



## Health Education Kent Surrey and Sussex

### Health Education Kent Surrey and Sussex – Workforce Report

#### 1. Introduction

Health Education (HE KSS), part of Health Education England has responsibility for the leading and supporting the development of the workforce. HE KSS is a provider led organisation working in partnership with service commissioners to determine the future need for workforce and education providers to ensure appropriate education solutions are available. Our vision, determined by our stakeholders including patients and students is:

‘Through creative partnerships we shape and develop a workforce that impacts positively on health and well-being for all’.

This paper provides an up to date position on the work of HE KSS to provide an opportunity for discussion and to agree how we can develop the future workforce with the support of the Health and Wellbeing Board of Kent.

#### 2. Five Year Forward View

NHS England has recently published its new strategy, ‘Five Year Forward View’ (5YFV), which has been written in conjunction with and supported by all the arm’s length bodies of the NHS, one of which is Health Education England (HEE). Health Education England has its own Mandate from the Department of Health, which is designed to meet this new strategy and to support Local Education and Training Boards to deliver the agenda locally together with their own identified needs. Health Education Kent Surrey and Sussex (HEKSS) has reviewed this new strategy against the current work of the organisation, in order to ensure our strategy and programmes will meet the needs of the 5YFV in support of the population of KSS.

##### 2.1 Review/Map of work – Gaps

The review has shown that there is a significant amount of work already being undertaken within KSS that supports the 5YFV. There are areas which are currently less clear, particularly around the new models of care, Vanguards, and the potential for new organisational forms which may impact on the current model of education and training.

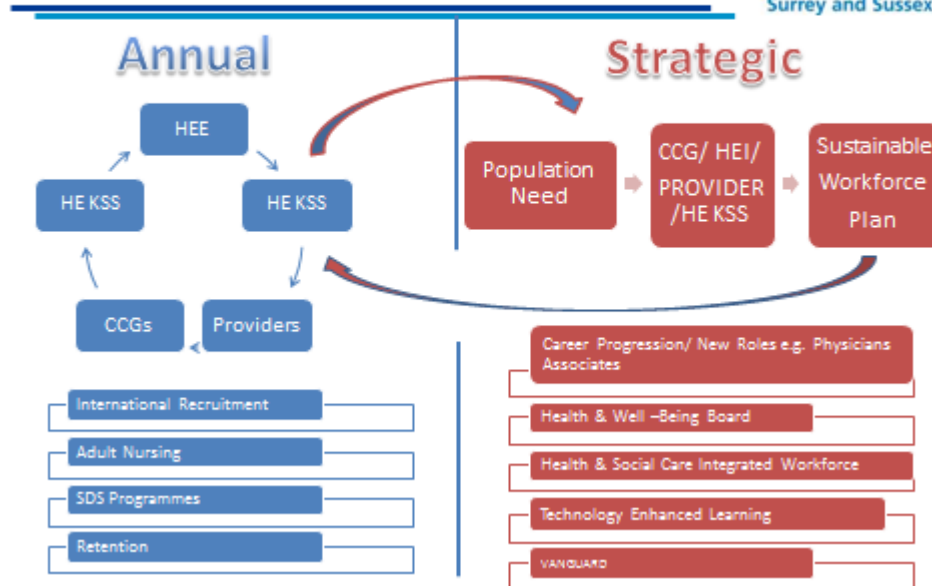
The areas that have been identified require some further work during 2015/16, include Mental Health where we will work with our Mental Health providers to review the current education and training available for mental health to ensure that it is ‘fit for purpose’, to meet the needs of the population moving forward. Also Learning Disabilities, we are the first LETB to commission a review of Learning Disability workforce planning and education which has now been completed and the Governing Body agreed to action the recommendations at its meeting in March 2014.

