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Presentation for the Lincolnshire Public Sector Compact  
21st March 2019

Claire Flavell - Talent Academy Strategic Lead

# Talent Academy

## Creating Foundations for Career Development

### Welcome

Claire Flavell - Strategic Lead, Lincolnshire Talent Academy

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# TALENT ACADEMY

Inspiring Futures : Informing Careers

The  
Challenge

Regional  
& National  
Priorities

ULHT  
Primary  
Model

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# Lincolnshire Challenge

In early 2015, United Lincolnshire Hospitals NHS Trust commissioned a 12 month piece of work focusing upon the engagement with schools, colleges and young people in preparation for the forthcoming apprenticeship reforms, whilst also supporting its recruitment strategy.



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# Lincolnshire

## Rural Challenge

- Second largest county in England
- Population size: 731,500
- Rural county
- Aging population
- High density of elderly on East Coast



# Lincolnshire Health & Care Community



**Lincolnshire East**  
Clinical Commissioning Group



**United Lincolnshire  
Hospitals**  
NHS Trust



**Lincolnshire West**  
Clinical Commissioning Group



**Lincolnshire Community  
Health Services**  
NHS Trust



**South West Lincolnshire**  
Clinical Commissioning Group



**Lincolnshire Partnership**  
NHS Foundation Trust




**South Lincolnshire**  
Clinical Commissioning Group



**East Midlands  
Ambulance Service**  
NHS Trust



 **Lincolnshire  
General Practice**  
*All together for a healthier community*

**Lincolnshire**  
COUNTY COUNCIL

 **St Barnabas**  
Hospice · Care · Support

# Lincolnshire Student Pipeline Challenge

- Rural area - low levels of student social mobility
- High level of ESOL on Lincolnshire East Coast
- Lack of entry opportunities without prior experience
- Lack of equality of opportunity - Engagement based upon known contacts
- Poor sector reputation

In 2015 the Trust was experiencing poor levels of youth engagement via traditional Talent for Care activities.

Our initial research found the "size" of the NHS to be a barrier to engagement of young people, schools and colleges. Students and the education sector stated they had difficulty in determining who to speak to, how to engage, which often resulted in them giving up!

## Lincolnshire Schools Stats



86 Secondary Schools and colleges of which 65 delivering Post-16 education



47,697 Secondary Students Ages 11 -16

16

Of whom 7,268 Year 11 - KS4 Minimum Leaving Age



42.7% attainment of GCSE English & Maths Grade 5 and above



Destination measures: 95% Staying in Education or moving to Employment



# Strategic Priorities

Trust	Regional	National
<ul style="list-style-type: none"><li>• Local workforce recruitment and retention</li><li>• Local engagement</li><li>• Staff skills development</li><li>• Apprenticeship levy utilisation</li><li>• Public sector apprenticeship target</li></ul>	<ul style="list-style-type: none"><li>• System-wide recruitment</li><li>• Regional Attraction Strategy</li><li>• Integrated health &amp; care provision – greater portability of staff (STP)</li></ul>	<ul style="list-style-type: none"><li>• Government Apprenticeship mandate</li><li>• Talent for Care Strategic Framework</li><li>• Widening Participation HEE mandate</li><li>• Shape of Caring</li><li>• STPs</li></ul>

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# Talent Academy Service Model

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# Lincolnshire Talent Academy Model

Established in April 2016, the Lincolnshire Talent Academy became an umbrella body made up of health and care stakeholders within the County, funded and governed by the Lincolnshire NHS Trusts and Health Education England.

### Our Vision Statement:

The Lincolnshire Talent Academy's vision is to create a talent pipeline of aspiring individuals who are supported to fulfill their potential within the Lincolnshire Health and Care community.

### Our Mission Statement:

To raise the awareness and aspirations of our current and future workforce through collaborative engagement, recruitment and talent management across the Health and Care community.



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# Lincolnshire Talent Academy Model

The Academy seeks to increase the engagement of both internal staff and external prospective candidates by removing the barriers created through systematic organisational fragmentation. This would be achieved through the implementation of a central conduit for ongoing delivery of services.

A framework of delivery was agreed, outlining a programme of activity to be delivered on behalf of the health and care system.

Elements were aligned to the Talent for Care Strategy and Widening Participation Agenda, focusing on the "Get In, Get On and Go further" elements.

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# Lincolnshire Talent Academy Model

To support the development of our current and future workforce:



## Centralised Service Delivery:

- School / College Engagement
- Careers Event Delivery
- Work Experience Management
- Internships
- Apprentices Programme Delivery
- Apprenticeship Standards Development

## Additional Services / Added Value Delivered:

- Integrated Apprenticeship Management
- Career Pathway Development
- Centralised service resources
- Centralised data administration and management (HEE reporting)
- Centralised systems for Levy and SFA funding

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## What does the Talent Academy do?

