

# Financing and investment



## Overview of actions

This section outlines the financial foundations of the Pledge, detailing how targeted investment enabled its launch, growth and continued delivery.

## Funding

The Pledge relied on targeted investment from system partners.

- **Initial funding** – HNY Workforce Board funded a two-year pilot and its integration into the ‘Grow our own at place’ programme.
- **Extension funding** – With the success of the two-year pilot, the programme secured additional funding through the WAD programme, a targeted initiative led by NHS England, which seeks to support local health and care systems in tackling workforce gaps while promoting opportunities for individuals from the most deprived communities in England. It provided support until March 2026.
- **Funding uncertainty** – Short-term funding cycles remain a key risk for continuity. To sustain the programme beyond the 2026 WAD funding, the programme is still searching for sources of further funding. The programme will be applying for further WAD funding if it’s made available and is actively exploring other avenues for 2026-27 and beyond.



# Resource requirements and considerations

Rapid growth created new staffing needs beyond the original plan.

- **Original budget** – Funding covered core staff but underestimated future growth and the requirement for additional staff as the programme grew in popularity.
- **Expansion driver** – The Pledge’s recruitment and up skilling offer essentially acts as a free recruitment service and helps providers reduce recruitment costs. Demand was greater than expected, leading to additional staffing requirements. The Pledge is yet to address this need, so it remains under resourced for the current demand.

## Broader financial context

- **Restructuring and cost saving** – ICBs and other NHS organisations have begun undertaking cost cutting exercises and restructuring, which have added a layer of complexity to the programme through external financial pressures. This includes recruitment freezes and growing uncertainty amongst partners, creating a risk that employability programmes may not be prioritised for future funding.





## Key decisions

- Chose to secure initial investment through the ICB Workforce Investment Committee, ensuring alignment with system priorities.
- Applied for WAD programme funding to maintain continuity and expand delivery until March 2026.

## Key learning

- Initial budgets underestimated growth; planning must account for rapid expansion potential.
- Reliance on time-limited programmes highlighted the need for long-term sustainability planning.

**“The Workforce Investment Committee had a pot of funding. It was assigned for our workforce transformation programmes, and basically, teams within the ICB or external teams like Sharon’s could apply to the Workforce Investment Committee for funding to deliver workforce programmes.”**

**Tina Jenkinson**, Head of Cultural Transformation:  
Education & Training, HNY ICB

