

**Health and Adult Services Scrutiny Committee**  
Meeting to be held on Wednesday, 20 March 2024

Electoral Division affected:  
(All Divisions);

**Corporate Priorities:**  
N/A;

**NHS Lancashire and South Cumbria Integrated Care Board - Health and Care Workforce Update**

Contact for further information:  
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**Brief Summary**

To provide the Health and Adult Services Scrutiny Committee members with a workforce update on behalf of NHS Lancashire and South Cumbria (LSC) Integrated Care Board (ICB).

**Recommendation**

The Health and Adult Services Scrutiny Committee is asked to review and discuss the information contained in this report.

**Detail**

The following report provides an overview of the continued development of the NHS Lancashire and South Cumbria Integrated Care Board (ICB), as requested by the Health and Adult Services Scrutiny Committee from its meeting held on [22 March 2023](#). It provides a particular update with regards to the work of the Lancashire Place-based partnership focussing on approaches to workforce.

**Workforce considerations**

The ICB has now been established for approximately 18 months.

With regards to workforce, this is considered on a number of levels:

- (i) The ICB employed core teams supporting Lancashire Place.
- (ii) The 'One Workforce'– integrated and collaborative working of the health



and care staff across the Lancashire County, in partnership to deliver care across multiple organisations.

- (iii) The potential workforce/labour market from the population of Lancashire Place - particularly those in hard to reach, economically inactive or with multi deprivation factors and/ or those with caring or already volunteering within a health and care setting. This aligns with Lancashire 2050 economic inactivity report which has 12 recommendations to support Lancashire people into work.
- (iv) The Lancashire and South Cumbria Health and Care Workforce 5 year Strategy underpinned by a Training and Education Strategy is due for final ratification at the ICB People Board in March 2024. This is underpinned by existing People Strategies across the system and in partner organisations. From a Lancashire perspective, this includes, but is not limited to the health trusts of Blackpool, Morecambe Bay, East Lancs, Lancashire and South Cumbria Foundation Trust and Lancashire Teaching Hospitals.

In Lancashire workforce groups will be established to oversee these areas of work and to establish key workforce priorities from the key ambitions for Lancashire Place agreed in March 2024.

#### **(i) The ICB Workforce supporting Lancashire Place**

The ICB itself employs 702.9 WTE/ 772 headcount across 8 directorates. The functional directorates are Medical, Strategy, Commissioning and Integration, Finance and Estates, Nursing, People, Place embedded teams, Recovery & Transformation and Digital & Data.

It has two headquarter bases - Health Innovation Forum in Lancaster, and County Hall in Preston. In addition, there are touchdown contractual bases across Lancashire and South Cumbria. Staff supporting Lancashire Place who are on site generally work out of Preston County Hall and Accrington PALS.

The ICB has recently received the delegated function of Continuing Health Care from NHS England in October 2023 including associated staff resources.

The leadership of the ICB is supported by a strong Clinical and Care Professional Leadership (CCPL) Framework which includes a range of clinical professionals in different lead CCPL roles (35 plus) across the system or at Place.

Within Lancashire Place there are 7 CCPL roles that have been recruited to as below:

Firstly the Clinical Care Professional Lead (CCPL) role which then line manages the following roles (listed below) in the Lancashire Place Based partnership. Lancashire Place have shared this leadership role between three clinical professionals with a range of skills from secondary care and GP backgrounds and each take a lead for North, Central and East localities respectively. Lancashire Place also benefits from 9 sessions of time for this role and other places have 4 in total. This reflects the complexity and size of Lancashire Place.



The other additional roles are:

CCPL Role – Quality

CCPL Role – Cancer

CCPL Role – Mental Health

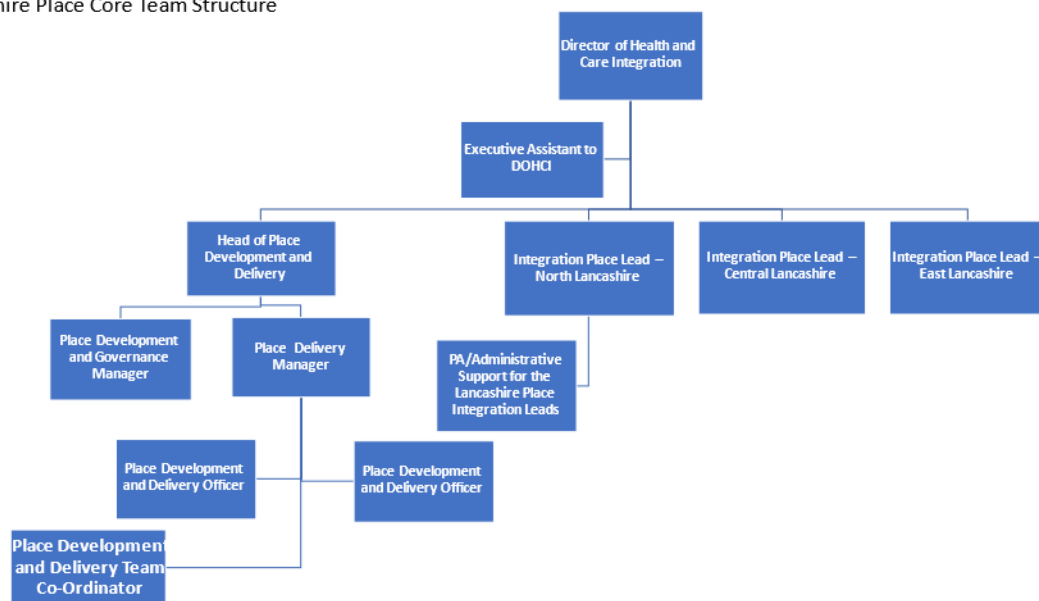
CCPL Role – Digital

Each role is for a fixed number of sessions a week to support the areas of speciality as above providing clinical expertise, leadership, and partner clinical leadership at place. In addition there are a number of ICB system Clinical lead roles that work system wide.

Primary Care Network (PCN) Clinical Directors and PCN Managers lead and support workforce transformational change and oversee the implementation for Additional Roles Reimbursement schemes building up multi disciplinary teams within Primary Care. Primary Care also have Workforce Development Managers and one is dedicated to Lancashire Place.

The core Lancashire Place-based team has also been recruited to as below and are dedicated resources:

Lancashire Place Core Team Structure



In addition to the above resources, staff within the directorates across the ICB support Lancashire Place using a variety of staff models such as alignment, embedding, business partnering or assignment.

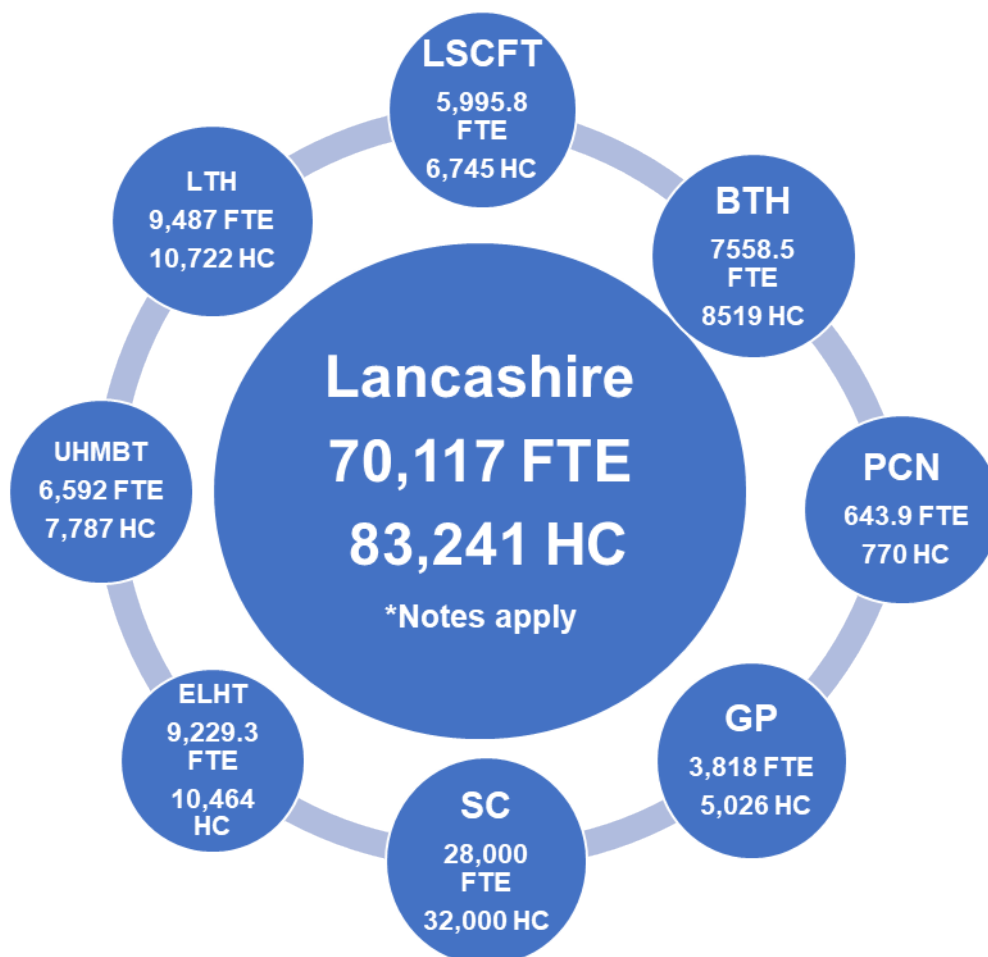
Lancashire Place is supported by staff from the directorates of Primary Care (GP practices staff, Dental, Optometry and Pharmacy), Population Health (Health inequalities and priority wards), Adult Health and Care, Medicines Optimisation, Commissioning, Transformation, All Age Continuing Health Care, Nursing, Mental Health, Urgent Emergency and Planned Care, Strategy, Commissioning & Integration, Safeguarding, People, Finance, Engagement and Digital. In developing this full team to support Lancashire Place, monthly locality Service delivery meetings are held where all the wider team come together to support the priorities of that