The Academy delivers proactive services to aid recruitment and development of our current and future workforce, whilst also ensuring the portability and integration of skills across the health and care system.

Our work is aligned to a clear Apprenticeship Development and Implementation Strategy, which is also linked to the Widening Participation Agenda and regional STP.

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## Who does the Talent Academy work with?

The Academy works with each of its stakeholders and seeks to become an integral and embedded resource within workforce planning, education and training systems.

As employers, we work with students, schools, colleges and universities in addition to other agencies such as the DWP to provide services for individuals from the age of 14 and above, all of which are delivered in partnership through our stakeholders.

For more information, please go to: [www.Lincstalengacademy.org.uk](http://www.Lincstalengacademy.org.uk)

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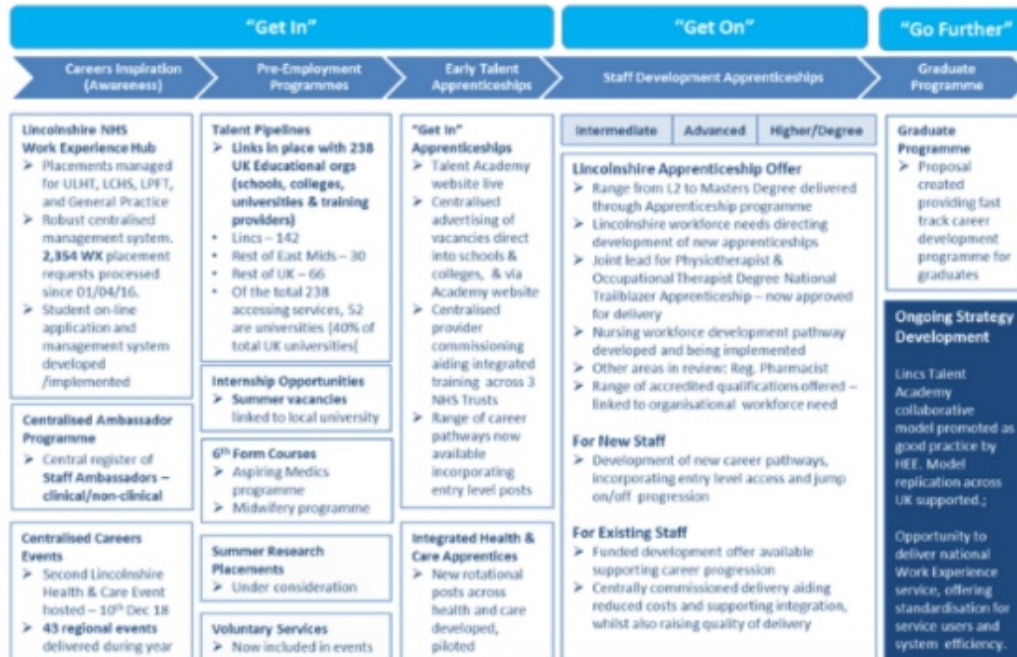
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# Lincolnshire Talent Academy