### 3.0 Strategic Planning Framework

## Five Year Forward View



Health Education Kent  
Surrey and Sussex



The above diagram shows the current annual planning process on the left, together with some examples of short term work being undertaken. The strategic view on the right shows the new work programmes HE KSS is taking forward to enable us to influence the annual cycle with more focus around transformation. The examples on the right hand side show the work we are already developing in areas such as new roles which we have identified as possible solutions of the future.

### 3.1 CCG –Strategic Workforce Planning

The strategic workforce planning programme shown above has brought together HE KSS, the Universities of Kent and Surrey and the following CCGs, West Kent, Eastbourne Hailsham & Seaford, Hastings & Rother, South Kent Coast and Thanet. This programme is designed to support the CCGs to produce plans to ensure the local workforce is "fit for purpose" for the challenges of today and tomorrow. The work is being led by the CCGs with them determining the areas which they have decided will meet the following requirements:

- How the roles of respective healthcare professionals may need to change to better meet these challenges;
- Ensuring education and training in redesign of patient services and include the curricular requirements for all professionals;
- Ensuring the impact of technology has been considered in service delivery and education and training of all workforce in redesign of the future services;
- The impact of 7 days service closer to home and involvement of social services and third sector in delivery of high quality patient care;
- Ensuring patients are engaged in their own care and active involvement of them in joint decision making;
- Ensuring the impact of service modelling (redesign) on staff numbers, capability/competence;

- Developing agreed core competencies required by a practitioner to be able to be regarded as a safe and competent, which is agreed across the community;
- Determining how existing healthcare professional groups should seek to work together to better meet demands and preferences for the future needs of our population;
- Advising on the development and delivery of education & training to ensure the future workforce is fit for practice to work with patients and other team members in delivery of high quality patient services;
- Creating a pipeline of future healthcare workforce through apprenticeships, widening participation etc. that also helps local economies through job creation and skills development, especially young people.

HE KSS has set up a Steering Group that will meet to report on progress, share work, lessons learned so as to avoid unnecessary duplication. This Steering Group is due to meet in June and will invite additional stakeholders to be part of the group to ensure we take every opportunity of bringing various streams of work together. The outputs will be shared to assist other CCGs in developing the strategic workforce planning capabilities across all Kent Surrey and Sussex CCGs.

### **3.2 Vanguard**

Within the Five Year Forward View there is the opportunity for the development of new models of care. Following an extensive programme of selection one such development was successful within Kent. The Whitstable Vanguard is designed to include:

- Enhanced rehab and intermediate care
- New community hospital
- A new teaching nursing home
- A new extra care facility with day centre

The Vanguard will be staffed by a combination of NHS, Social Care and voluntary and the role of HE KSS is to provide leadership development and workforce expertise in partnership with the NHS England, New Models of Care team.

## **4.0 Future Workforce Challenges**

HE KSS through its County Workforce Summits and its current workforce planning round is working with the clinical leaders in the area to address specific workforce challenges. For the purpose of this paper, Nursing and GPs are selected to provide further information to the Health and Wellbeing Board.

### **4.1 Nursing**

#### **4.1.1 National context**

The Royal College of Nursing Safe Staffing Report (Dec 2014) described a worsening picture of nurse vacancies across the UK, in particular London where there are 8,000 vacant nursing posts (14%). NHS England's Chief Nursing Officer Jane Cumming is setting up a national task force with the expectation that stakeholders will work collaboratively to develop local, regional and national solutions. Factors contributing to the shortage are:

- The increase in nursing establishments following the publication of the Francis Report which made a strong link between staffing levels, skill mix and patient safety;
- Pay freeze despite increases in costs of living;
- Issues with retention, especially of nurses trained overseas;
- Increase in complex patients with higher acuity.

#### 4.1.2 Position in Health Education Kent, Surrey and Sussex (HE KSS)

Key points:

- 10% (n=2262) of nursing posts (acute, community and mental health) in Kent, Surrey and Sussex are not filled substantively.
- Of these vacant posts, 5% are filled by temporary staff, 2% by agency, and 3% remain unfilled.
- The highest volume of unfilled posts is in adult nursing (just over 1000 posts).
- The hardest hit areas are Mental Health (20% vacant), Learning Disabilities (16%) and School Nursing (19%).
- There has been significant recruitment from overseas by NHS trusts in the last year, including from Portugal, Spain, Ireland, Italy, Philippines, and Poland. However there are now concerns that this supply is diminishing.

