care workforce -Retention -Data Quality -Skills Devt - OD plan
2.	Get more people training for a future career in health and social care
3.	Grow the General Practice and community workforce to enable the 'left shift'
4.	Transform teamwork - Applying workforce transformation tools
5.	Make it easier to work in different places and different organisations
6.	Agree and track workforce productivity measures
7 & 9	Workforce Planning and infrastructure (Workforce Hub) Strengthen Workforce Plans
8	Establish a workforce investment plan and fund
10	Establish effective workforce Infrastructure & Cross working

Whilst at a local place based level there will be specific workforce priorities within and across sectors, organisations, services and delivery pathways it is recognised that in order to ensure effective delivery of our health outcomes within the context of a challenging financial environment there are distinct benefits in addressing our common workforce priorities together by ensuring a

system wide approach is taken to strategic workforce planning the development of our workforce by:

- Developing employment models which enable cross boundary and cross sector working (supporting the triple aims of integration)
- Enabling workforce re-design, role re-design/role substitution and extended role scope to facilitate future models of care
- Engaging staff in new ways of working; working across boundaries ('blurred boundary working') and in an integrated way whilst maximising the opportunities for digitalisation
- Creating a cultural and mind set shift from one of 'caring for' to enabling self-care wherever possible
- Effectively planning for the supply of health and care roles (including new roles)
- Attracting, recruiting and retaining staff in the right numbers, with the right skills and in the right place
- Widening access routes into employment and, in particular, career pathways into the health and care sector that support diversity and inclusion, address skills gaps and promote economic well-being
- Investing in the upskilling of existing staff
- Ensuring good career structures/pathways and ease of movement of staff are in place within and across occupational groups, organisations and the wider system
- Releasing staff for training and development

In addition, the recent Bradford District system wide CQC report identified three key workforce related actions.

- Explore opportunities to introduce a common framework of competences (skills) and competencies (attributes) for integrated working across health and social care across all provider settings.
- Work with the independent care sector to be actively involved in shaping how as a system we attract, recruit, develop and retain a high quality workforce across the wider health and care system
- Roll out the agreed common set of values/principles for integrated working across all organisations, to help foster a culture of being part of one system with a common purpose

3.3 The Bradford District and Craven Workforce Profile, Challenges and Issues

- More than **27,000 paid staff** working across: acute, primary care and community, mental health and social care
- Estimated over **57,000 unpaid carers**
- Real gaps in available workforce data for voluntary and independent sector and some gaps in primary care data
- **A lack of system wide strategic workforce planning** for the new roles required for integrated working for the future. The available data and

workforce information currently suggests the main challenges will be where there is decreasing staff in post and an increasing demand eg

- Psychiatric Nursing
 - Neonatal Nursing
 - Diagnostic Radiography
 - Clinical Psychology
 - Registered Pharmacist
 - Operating Theatre Staff
- **Social Care experiences difficulties in recruiting to:**
 - Home Care Assistants to work daytime shifts and also particularly to work nights
 - Social workers (Adults and Children's)
 - Educational Psychologists
 - Primary care (including general practice) has identified a greater need for support staff in the future as well as alternative models for general practice.

It is acknowledged that the implementation of new models of care locally will impact on the demand for these traditional roles in the future and more work is required in identifying the range and number of new posts required.

3.4 **Workforce Enablers and Supportive Collaboratives**

There are a number of regional and local enablers/collaboratives that support the delivery of the workforce transformation agenda, for example:

- Local Workforce Action Board (LWAB, WY & H)
- West Yorkshire National Skills Academy Centre of Excellence for Support Staff Development
- West Yorkshire Association of Acute Trusts (WYAAT)
- WY&H Mental Health Collaborative
- 'Team Bradford' - Employers Conference
- Bradford Health and Care Economic Partnership (One Workforce)

These enabling partnerships are aimed at ensuring joint ownership, accountability and collective problem solving so that the actions of each constituent organisation/place do not destabilise but support the resilience and robustness of the whole system. The IWP continues to strive to ensure alignment with this wider work and will continue to work on the footprint deemed most appropriate in facilitating delivery of the strategy and plan.

4.0 **Addressing Our Workforce Challenges**

4.1 **Integrated Workforce Programme Delivery Plan Overview**

The IWP delivery plan is underpinned by the principles of system wide work programme leadership, not duplicating effort, sharing learning, expertise and resources and maximising efficiencies.

There are four key work programmes, each with a number of associated workstreams:

Work Programme 1	Growing Our Own (Attracting, promoting and recruiting the future workforce)
Work Stream 1a	• Inspiring and attracting young people (11-18yrs)
Work Stream 1b	• Developing a shared approach to delivering a wide range of apprenticeships
Work Stream 1c	• Encouraging entrants and re-entrants of all ages
Work Stream 1d	• Developing and providing a wide range of volunteering opportunities
Work Programme 2	Developing Our Workforce Together
Work Stream 2a	• Delivering joint leadership programmes
Work Stream 2b	• Creating and delivering system wide learning and development opportunities
Work Stream 2c	• Developing system wide career pathways
Work Programme 3	Creating the conditions to retain talent in the system
Work Stream 3a	• Engaging, listening and involving staff across the system
Work Stream 3b	• Providing common benefits and rewards
Work Stream 3c	• Promoting mental and physical health and well-being and supporting healthier lifestyles
Work Programme 4	Developing a shared culture of integration and system wide working
Work Stream 4a	• Promoting a shared understanding of integration and seamless care
Work Stream 4b	• Developing a common set of values/behaviours for the system
Work Stream 4c	• Applying these from recruitment through to day to day working

4.2 One Workforce

Bradford Council, NHS Partners, and the University of Bradford and FE partners have been successful in obtaining £1.151m funding from the Leeds City Region Business Rates Pool. These funds are to progress the design and implementation of a critical and ambitious 'One Workforce' programme. The support from across the partnership was instrumental in securing this funding. The programme is focused on achieving our ambition of re-balancing the health and social care economy in Bradford and in particular:

- Bringing together the requirements for more health and social care workers with the provision of opportunities especially to those currently furthest from realising those opportunities
- Bringing together the existing assets in Bradford world-leading research, a strong NHS and academic provision, alongside an innovative approach to health and social care learning and development to attract those practitioners in HSC who want to work in a place where they can make a real difference and see personal progression.

The One Workforce Programme has three constituent work streams:

- i. **Bradford Health and Bradford Social Care inclusive system-wide community Recruitment** – developing a one-stop recruitment solution for the sector by matching individuals to employer vacancies, through the successful ‘Skills House’ provision.
- ii. **Bradford Health and Bradford Social Care system-wide recruitment** - providing a comprehensive and integrated approach to recruitment across Health and Social Care in Bradford and raising the general profile of careers within the sector in Bradford District as well as continuing to review and target specific workforce shortages.
- iii. **One Workforce Academy** - bringing together the planning, coordination, resource and delivery of learning and development for staff working in health and care in the District.

As the One Workforce programme structures and delivery plans come together there will be a bringing together of this with the IWP to maximise the benefits of current partnership working, to ensure alignment and congruity.