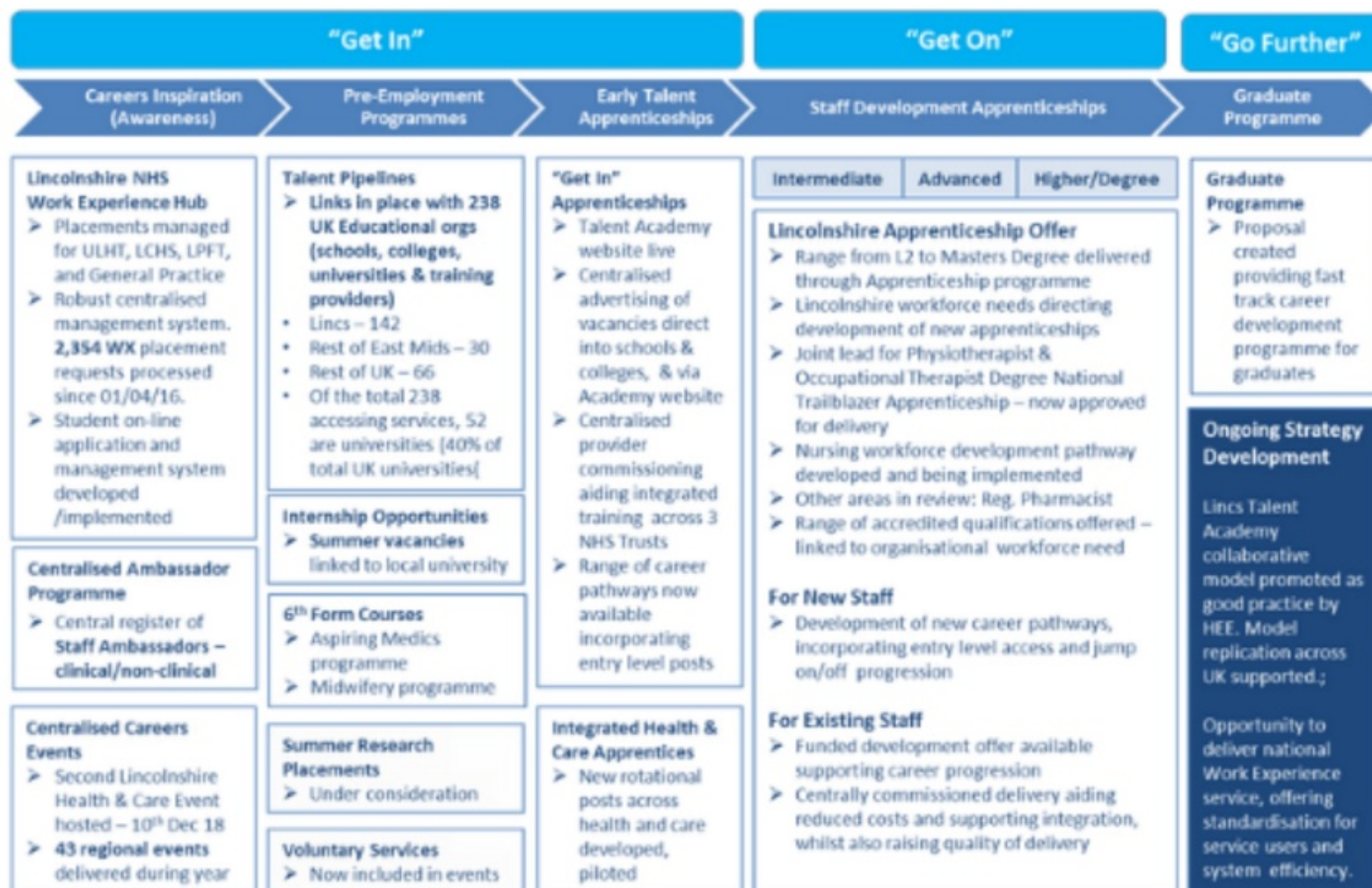
## Integrated Talent Management Framework 2018/19 Delivery Update @ January 2019



The ULHT Talent Academy was established in June 2015 as a proactive approach to the development and recruitment of our future workforce. Due to its success and positive engagement from its target audience, the Academy evolved to become the "Lincolnshire Talent Academy" from April 2016.

Today the Academy acts on behalf of the 3 NHS Trusts within the County, whilst also supporting the wider Health and Care system, via funding from Health Education England.

Modeled around the Talent for Care Framework and Widening Participation agenda, the service provides centralised access and delivery of a wide range of education and training programmes in addition to careers advice & guidance services.



recruitment and positive Academy Academy

Today the within the Health and Education

Modeled and Wide provides wide range in addition

# Lincolnshire Talent Academy 2018-19 Activity

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## Get Ready



Circa 18,665 individuals supported via Careers Events and activities during 2018/19



238 Educational Organisations engaged with Academy Services



Including 52 UK Universities (40% of total universities in UK)



953 placement applications processed for 3 NHS Trusts

## Get In



Apprenticeship Vacancies advertised directly to Talent Academy service users: Increase in applicants



Entry level positions created within Trust: 22 Nursing Cadet Apprentices recruited from local area



Targeted recruitment into Sixth Forms for Degree Apprenticeships: 1 x Healthcare Scientist Degree Apprentice recruited into hard to fill post (Radiotherapy Physics)

## Get On



Wide range of career pathways developed providing development from entry to registered professional roles



176 staff recruited onto apprenticeship training programmes to date during 2018/19



Of those, 63 recruited onto Degree level programmes

## Go Further



Physiotherapist & Occupational Therapist Degree Apprenticeship Standards developed and approved by Government



Evidence of "Growing our Own" Talent and development within workforce: Eg Transition from Nursing Cadet through to Nursing Associate



Lincolnshire Talent Academy model now being rolled out across country - supported by HEE

## Talent Academy HOMEGROWN TALENT



REDEFINING OUR DEVELOPMENT OFFER  
DEVELOPING OUR WORKFORCE : INSPIRING THE NEXT GENERATION



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## Development Pathways

# THE OFFER

Providing opportunity for talent development and onward progression



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## Apprenticeship Career Pathway Development

A key role of the Talent Academy is the development of educational programmes that support the development of skills and onward career progression.