The annual workforce planning takes into account both current and future needs in the context of the Five Year Forward View, and the demographic profile of the current nursing workforce by speciality, and county. The Strategic Workforce Programme with CCGs is looking at alternative solutions and workforce transformation to address the demand, this will identify new roles or opportunities to use other roles differently such as Physicians' Associates and Pharmacists. There are concerns about the impact of London recruitment initiatives on services located in North Surrey and West Kent because of the attraction of London weighting, and the opportunities for nurses to gain experience in centres of excellence.

#### 4.1.3 Agreed Areas of Work within HE KSS

As a result of feedback and consultation, the plan comprises of the following themes:

1. Promoting nursing as a career
2. Education commissioning
3. Supporting students in practice
4. Supporting newly qualified nurses
5. Recruiting qualified nurses
6. Retaining nurses
7. Looking at the role of the nurse – what needs doing and who is best to do it?

These themes are currently being discussed with the County workforce summits and work plans drawn up to address each area.

We will also take into consideration the 'Shape of Care', review of nursing – HEE will consult on the recommendations over the summer. The Five Year Forward View includes the implementation of revalidation for nurses, which is designed to increase public confidence in

nursing. It is in a pilot stage, and is accompanied by a new Code of Conduct to ensure nurses maintain their competence and values.

## **4.2 General Practitioners**

HE KSS has a strong reputation for delivering against national education targets within the GP workforce, however there is of course recognition that there is a gap and it is a challenge that is increasing. The following areas describe the work carried out by HE KSS in more detail.

### **4.2.1 GP Recruitment**

HEKSS has a history of strong recruitment to GP Specialty training. Initiatives include:

- Wide range of Integrated Training Posts (allowing doctors to experience a number of medical specialties);
- Placements in CCGs to develop commissioning skills;
- Opportunities to develop educational and leadership roles through the enhanced ST3 scheme (extra 3 months training);
- Single Employer Model (gives trainees contractual security and good access to HR / occupational health services);
- Access to a comprehensive Indemnity;
- Educational Support programme including access to range of commissioned programmes and courses to help trainees prepare for MRCGP ;
- Broad Based Training Pilot (2 year programme including GP, Medicine, Psychiatry and Paediatrics) to help better develop a doctors generalist skills – trainee exits into one of the 4 specialties ;
- 55% Foundation doctors gain experience in GP.

In addition to the above, HEKSS recruited to 100% of declared (available) programmes for August 2014 entry and has increased the number of programmes from 236 to 247 for August 2015 entry, to support requirements to increase GP recruitment. Nationally there was an increase in recruitment numbers to meet the target produced by COGPED and the Centre for Workforce Intelligence of 3500. HE KSS was successful in round 1 of recruitment, a high fill rate of 88.2% (top 5 in UK). The second round of recruitment is on-going until end May 2015.

### **4.2.2 GP Workforce 10 point plan**

To support the national GP Workforce 10 point plan, HE KSS has a number of programmes currently in operation. The following examples demonstrate the extent of this work:

#### **Retention - Point 3**

##### **Retainer Scheme**

- Scheme to support doctors in maintaining their clinical skills whilst also focussing on personal commitments that preclude a substantive role as a GP (caring role / personal health) – not intended for doctors developing portfolio careers.
- Doctor can work 1-4 sessions in a practice approved by HEKSS with a nominated GP retainer supervisor
- Doctor on the National Performer List as an unrestricted principal and undertakes NHS appraisal and revalidation

- Scheme runs for 5 years (maximum 10 years in exceptional circumstances) with annual re-approval by HEKSS
- Doctors receive support for CPD activities
- Programme led by Post certification School of HEKSS
- HEKSS currently has 34 doctors enrolled on the scheme 6 in Kent, 9 in Surrey, 19 in Sussex.