4.3 Integrated Workforce Programme Delivery Plan Progress Highlights

Whilst there is progress in all four of the IWP work programmes the decision was taken to fast track some workstreams based on the nature of the workforce challenge and maximising impact; the maturity of the system in some areas; the breadth and depth of current partnership working; the availability of resources (capacity and funding) and the energy and enthusiasm to drive the work forward.

Further details of progress with specific examples of workforce system wide working will be provided in the IWP presentation to the HOSC. Key highlights of progress made since December 2017 include:

4.3.1 Work Programme 1 - Growing Our Own (Attracting, promoting and recruiting the future workforce)

- a) **Further development of the Health and Care Industrial Centre of Excellence(ICE)** - reaching out to schools to attract and develop the next generation of health and social care workers

Each programme begins in Year 10 at Key Stage 4 and continues for the next 4 years exposing young people to the skills required for the world of work.

The programme completed its first year of operation, working with 3 partner schools and upto 250 students. The ICE Board is now fully established with partners from the 3 NHS Trusts, Bradford Council, Better Start Bradford, The Children’s Place, Bradford Academy, Parkside, Bradford Girls Grammar, Bradford College and Bradford University.

The focus of year 1 was on research into the sector and consultation with stakeholders. Skills statements were mapped against qualifications and skills gaps identified, programs of study drafted and a calendar of activities was

established for each school in line with modules being taught. Programme delivery commenced Sept/Oct 2017.

Funding was secured for years 2 & 3 of the programme in March 2018. With collaboration between all parties to co- design the curriculum, the programme has been tweaked accordingly to ensure expansion across another 5 schools in Year 2. The programme is now working with 8 partner schools and upto 450 students with the aim of increasing to 13 partner schools in year 3 of operation.

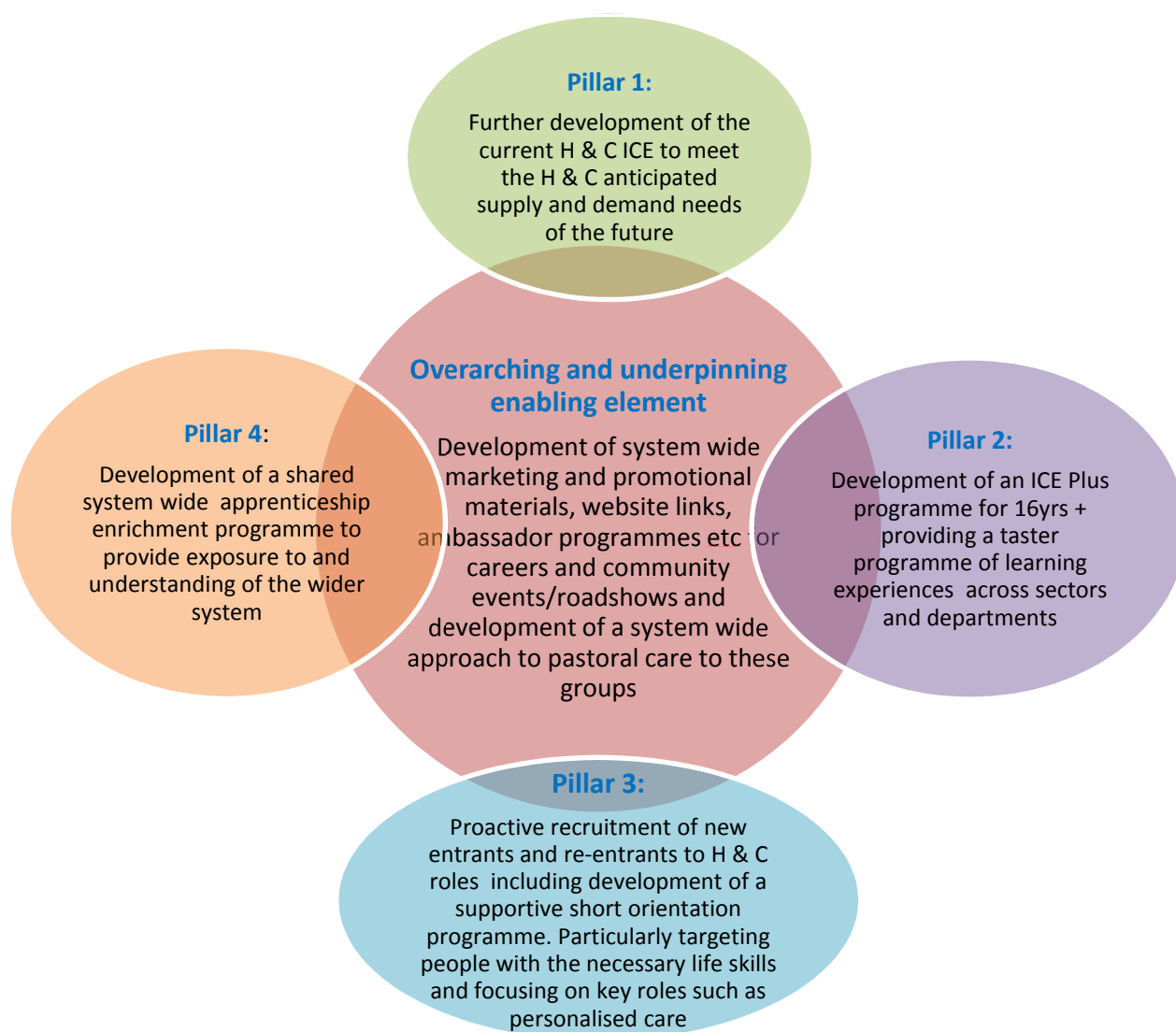
Activities undertaken/planned in partnership with the health and care sector are:

- Careers carousels
- Masterclasses
- Inspirational talks
- University Taster
- Tour and Talk
- Invest in Success
- A day in the life of.....

See Appendix B

b) Securing Non Recurrent Funding to support the further development of Work Programme 1

Understanding the challenges nationally, regionally and locally in recruiting our current and future health and care workforce, and, appreciating the investment we make now may not be realised for several years to come, we were successful in placing a bid for workforce transformation funding to further develop key areas of the growing our own work programme. The work between April 2018 and March 2019 is focusing on four key pillars and an underpinning enabling workstream that will all interlink to support pathways from school through to employment and introductory taster programmes for entrants and re-entrants:



4.3.2 Work Programme 2 – Developing Our Workforce Together

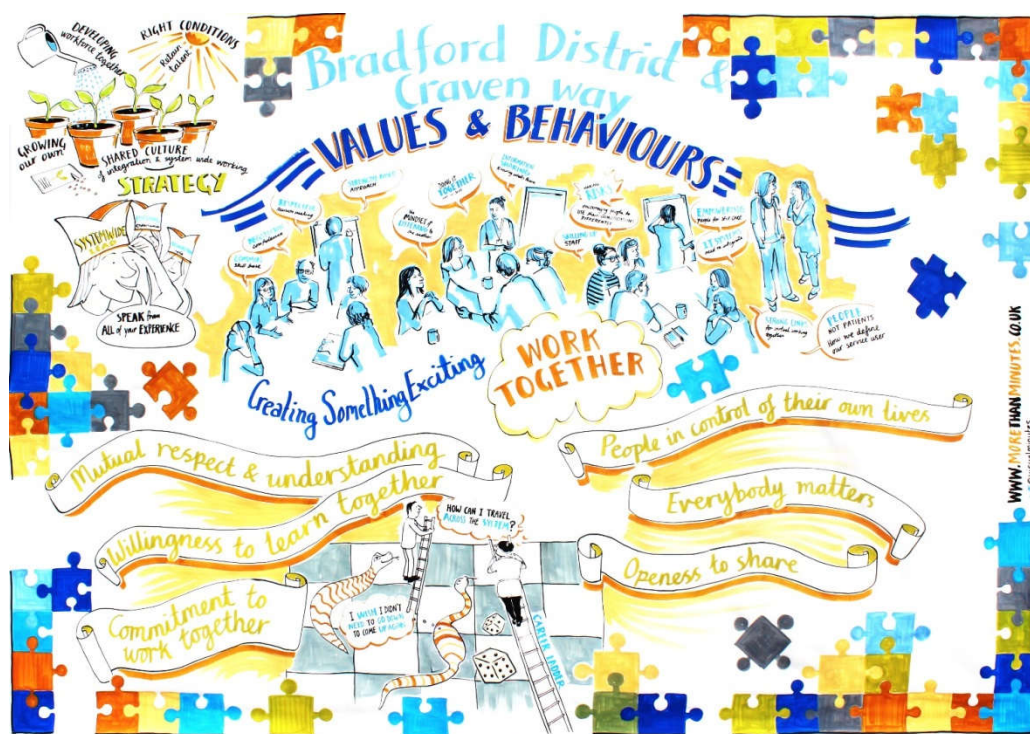
- ✓ 'Engaging leaders' and 'Moving Forward' programmes have both been delivered as system wide leadership development programmes (under review)
- ✓ Future leaders programme has opened up to VCS leaders
- ✓ MY-E coach system in operation in some parts of the system with the aim of developing a system wide approach to coaching and mentoring
- ✓ CPD programme and district wide leadership Alumni/network events established. Quarterly workshops established.
- ✓ System wide coaching and coaching supervision in place
- ✓ District wide mentoring scheme established
- ✓ Some progress made in mapping/sharing resources

4.3.3 Work Programme 3 – Creating the conditions to retain talent in the system

- ✓ Successful bid placed with the WY & H LWAB for funding to establish a system wide network of mental health first aiders

- ✓ Successful bid placed with the WY & H LWAB for funding to deliver 5 system wide 'preventing burnout' sessions (3rd October 2018)
- ✓ Workshop held with Communication leads to identify ways of working together to engage and listen to staff eg
 - Setting up 3 lunch and learn sessions with the aim of innovating/solving a problem
 - Setting up a shared Comms calendar of H & C events for Bradford District and Craven
- ✓ Another 2 successful Learn and Innovate events held in January and September 2018 – bringing people together across the system
- ✓ Exploring opportunities for sharing benefits/purchasing benefits at scale for staff across the system

4.3.4 Work Programme 4 - Developing a common set of values/behaviours for integrated working



- ✓ The draft shared values/principles for integrated working identified were tested and accepted by key forums across the system
- ✓ Included in the Bradford District and Craven "Healthy & Happy at Home plan

Authors:

- Michelle Turner – Director of Quality & Nursing, Bradford Districts CCG, Bradford City CCG, Airedale, Wharfedale and Craven CCG
- Maureen Goddard – Interim Programme Lead (IWP)

Appendix A – Previous IWP presentation to HOSC (December 2017)

Appendix B – The Young Health and Social care Professional programme Overview



The best people, providing seamless care – the Bradford District and Craven Way

The Bradford District and Craven Integrated Workforce Strategy

The story so far.....