All career development pathways designed by the Talent Academy are based upon the Apprenticeship model – embedded to ensure longevity of the offer and allocation of funding, linked to the Trust levy planned profile.

Where possible, all pathways are designed to offer end to end progression, incorporating entry level posts to generate a talent pipeline. Each pathway allows for individuals to “hop on” and “hop off” when appropriate, to support individual goals, aspirations and personal circumstances.

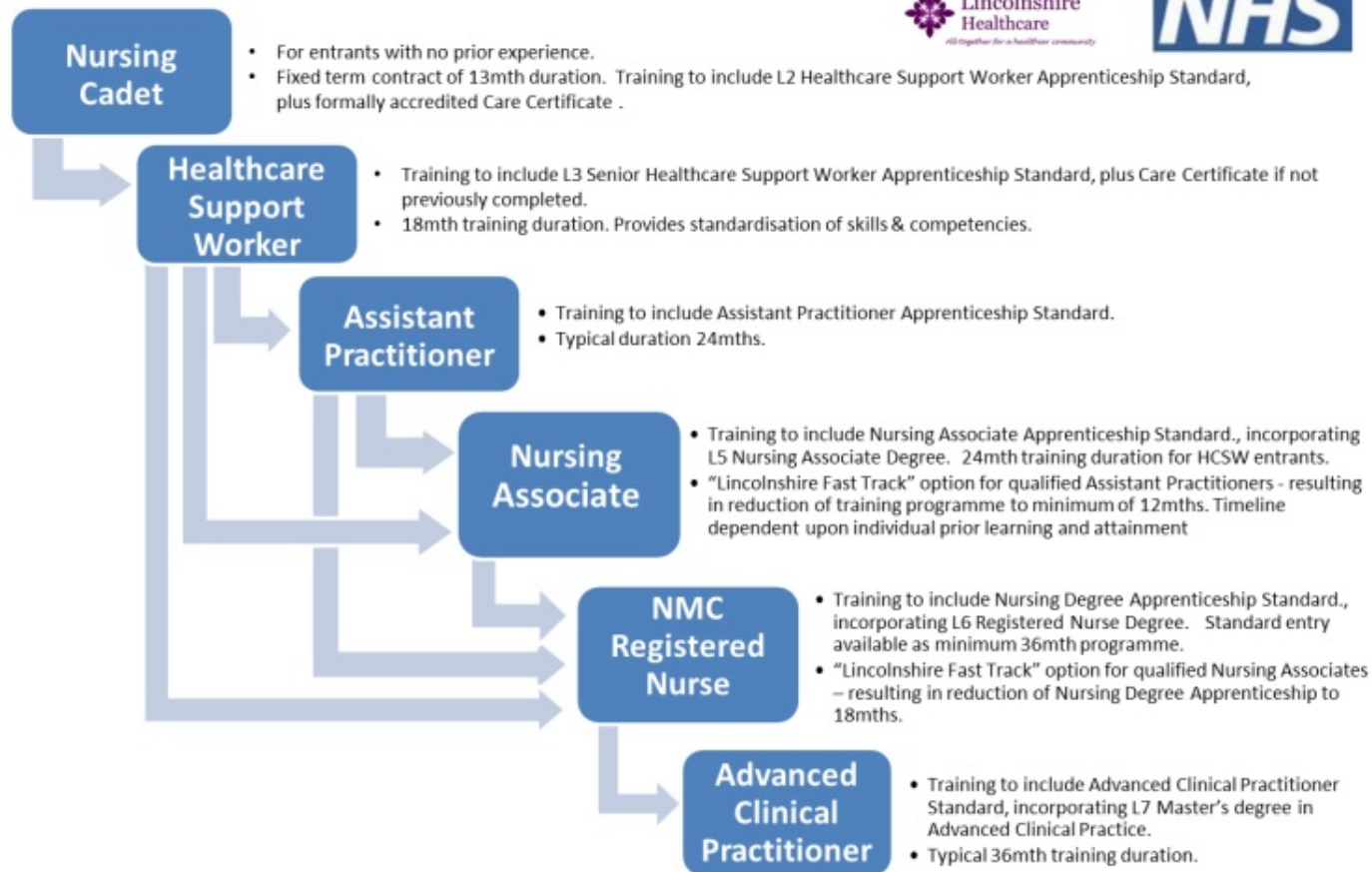
The pathway aids departments to support their workforce, allowing elements to be planned such as addressing current and future skills shortages and succession planning. Examples of service and departmental pathways (live & draft) shown below:

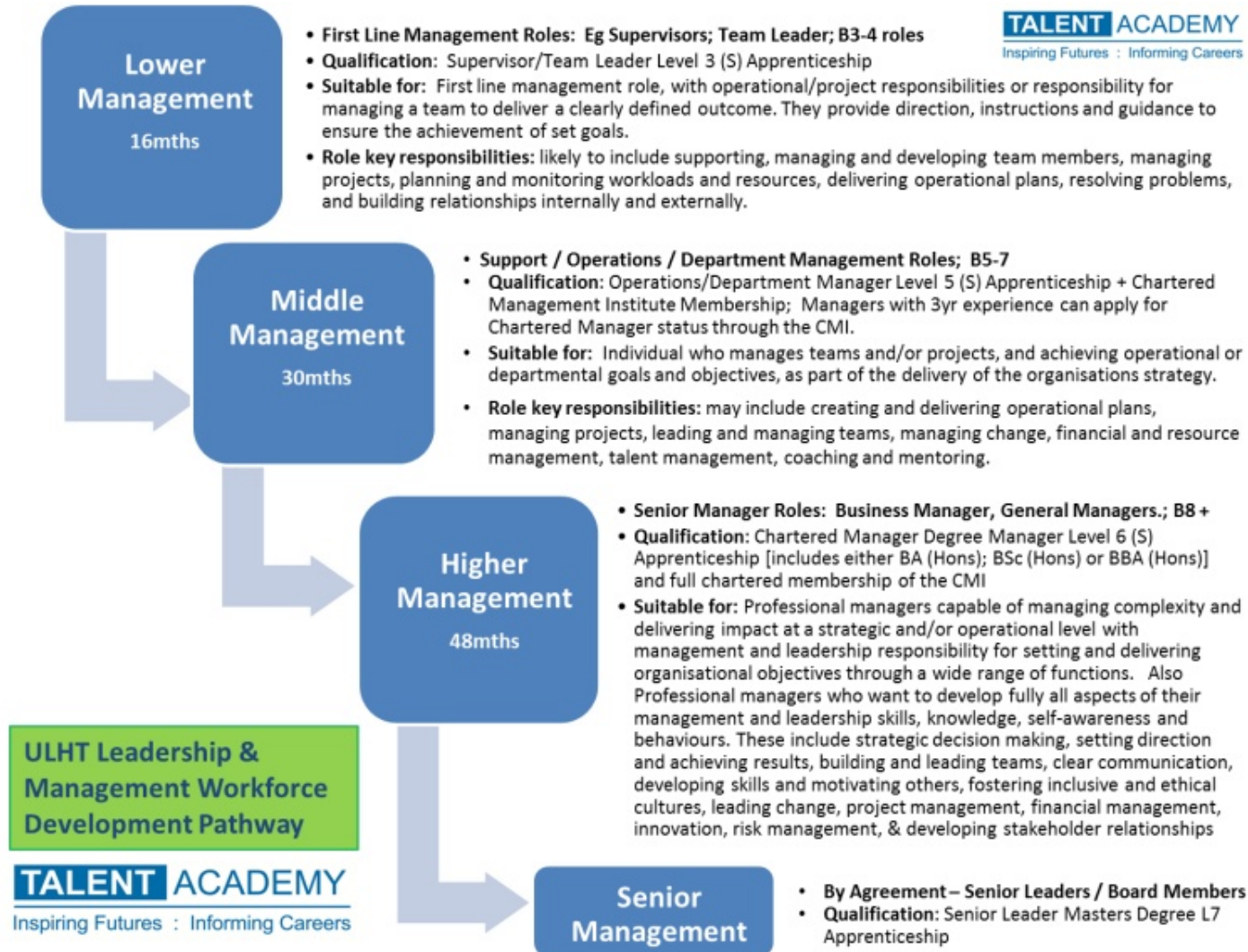


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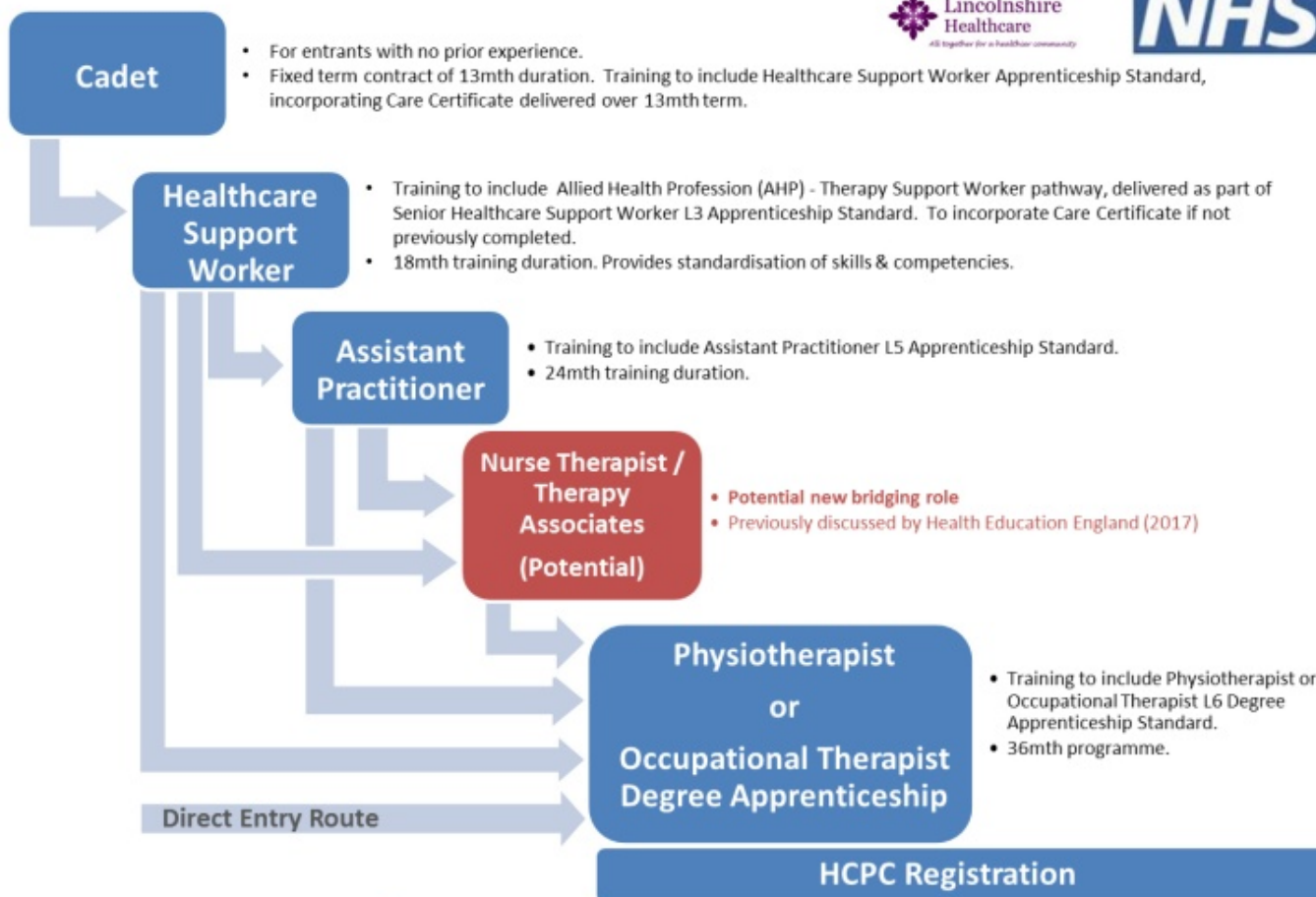