### **Supporting the workforce**

Support for sessional doctors (locum / salaried)

- HEKSS peer support learning sets 27 learning sets supporting 300+ doctors
- CPD activities
- Support in developing evidence to meet NHS / revalidation
- Educational support for group leaders.

Newly qualified GPs and Practice Nurses

- Post Completion Training Support Groups
- 6 Groups across HEKSS with membership for up to 120
- Available for those within 2 years of completing GP training or newly qualified practice nurses to support transition to autonomous practice
- Focus on multi-professional approach to management of complex patients and quality improvement activity

Mentoring Scheme

- Network of trained GP mentors to support doctors

### **Point 8 – New Ways of Working HEKSS Initiatives**

Paramedic Practitioners

- Well established programme with SECAMB (7 years) of training to develop paramedics in general practice with enhanced skills in assessment of patients and risk / uncertainty management.
- 40 placements per year (in approved training practices)

Community Pharmacy Pilot

- Placements in general practice for pre-registration community pharmacists
- 1<sup>st</sup> wave pilot started April 2015 with placements in practices already employing a pharmacist
- 2<sup>nd</sup> wave April 2016 – placements for 20 in approved training practice with reciprocal placement of GP trainee in community pharmacy.

Physician's Associates

- HEKSS Programme Board established – Lead LEP SASH
- 4 HEIS in HEKSS developing common academic programme to train UK graduates
- Placements in GP throughout the 2 year programme
- 1<sup>st</sup> wave recruitment anticipated Jan – March 2016.

Post Urgent Care Fellows

- Pilot across London LETBs and HEKSS (Dartford / Medway)

- 1 year programme to develop primary care professionals with skills to transform management of patients across the primary / secondary care interface
- Linked to an academic PG certificate programme and quality improvement activity
- Participants will work in primary care and across SECAMB and Emergency and Medical Assessment Units
- 1<sup>st</sup> wave multi-professional scheme being piloted in North West London.

### **Point 9 – Return to Practice**

- National I and R Scheme re-launched March 2015
- Streamlined and explicit entry process
- National Application supported by strong links to Local Area Team
- Interview to explore educational needs (HEKSS)
- Objective test of clinical knowledge and professional decision making
- Returner Programme from 6 week – 6 months
- Nominated supervisor
- Revised exit process based on work placed based assessment
- Bursary to support the doctor – supported by NHS England
- No formal identified financial stream to support I and R in previous years
- KSS supported 4 doctors to return through 2014-15
- Currently working with 9 GPs since the new scheme launched.

## **5.0 Skills Development Strategy - SDS Achievements 2014/15 and Proposals for 2015/16**

### **5.1 Introduction**

The HEKSS Skills Development Strategy was developed with stakeholders and approved by the Governing Body in 2012, whilst in shadow form. The Governing Body approved the governance structure of the programmes, with each having a Stakeholder Programme Board, Governing Body sponsorship and where appropriate Clinical or Expert Lead for advice and guidance.

### **5.2 Background**

The Skills Development Strategy began with five major priorities, Dementia, Primary Care, Emergency Care, Children and Young People, Compassion and Patient Safety. During the first two years of implementation the Governing Body recognised the need for three additional enabling programmes: Technology Enhanced Learning, Career Progression including Apprenticeships and Integrated Education. Moving into Year 3 of delivery Compassion and Patient Safety will become the focus for HEKSS' work on Human Factors. The achievements for each programme for 2014/15 together with an outline of plans for 2015/16 are described in sections below.

### **5.3 Dementia**

Achievements 2014/2015

- Foundation Level Dementia Awareness Training - Around 90% of trusts and CCGs engaged. KSS are on target to have 29,065 staff trained by March 2015.