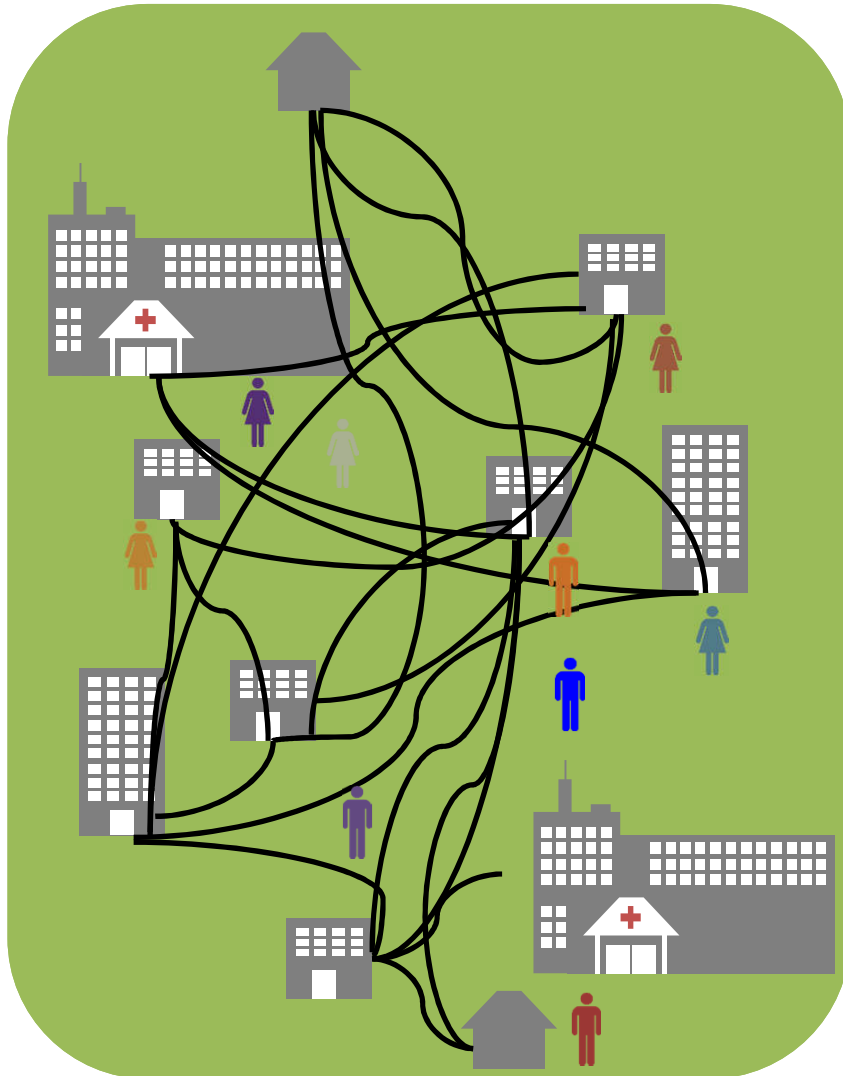


December 2017

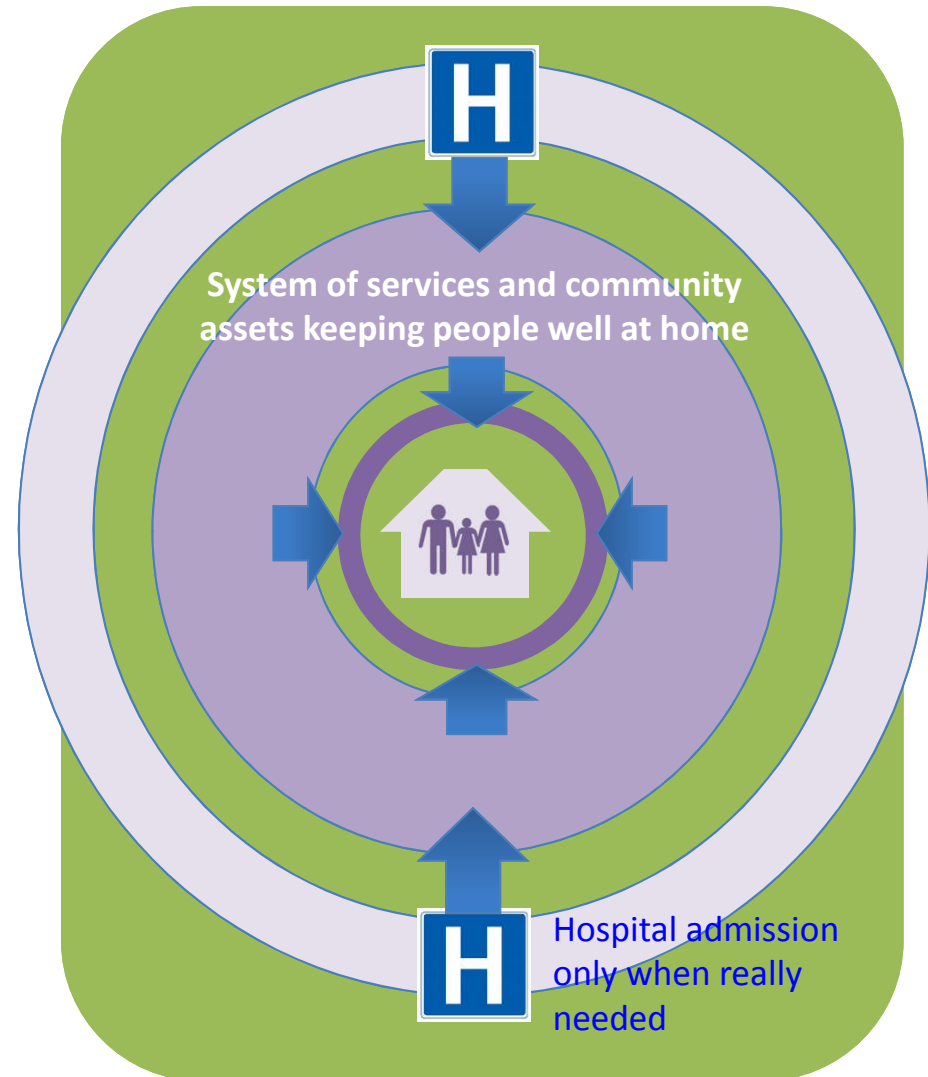


Care Delivery System

Today: designed for organisations' needs



2020: a simple system designed for local people



Accountable Care Simply Put...



lasting benefits...

For

- Improved health and care outcomes for individuals and population
- Improved quality of care and support
- Enhanced staff and workforce experience and satisfaction
- Sustainable health and care system

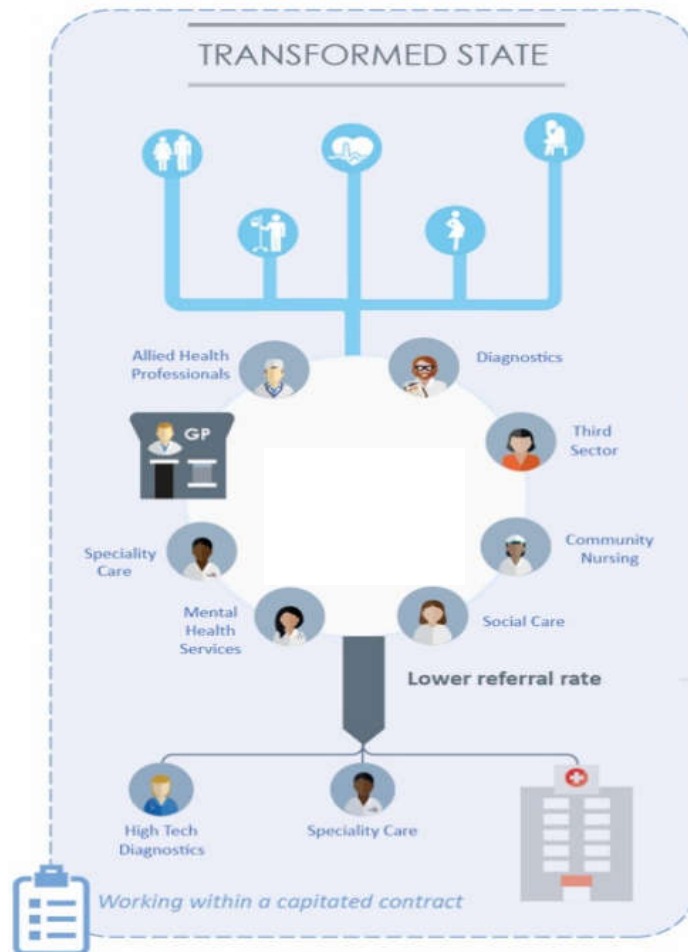
- ✓ It's about the person, people and care NOT organisations
- ✓ It's moving from current to a truly integrated form of care and support delivery
- ✓ ...It's groups of health care and support providers collaborating to achieve specific outcomes for defined populations
- ✓ ...It's keeping people as healthy as possible to decrease overall use of service
- ✓ ...It's minimising the use of high - cost hospital based care by ensuring effective community based provision

So What's Different...

- Real focus on population health management and a population-based health approach
- Fundamental shift from process-orientated targets to measures of outcomes for whole population
- The 'left shift' of resources more towards prevention
- Aligning incentives much more with prevention
- Moving beyond just integration to truly transform local health, care and support systems
- It's about maximising the money and resources we have got

We are working on a system wide shared narrative informed by early developments...