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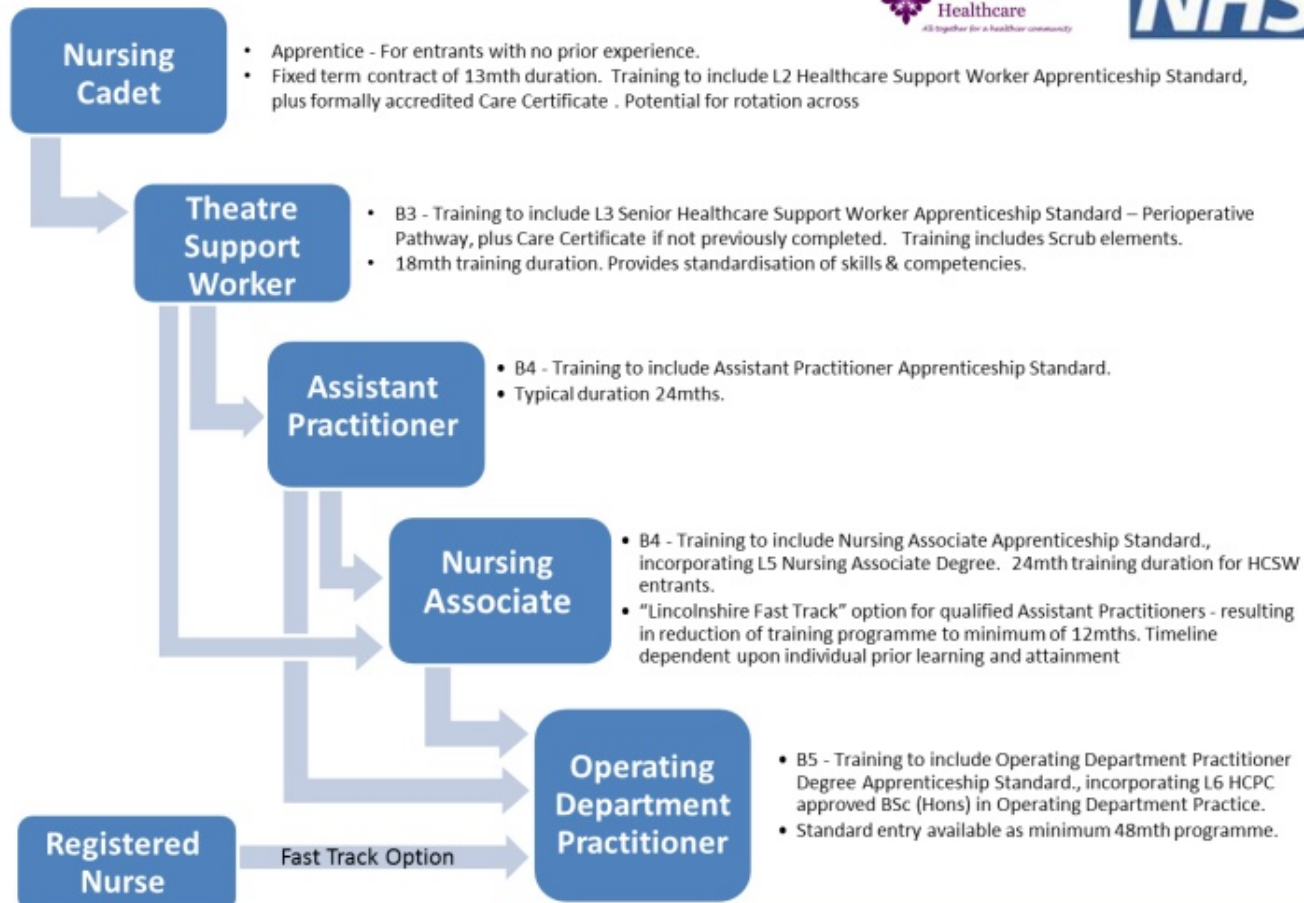