- Empowering Families and Carers - Regional training programme for 50 memory assessment service staff to enable them to deliver carer empowerment and support work to 1250 carers of dementia patients.
- Empowering Practitioners in Training - 'Time for Dementia' longitudinal study has been included in the 2014/15 curricula for the initial cohort of first year nursing and paramedic students at University of Surrey and for second year medical students at Brighton and Sussex Medical School (BSMS). In total four cohorts of undergraduate students will undertake the programme across 3 years.
- Empowering Practitioners in Practice - A 3-module Dementia Fellowship programme was developed by the Centre for Dementia Studies and delivered to a network of 52 primary and community care professionals.
- Empowering Care Home Staff - Delivery and evaluation of an innovative and complementary dementia leadership training programme to 100 healthcare professionals working in nursing homes providing care for older people with dementia to improve compassionate care pathways.

#### Proposals 2015/2016

- Evaluation of Foundation Level Dementia Awareness Training.
- Empowering Families and Carers - Delivery and evaluation of programme.
- Empowering Practitioners in Training - A comprehensive evaluation of the 'Time for Dementia' longitudinal programme by a clinical research fellow to generate information and guide on outcomes and costs to support the implementation of the model more widely.
- Empowering Practitioners in Practice -Delivery of Dementia Fellowship to a network of 30 healthcare professionals working within general hospitals including emergency care doctors and nurses, ward managers.

### **5.4 Primary Care**

#### Achievements 2014/2015

- Recruited 20 Primary Care Workforce Tutors across all 20 KSS CCGs to target staff and teams in respect of skills and competencies for professional development.
- Developed and delivered a 'system leadership course' to link together education enablers with their locality including the Primary Care Workforce Tutors, GP Tutors and Programme Directors.
- Increased Practice Nurse mentorship capabilities within KSS to support pre-registration nurse student placements.
- Developed and commissioned an introduction to practice nursing course with the four KSS nursing Universities that is now being accessed by 40 recently employed practice nurses
- Funded the NHS Local Area Teams to enable adoption of a GP workforce tool across all of their general practices to provide workforce data.

#### Proposals 2015/2016

- To support the development of planning capabilities within CCGs to deliver future workforce plans based on known staff numbers, skills and competencies.
- To develop and deliver a regional educational framework for community pharmacies across KSS.



- To develop placements for pre-registration pharmacy trainees in general practice and GP trainees in pharmacy.
- To develop Community Education Provider Networks (CEPNs) functions through placements and/or shared learning activities that include Pharmacists/Optometrists and Dentists.
- To develop local sustainable models for placement and training activities that include all staff groups in general practice.

## **5.5 Emergency Care**

### Achievements 2014/2015

- Emergency Medicine SAS Upskilling Programme - 14 non-training EM doctors completed training to work as senior decision makers in KSS Emergency Departments. Development for second cohort due to commence in March 2015
- Dementia Fellowship – 10 Emergency Medicine practitioners (6 doctors, 3 nurses and 1 manager) have been accepted on the course which is due to commence on 4<sup>th</sup> February 2015
- Integrating community pharmacy into Urgent and Emergency Care pathways – commissioned AHSN to work on increasing pharmacies contribution and capabilities to emergency and urgent care, particularly in the GP out of hours periods
- Development and testing of Phase 2 'Transforming Urgent and Emergency Care' generic competence framework in collaboration with Canterbury Christ Church University
- Initiation of In vivo training with a focus on Mental Health for combined clinical teams
- Confirmed plans to develop a team of Research Paramedics into SEC Ambulance Trust over the next 2 years
- Confirmed plans to commission SEC Ambulance Trust to develop 36 Advanced Level Paramedic roles over the next 2 years.

### Proposals 2015/2016

- Fund a second cohort for Emergency Medicine SAS doctors
- Fund year 2 of the Advanced Level Paramedics role
- Develop a sub-speciality training programme in Paediatric Emergency Medicine
- Support Phase 2 of the Integrated Community Pharmacy project
- Develop a pre-hospital Emergency Medicine sub-specialty training programme working in collaboration with KSS Air Ambulance
- Through training and education develop the potential for ex- military personnel to address emergency medicine workforce challenges.