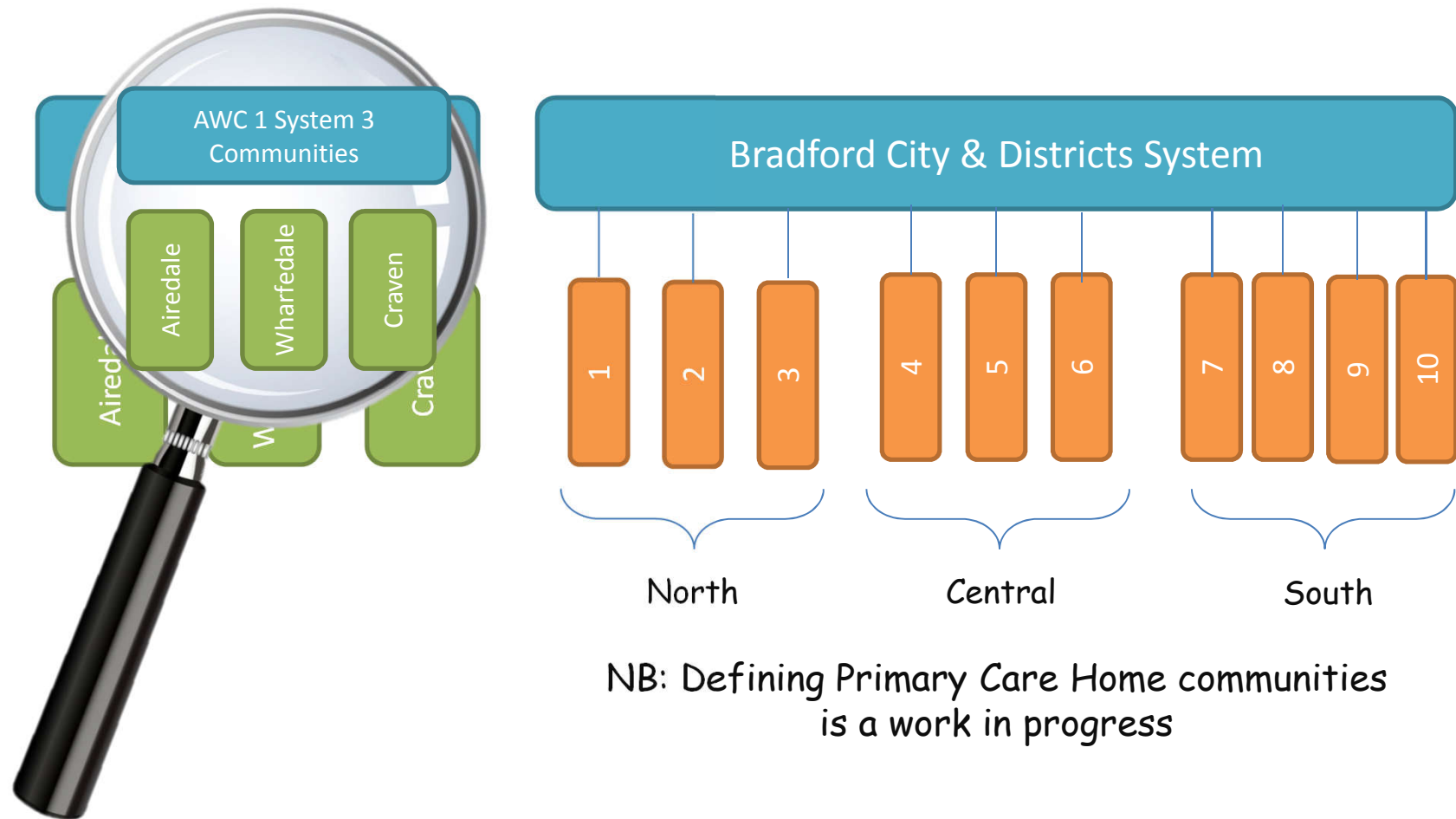
A community based model



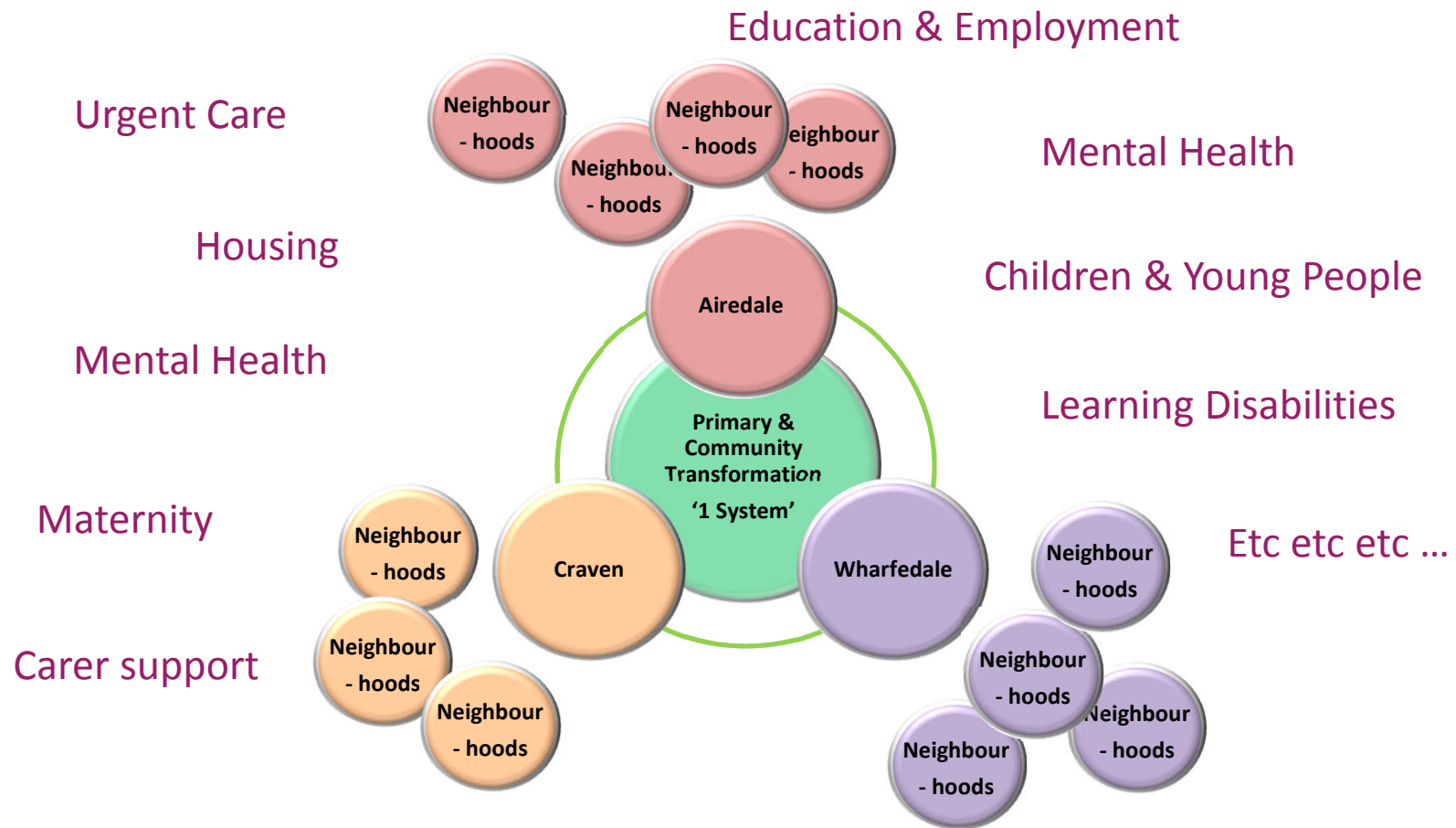
Something like this but to be locally defined

- A clear focus on a community based model, inclusive of secondary care expertise, aligned to the agreed 'direction of travel'.
- Around populations sizes of circa 30 – 50k +/-
- That provides holistic care: whole life and whole person
- Through integrated, multidisciplinary workforce
- The person is an active participant, at the centre of their care
- Harnessing individual and community assets
- Responsive, accessible, coordinated and simple
- Outcome-based