**APPRENTICE**  
**Entry Level Admin**

- For entrants with no prior experience.
- Fixed term contract of 13mth duration. Training to include **Business Administration Apprenticeship** Level 2, plus in-house development. Entry criteria: English & Maths GCSE A\*-C
- Subject to successful completion, opportunity to move onto Substantive B2 role within department

**B2 Administrator**

- Role within substantive establishment
- Subject to successful completion of programme by Apprentice, individual to move onto B2 substantive post.

**12mth Consolidation Period – Internal B3 Secondment**

**B4**  
**Project Support Officer**

- Role within substantive establishment
- Development training to include **Associate Project Manager Apprenticeship** (Level 4 qualification)
- 24mth qualification (levy cost £9,000)
- Includes International Project Management Association (IPMA) Level D qualification

**12mth Consolidation Period – Internal B5 Secondment**

**B6**  
**Associate Project Manager**

- Role within substantive establishment
- Development training to include **Project Manager Apprenticeship** (Level 6 qualification) - in development
- 48mths qualification (levy cost not yet assigned, but would think £27,000)
- Includes BSc or BA Honours degree in Project Management, plus IPMA Level D qualification

**12mth Consolidation Period – Internal B7 Secondment**

**B8a**  
**Programme Manager**

- Role within substantive establishment
- Development training to include **Chartered Manager Degree Apprenticeship** (Level 6 qualification)
- 48mth qualification (levy cost £27,000)
- Includes BA (Hons), BSc (Hons) or BBA (Hons) in Management & Business, plus option to be assessed for Chartered Manager Status with Chartered Management Institute.

**B8b**  
**Programme Delivery Manager**

- Role within substantive establishment
- Development training to include **Senior Leader Masters Degree Apprenticeship** (Level 7 qualification) – in development
- 24mth qualification (levy cost £27,000)

Whilst staff are required to fully meet the Job Description, each role provides a progressive and optional development pathway to support onward progression

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**2021 Team**  
**Operational Development Pathway**



## Career Development Pathways: Growing our own talent

Examples of Development Pathways currently available include:

- Nursing Workforce – From entry level cadet to Advanced Clinical Practitioner
- 2021 Team: Driving Strategic Innovation & Change
- Leadership & Management – Offering generic qualifications to support all levels, from L3 (A' Level) to L7 (Masters Degree)

Examples of Development Pathways in development are as follows:

- A&E
- Theatres
- Maternity
- Cardiology
- Allied Health: Physio / OT
- Diagnostics: Neurophysiology, Radiology, Endoscopy
- Human Resources
- Estates & Facilities

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## Stakeholder Apprenticeship Levy Management

Since its initial conception in 2015, the Talent Academy has become the central department for delivery of all Talent for Care, Widening Participation and Apprenticeship activity across United Lincolnshire Hospitals NHS Trust (ULHT).