## **5.6 Children and Young People**

### Achievements 2014/2015

- Continued to work both locally and nationally with colleagues to in response to the National Health Visitor Implementation Plan 2011.
- Working with Local Authority colleagues to support them as they take on commissioning of children's services to help them understand workforce issues and how to influence these
- Worked closely with the Maternity, Children & Young People Strategic Clinical Network to identify how we can help improve outcomes. This has led so far to us:
  - Facilitating 6 paediatric asthma training workshops which 140 staff attended in March

- Leading on local and national sonography working groups to develop the capacity of the diagnostic workforce and improve outcomes.

#### Proposals 2015/2016

- Continuing our health visiting, paediatric asthma and sonography work.
- Support and fund specialist perinatal mental health training.
- Research children's mental health with a view to supporting specialist education and training
- Scope high dependency unit care of children within the region to see if education and training needs can be identified and carried forward.
- Supporting the new PACESetter award – new Quality Award for CYP services in Primary Care called PACE (Patient and Carer Engagement, Accessing Services, Clinical Pathways Implementation and Education) introduced by the SCN.
- Supporting care closer to home.

### **5.7 Compassion and Patient Safety**

#### Achievements 2014/15

- Schwartz Rounds - following a competitive bidding process, all nine sites have now commenced Rounds and feedback is generally positive. There is an emerging feeling that the Rounds provide the opportunity not only to strengthen teams and understanding of different roles but also to initiate compassionate conversations
- East Kent Hospital NHS Trust - Teams Improving Patient Safety (TIPS) - the Project Manager was appointed in February and this project is due to commence in March 2015. Rosie Courtney is the HEKSS representative on the project board to monitor progress and link with the Human Factors agenda
- Cultivating Compassion Project - University of Brighton, University of Surrey (UoS) & Brighton and Sussex Medical School (BSMS) (and some CCG involvement)
- Cultivating compassion Tool kit completed and ready to hand over on 6 May 2015 to participating organisations. New tools and new website devised, Faculty trained up via monthly facilitated workshops set up at BSUH, SABPT and ASPH to provide ongoing support for the compassion leads and trainers. Conference 'Cultivating Compassion' to be held 6/5/15 at UoB Conference Centre the hub. Key note speaker Peter Carter CE of RCN
- St Catherine's hospice compassion awareness training sessions - two sessions per month started in June 2014, now over 550 staff have been trained. All hospices continue to advertise sessions/dates on their websites. St Catherine's Hospice facilitated a session for 25 local GP trainees on request from a local GP practice. Trying to target more Trust staff going forward
- Mapping support for newly qualified practitioners in Kent, Surrey and Sussex - final report received at successful completion of project. Knowledge Exchange Conference held in December 2014 in Brighton. Generation and verification of a proposed framework will underpin future HEKSS quality improvement work on preceptorship

#### Proposals 2015/16

- To establish the Human Factors programme.

### **5.8 Technology Enhanced Learning (TEL)**

#### Achievements 2014/2015

- Simulated Ambulance - Provision of learning opportunities using our simulated ambulance to educate healthcare professionals in undertaking safe patient transfers and paramedic training.
- Faculty Development Training - Simulation faculty development training offered from many of our providers at both basic and advanced level. Includes opportunities for learners to use this development to contribute towards a PGCE
  - E-Learning Network - Establishment of an e-learning network group and provision of e-learning hosting and development support accessible for all NHS providers in KSS
  - Development and launch of e-learning and on-line learning tools:
  - Lottie - raising awareness about sexual exploitation of children and young people
  - Gender variance
  - Pathways for ill children
  - Pain in Dementia
- Human Factors - Commissioned simulation programmes to educate healthcare professionals in human factors in each county
- Commissioned education programmes using simulation to educate healthcare professionals in managing risk in mental health and dementia related illnesses
- Learning Technologies conference in conjunction with London.