The Delivery Model



The Delivery Model - AWC



AWC shared system agreement to align everything we do to the 3 communities 1 system ('architecture')

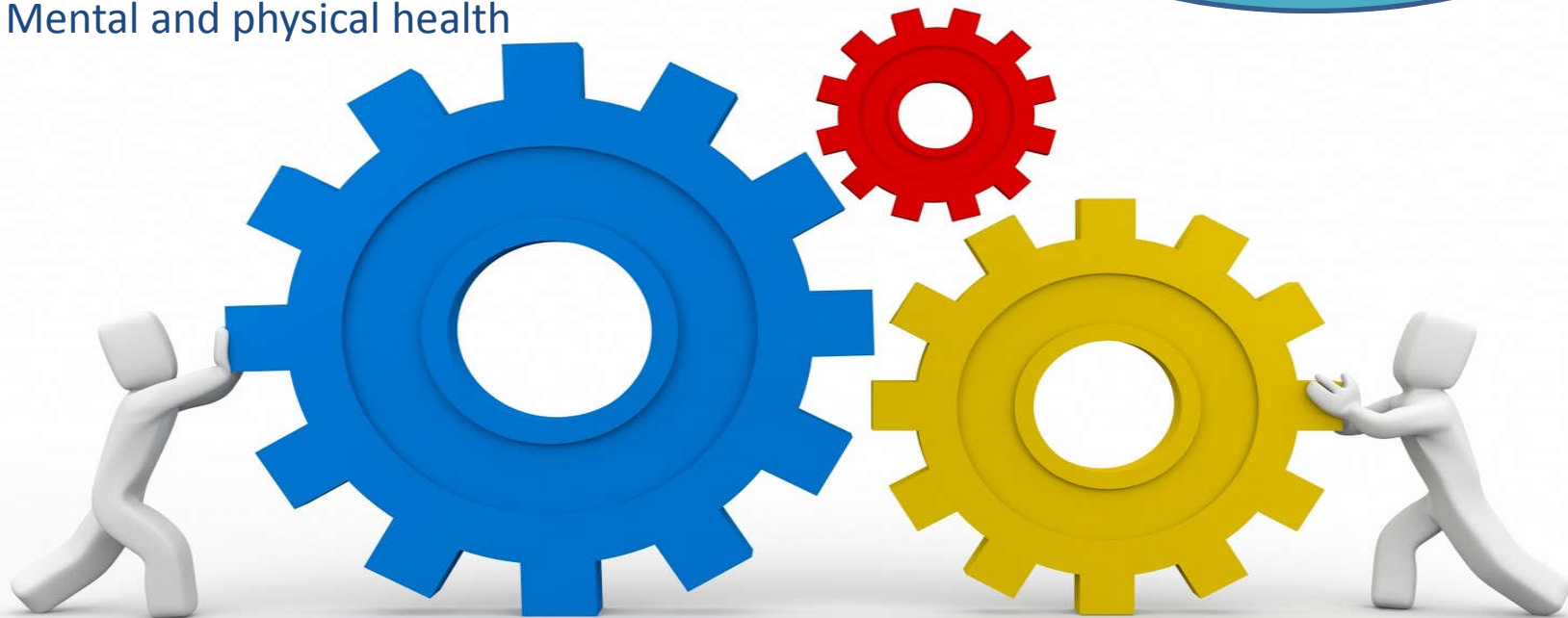
System wide



Removal or 'blurring' of the boundaries between:

- Primary and specialist services
- Health and social care
- Mental and physical health

Vision 2020
A sustainable health and care
economy that supports
people to be healthy, well
and independent



Workforce Requirements to deliver System wide integration



The best people, providing seamless care – the Bradford District and Craven Way

- the right people
- in the right numbers
- in the right place
- at the right time
- with the right skills, behaviours and attitude



What does our data tell us so far?

Bradford District and Craven

- More than **27,000 paid staff** working across: acute, primary care and community, mental health and social care
- Estimated over **57,000 unpaid carers**
- Real gaps in available workforce data for voluntary and independent sector and some gaps in primary care data
- **A lack of system wide strategic workforce planning** for the new roles required for integrated working for the future. The available data and workforce information currently suggests the main challenges will be where there is **decreasing staff in post and an increasing demand i.e**
 - Psychiatric Nursing
 - Neonatal Nursing
 - Diagnostic Radiography
 - Clinical Psychology
 - Registered Pharmacist
 - Operating Theatre Staff



Social Care experiences difficulties in recruiting to:

- Home Care Assistants to work daytime shifts and also particularly to work nights
- Social workers (Adults and Children's)
- Educational Psychologists

Primary care has identified a greater need for support staff in the future (2:2:4 or 1:2:4)

Workforce Issues and Challenges

- A lack of comprehensive and robust workforce data across the system
- High turnover in some occupational groups and sectors
- A national shortage of professionally qualified staff
- High vacancy rates in some occupational groups and sectors
- The 'Brexit effect'
- High numbers of older workforce/staff retirement
- High sickness absence rates
- Growth rates in demand for some services
- Lack of capacity & skills shortage in mentoring for clinical placements
- Difficulties in resourcing the release of staff for training
- Over reliance on agency staffing in some sectors (financial and quality impact)
- Ensuring the necessary cultural shift for working differently



Common Workforce

(identified across the system)



- Effectively planning for the supply of health and care roles and understanding future requirements
- Recruitment and retention of appropriately qualified staff to existing and new services
- Ensuring good career structures are in place within and across occupational groups and organisations
- Workforce re-design, role re-design/role substitution and extended role scope
- Engaging staff in new ways of working, across boundaries and in an integrated way
- Cultural shift from one of 'caring for' to one of enabling, encouraging and empowering people to self care
- Releasing staff for training

Progress and Good News Stories

- Health and Care ICE
- Co-ordinated approach to careers work with schools
- Shared recruitment narrative
- Bradford Medical School
- Shared approach to apprenticeships
- Joint leadership development programmes
- Shared approach to statutory and mandatory training
- Common set of values for integrated working
- Examples of 'blurred boundary' working
- Promoting health and wellbeing in the workforce