As one of the largest acute Trusts within England, ULHT employs approximately 7,600 staff delivering services from across 4 hospital sites located in Lincoln, Grantham, Boston and Louth within Lincolnshire.

As the founding stakeholder of the Academy, ULHT commissions the Talent Academy to manage its apprenticeship activity. This includes:

- Creation and implementation of the Trust Apprenticeship Strategy
- Creation of the Trust Apprenticeship delivery plan and ongoing evolution alongside workforce requirements
- Provider commissioning and management
- Learner progress management
- Digital Account Service (DAS) management
- Maintenance of Trust Levy - reporting and financial forecasting
- Trust reporting and assurance

The Talent Academy has developed a series of tools to support this activity, including a comprehensive financial profiling tool to identify potential claw-back, and also any risk of a potential fall into co-investment model.

Under its regional umbrella, the Talent Academy has the ability to offer a similar service across the 3 NHS Trust stakeholders, however, to date, this has not been taken up.

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## Removing the Barriers to Development Growing our own talent

In 2013, Government introduced new legislation requiring teenagers in England who fail to achieve at least a grade C in English and Maths GCSEs to continue studying the subjects until the age of 18. This initiative was introduced to raise the level of skills within the Country.

*'For those who fail to get a C at GCSE, it's a huge impairment to their future life, their ability to participate not just in work but also as a citizen'*

Skills minister Matthew Hancock – September 2013

Source: <https://www.bbc.co.uk/news/education-23925033>



As a result, the achievement of English and Maths at GCSE grade C (or functional skills Level 2) has become an entry requirement for many educational courses and job roles.

To assist staff who have not previously acquired qualifications to the levels required, the Talent Academy provides a stand-alone Functional Skills training programme, available to all staff across Lincolnshire.

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## English and Maths Support

English and Maths Level 2 (GCSE Grade A\*-C) is becoming a minimum entry criteria for the majority of qualifications.

To support staff, the following programme has been made available:

- Flexible on-line training package
- Learn at own pace in own time
- Includes formal exam and qualification upon completion
- Learn 24/7 at time to suit
- No cost to the individual

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Hospitals  
NHS Trust

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Are your English and Maths qualifications holding you back?  
**Functional Skills training and qualifications:  
Level 1 and 2 English and Maths**  
Flexible learning opportunities for staff, placing you in control of your own development

Formal qualifications in English and Maths are becoming a requirement for many job roles and development programmes.

The Lincolnshire Talent Academy is therefore delighted to provide a fully funded and flexible opportunity for staff to study towards these qualifications and undertake the examination in their own time.

Alternatively, staff may be able to study towards these as part of an accredited Apprenticeship programme offered by the Trust.

**Level 1 ES**  
Recognised qualification equivalent to GCSE Grade 5 - 3, Functional Skills L1, English or Maths.

**Level 2 ES**  
Recognised qualification equivalent to GCSE Grade 4\* - 3, Functional Skills L2, English or Maths.

To be eligible for Functional Skills funding you need to have resided in the UK or EEA for at least 3 years and not hold an English or maths qualification at the same level.

For more information or to apply for a place on the programme, please email: [kevin.goodger@hitraining.co.uk](mailto:kevin.goodger@hitraining.co.uk)

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## System-wide Workforce Development Pilots

As an umbrella body working across the Lincolnshire health & care system, the Talent Academy plays a key role in the planning, preparation and delivery of the Lincolnshire STP, creating an integrated workforce of the future.

The structure of the Academy has been fundamental in providing it the flexibility and freedom to innovate, to challenge the norm, and its ability to pilot new ways of working across its stakeholders. Examples of local developments are as follows:

### Integrated Health & Care Apprenticeship

- 13mth fixed term rotational apprenticeship, across NHS and Care organisations
- Similar to ATA model, but via stakeholder agreement – Pilot funded by Talent Academy with HEE contribution
- Ability to “test” system and readiness for integration
- Allows learner to work across health and care
- 100% retention rate – all learners retained by sector
- Highly successful pilot - outcomes distributed via HEE Star Tool



#### Sharing Best Practice:

*Full evaluation and supporting documentation available.*

For more information, please email: [claire.flavell2@ulh.nhs.uk](mailto:claire.flavell2@ulh.nhs.uk)

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# Talent Academy

## Creating Foundations for Career Development

For further information on any aspects of this presentation, please contact:

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