#### Proposals 2015/ 2016

- Expand the education programme using the simulated ambulance
- Evaluate faculty development provision and continue to commission training to develop simulation faculty
- Re-establish the Simulation Network to share best practice
- Review simulation facilities, identify any gaps and fund appropriate development
- Commission education using simulation in priority areas
- Re-develop and move the content from the ETFT platform to the national eLfH platform
- Review the available eLearning to support statutory and mandatory training
- Review available e-learning for diabetes training and the safe use of insulin and develop where appropriate
- In collaboration with London LETBs establish where best practice can be maximised and duplication reduced through network groups and resources
- Explore opportunities to pilot the use of technology (such as Open Badges) to transfer records of skills and training e.g. Care Certificate.

### **5.9 Career Progression Bands 1-4**

#### Achievements 2014/2015

- Careers Advice Workshops - 2 delivered at Frimley Park and Western Sussex
- Pre-employment Programmes - 2 Princes Trust programmes delivered at Medway Community Healthcare and a joint programme between Brighton & Sussex Universities Hospitals and Sussex Community Trust; Education Business Partnership Pre-employment Programme delivered with Frimley Park NHS Foundation Trust
- Apprenticeships - 351 started at Quarter 3 on target for 549 at end of Quarter 4; regional Apprenticeship Awards 9<sup>th</sup> March; 3 Rotational Apprenticeship Schemes established across health & social care; 3 Simulation Technicians in post; Dental Apprentice pilot at Brighton, linking in with hospices and GP surgeries

- Care Certificate - 12 organisations in KSS involved in the pilot; peer review group established; HEKSS presented at National Event 17<sup>th</sup> February; supporting other NHS providers to implement and organising the Skills for Health Quality Mark assessment for organisations
- Surrey Health and Social Care Careers Collaborative - Model developed and bid being written; recruiting a Project Manager; match funding agreed; Initial contact established with Local Enterprise Partnership

#### Proposals 2015/2016

- Apprenticeships - Working with NHS providers, GP surgeries, social care and hospices to hit a target of 1373; Rotational Apprenticeship Schemes across health & social care rolled out in conjunction with all county councils in the region; delivery of 4 more Pre-employment Programmes linked to apprenticeship opportunities, including Sussex Partnership; further Careers Advice Workshops
- Careers Collaborative model rolled out to other parts of the region
- Implementation of the Care Certificate across all NHS providers from 1<sup>st</sup> April 2015
- Pilot the Pre-nursing HCA Experience
- Further development of Assistant Practitioner roles in the region
- Development of career pathways, including working with HEIs on vocational routes into study
- Implement systems of tracking LETB funded students in their careers
- Talent for Care Framework -support NHS providers to work towards HEE's top ten strategic intentions to develop the healthcare support workforce
- Inspiring the Futures -increase the number of health ambassadors and staff registered ; development of a regional approach to work experience; building health and social care careers into the school curriculum; recruitment of 3 Youth Ambassadors, one in each county (match - funding agreed).

Initiatives within the above programmes are being recognised nationally and continue to demonstrate that HE KSS is innovative and progressive and is delivering against its vision statement.

#### **5.10 Integrated education**

Working with Local Education Providers to develop integrated education governance processes so that education and workforce funding is used to support the patients pathway and move away from historic arrangements of professions working in silos.

#### **6.0 Conclusion**

As described above HE KSS has a number of work programmes to address the following:

Determination of the future workforce – CCGs Strategic Workforce Plans and HEE Annual Planning Process.

Workforce Challenges – Work with providers to improve identified areas such as Nursing and to develop new roles such as Physicians Associates and Advanced Paramedics.

Workforce Development – Supporting the current workforce to develop and acquire additional skills through the Skills Development Strategy.

There is clearly more work to do particularly around the health and social care integration agenda and how we transform the workforce to meet a shared vision of the future and this is an area where work with support of the Health and Wellbeing board could be progressed at pace.