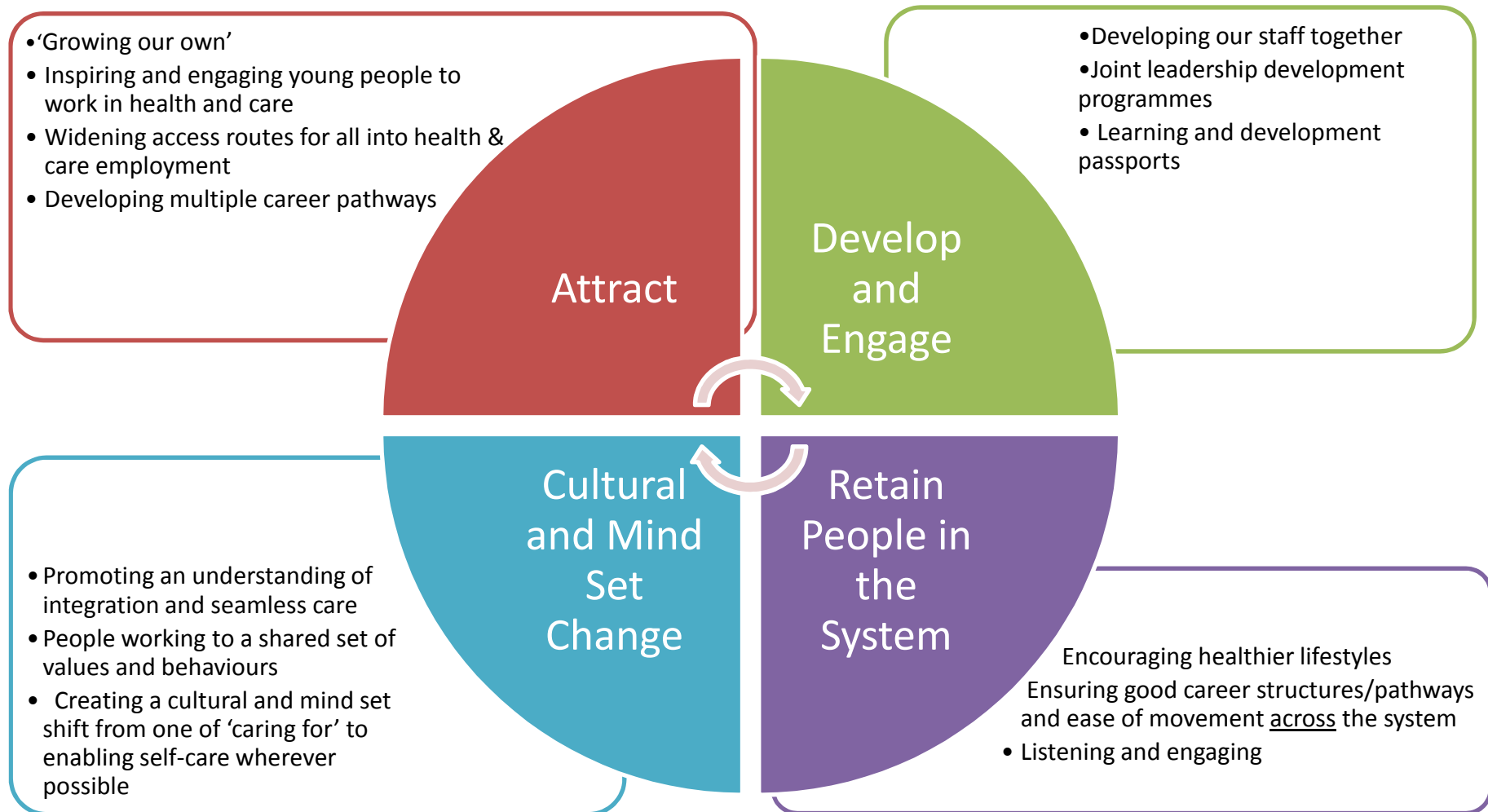
What are we doing to address our workforce issues and challenges ?

- Widening participation through apprenticeship schemes for Healthcare Support Workers
- Developing career pathways from apprentice to registered nurse / Allied health professionals “Growing our own”
- Role substitution where this is safe to do so : e.g. Advanced Clinical Practitioners
- Ensuring all those in clinical roles are working at the ‘top of their licence’ and therefore developing supporting roles to enable this e.g., Discharge Liaison Officers
- Successful bid to be in the first wave of the Nursing Associate Pilots : commenced January 2017 for BTHFT & ANHSFT – BDCFT looking to join in the next year.

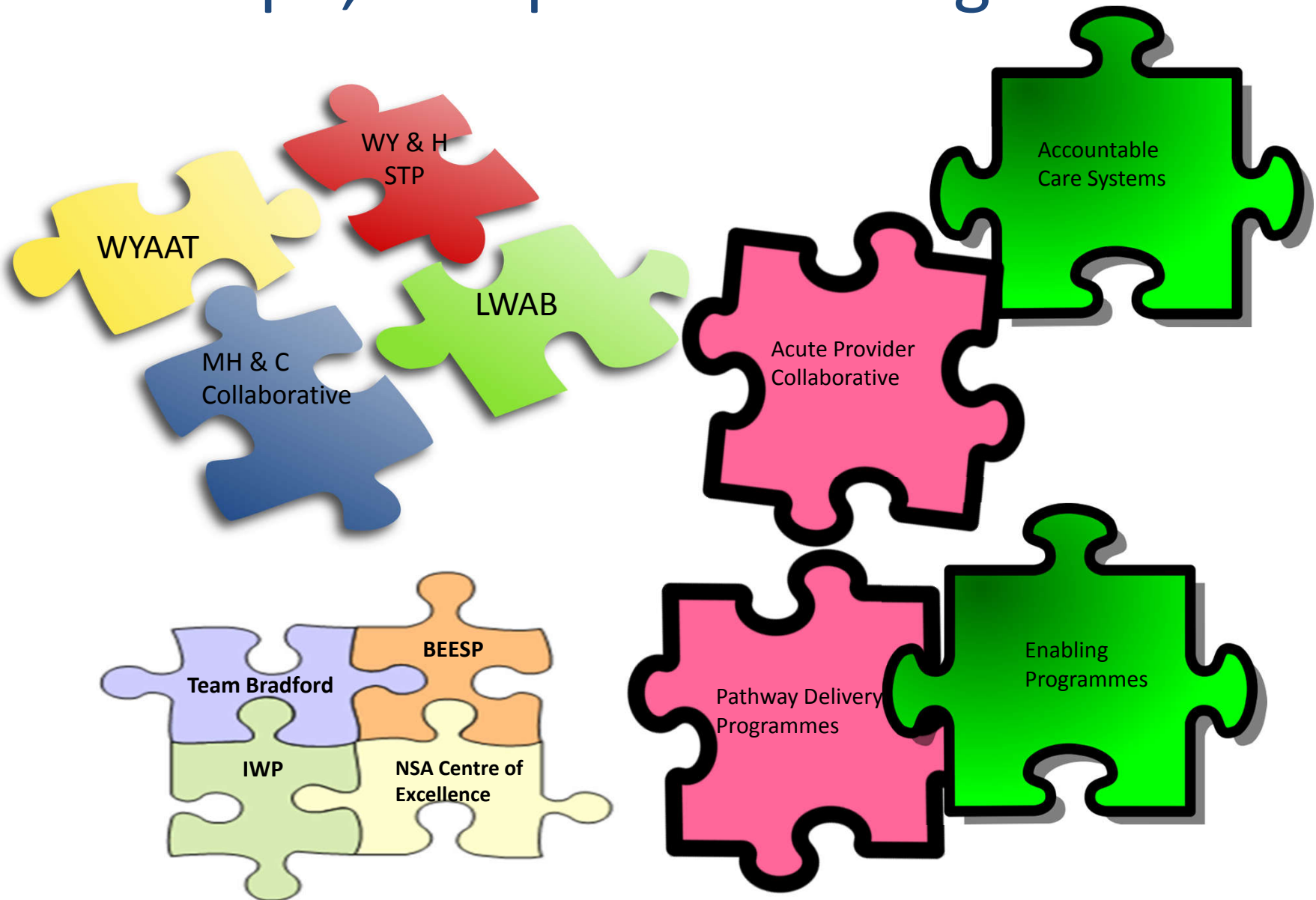
What are we doing to address our workforce issues and challenges ?

- Physician's Associates currently in training ; work taking place to determine how this role can support the workforce across primary and secondary care.
- Director's of Nursing across the Bradford District working together to develop supportive solutions to workforce requirements.
- Working collectively with University of Bradford to develop courses that meet providers current and future needs
- Working collectively to develop additional training partnerships.

IWP – Enabling a system wide integrated workforce



Landscape, Footprints and Alignment





The Young Health and Social care Professional programme Overview

Gatsby Benchmarks see attached sheet

Activity	YR Group	Aims	Rationale	Resources Required	Gatsby Benchmark
Careers Carousel This will take the form of a speed dating activity where the students will travel around the room, asking employers a number of questions around careers/roles etc. An interactive session for students to explore careers.	YR10 YR11 YR 12 YR 13	learning from career and labour market information linking curriculum learning to careers encounters with employers and employees	To give the students an opportunity to find out more about possible careers in the sector at the beginning of the programme.	Can take place at the school, university or other venue depending on number of students involved. Minimum number of employers required 5 plus careers advisor Minimum time needed to complete carousel 2hrs Employers to bring along flyers or information which will be relevant to student's i.e apprenticeship and graduate opportunities. Employers to include an activity for students to participate in to ensure engagement and motivation.	2, 5, 4
Enhanced Careers Carousel	YR12	encounters with further and higher education personal guidance plus aims from above	Nearer to the labour market.		2, 5, 4, 8, 7

University Taster Day This will start with a mock lecture, if required, followed by tour of facilities and information regarding courses and how to fill out personal statement on UCAS application and Q&A with undergraduate.	YR10 YR11 YR12	To be able to get information and guidance, around the qualifications available at Bradford University in HSC, the different career paths in HSC, and guidance on UCAS applications to enable the learners to make choices regarding their future career pathway.	This gives students the opportunity to see the University and meet members of staff. Students will learn more about what it's like to study here and what life is like for a student. YR10 students to attend taster prior to making GCSE option choices.	Hosted at University Required for the taster, Tutors, undergraduates and admissions. Time needed minimum 2hrs A talk and tour of the facilities, tutors can answer questions on the programme, careers, placements, entry requirements etc Mock lecture if required by the schools, Guidance on how to fill in UCAS applications and Q&A with undergraduates.	7
Work experience	YR10 YR11 YR12 YR13	A taster for learners in the working environment. learning from career and labour market information encounters with employers and employees experiences of workplaces	Students to get a taste of what a job or workplace is like, so they can figure out if they are interested in that kind of career.	Employer to offer 1 week or 2 weeks work experience.	6, 5, 2
		Students gain exposure to experts in the	Opportunity for the	Employer to host a	

Masterclasses Topic covered by a sector professional	YR10 YR11 YR12 YR13	sector, in order to gain insight into how the topic they are learning is applied in the world of work.	students to learn from a practicing professional.	masterclass in a particular area, information to be provided to the employer. Minimum time 1hr Can be hosted at workplace or school.	4, 2
Inspirational talks and Guest speakers Talking about their career pathway	YR10 YR11 YR12 YR13	To Inspire and motivate learners to think about a range of careers within the HSC sector.	Inspirational speakers have years of experience, education knowledge, insight and perspectives to share. This can give students a fresh perspective and inspire them.	Inspirational speakers to provide inspiration from their own life experiences. Time minimum 1hr Hosted at school	5, 4
Workplace visit A tour of the facilities followed by a talk, and or practical activity which can be specific to job roles in HSC or general overview	YR10 YR12 YR13	To broaden the learners awareness through interaction with professionals. To gain first-hand knowledge of HSC. Provide an opportunity for learners to ask questions using and enhancing their communication and interpersonal skills.	Tour of facilities enables students to see the workplace environment, the talk gives further insight into and support training opportunities available.	Hosted at the employer workplace. Minimum time required 2hrs A tour of the facilities. A talk/activity with members of staff.	6, 5, 4
Successful job application	YR10	An industry led masterclass to help	To help students understand, prepare	Hosted at school or workplace	5, 6

<p>A CV or application masterclass led by Employer.</p> <p>A mock job is left with the school for the students to apply.</p> <p>The applications or CV's are sifted through and feedback given to those not successful for the mock interviews.</p> <p>Mock interviews held, successful students offered work experience or a day at the employer's workplace.</p>	YR11 YR12 YR13	<p>students successfully navigate the jobs market.</p> <p>Industry professional discuss:</p> <ul style="list-style-type: none"> • what they look for in a CV, Application • the traps applicants fall into when applying for jobs, • a personal statement – what stands out, relating your cv to the job spec • Mock Interviews 	and develop work skills.	<p>CV application masterclass 1hr</p> <p>CV/Masterclass sifting 1hr</p> <p>Mock interviews dependant on numbers minimum time per students 10mins</p>	
<p>Project</p> <p>Project assigned to students to work in teams, over 3 month period. Employers to judge final presentations. Winning group awarded prize. (Employer to advise what prize will be at the start of the project)</p>	YR12 YR13	<p>Students to work in groups but responsible for an individual task.</p> <p>Student will develop a number of transferable life skills during this session, planning, research, evaluation and presentation skills.</p>	The project allows learners to gain skills if they were to complete and EPQ(Extended project qualification)	<p>Hosted at School or alternative venue.</p> <p>Upto 1hr for initial introduction the employer sets the project as well as advising the prize for the winning group.</p> <p>Presentations to be held 12 weeks from introduction, 10mins allocated to each group for presentations.</p> <p>Upto 4 employers to judge the presentations.</p>	5, 4
A day in the life of....	YR10	Linking curriculum learning to careers	Learners can get an	Hosted at the workplace	5, 4, 6

A talk by a health and social care professional about a typical week in their job, followed by a scenario based activity and/or practical activity.	YR11 YR12 YR13	Encounters with employers and employees Experiences of workplaces	in depth view from persons in a particular job role, i.e Nurse, Radiographer, Midwife, Health Visitor, Junior Doctor etc.	Upto 2hrs Talk from employee within a particular job role, followed by a scenario based and practical activity.	
Volunteering Opportunities	YR12 YR13	Inform learners about the importance of volunteering in health and social care sector and how they would be able to apply for volunteering. Students undertake volunteering.	Opportunity to develop new skills or build on existing knowledge and experience.	Hosted at school or other venue. 1hr information provided to students regarding the importance of volunteering and types of volunteering available.	6
Skills House sessions Employability and work skills sessions	YR12 YR13	Build a care home activity to be completed as part of group interview process. Complete literacy and numeracy tests. Review Cv's, help with covering letters Apply for live jobs	To understand the value of work experience and take part in employability skills needed within the care sector (Cv Writing, group interviews, applying for jobs)	Hosted at Skills house 2 session (3hrs per session)	6, 5