locality. These meetings are chaired by respective Integrated Place Lead or CCPL. This represents an additional headcount of approximately 20 plus staff who contribute a proportion of their time to supporting each locality in Lancashire Place and attend the monthly service delivery meetings.

**(ii) One Workforce for Health and Care in Lancashire place**

The below diagram represents the size and make-up of the 'One Workforce' within Lancashire Place. Figures are reported as Full time Equivalent (FTE) or Headcount (HC).



\*Note: Data on LTH is from eProduct and is only an overview of the data so only the totals and the workforce overview have been included.

Sources: Skills for Care Adult Social Care Workforce Oct 23, NHS Digital General Practice Workforce Dec 23, NHS Digital PCN Workforce Dec 23, LSCFT ESR Feb 2024, BTH ESR Nov 2023, UHMBT ESR Feb 2024, ELTH ESR Oct 2023, LTH eProduct Nov 2023.

**Key:**

- LSCFT – Lancs and South Cumbria Foundation Trust (Mental Health Trust)
- BTH – Blackpool Teaching Hospital
- LTH – Lancashire Teaching Hospital
- UHMBT- University Hospitals of Morecambe Bay NHS Foundation Trust
- ELHT – East Lancashire Hospitals NHS Trust
- PCN – Primary Care Network
- SC – Social Care
- GP – General Practice



The total employed workforce for Lancashire across health and care is 70,117 FTE with over 83,000 headcount. In addition, Southport and Ormskirk Trusts sits in a different ICB, however their workforce also supports Lancashire.

**Table 1: 'One Workforce' summary by staff groups**

Figures emboldened are the largest professional staff groups for that organisation. For NHS trusts this is mainly Registered Nurses and midwives and care workers in Social Care.

<b>FTE by staff group</b>	<b>UHMBT</b>	<b>ELHT</b>	<b>LSCFT</b>	<b>BTH</b>	<b>LTHT</b>	<b>PCN</b>	<b>GP</b>	<b>Social Care</b>
Add Prof Scientific and Technical	127	244	513	272	153			
Additional Clinical Services	1,210	1769	1832	1722				
Administrative and Clerical	1,282	2030	897	1657	2614			
Allied Health Professionals	549	679	445	492	628			
Estates and Ancillary	516	781	34	276				
Healthcare Scientists	156	152	1	205	252			
Medical and Dental	551	795	205	521	1043			
Nursing and Midwifery Registered	<b>2,200</b>	<b>2779</b>	<b>2,068</b>	<b>2402</b>	<b>2789</b>			
Students		2	2	11				
Support to clinical					2006			
Directors						8		
Admin/Non-clinical staff						57	<b>2052</b>	
Direct Patient Care staff						<b>572</b>	443	
Nurses						7	489	



GP							835	
Care worker								<b>15,500</b>
Managers								2400
Occupational therapist								50
Other								3400
Professionals								1100
Registered nurse								650
Senior care worker								1800
Senior management								275
Social worker								400
Support and outreach								1900
<b>Totals</b>	<b>6592</b>	<b>9229</b>	<b>5996</b>	<b>7559</b>	<b>9486</b>	<b>644</b>	<b>3818</b>	<b>27475</b>

Sources: Skills for Care Adult Social Care Workforce Oct 23, NHS Digital General Practice Workforce Oct 23, NHS Digital PCN Workforce Oct 23, LSCFT ESR Nov 2023, BTH ESR Nov 2023.

Note: Social care workforce figures include employed Lancashire County Council social care employees.

As can be seen from the above table, Registered Nursing and Midwifery are the biggest staff group in Health Trusts as are Care workers in Social Care. ICB employed staff are not included in workforce numbers at present.

NHS Digital PCN Workforce reporting and General Practice data are different data sets to give a view on the workforce in general practice. PCN data covers staff that work directly for the PCN i.e. Clinical Directors, administrators and direct patient care staff.

The staff group 'Additional clinical services' covers health care support workers/ assistants, nursing associates and associate practitioners.

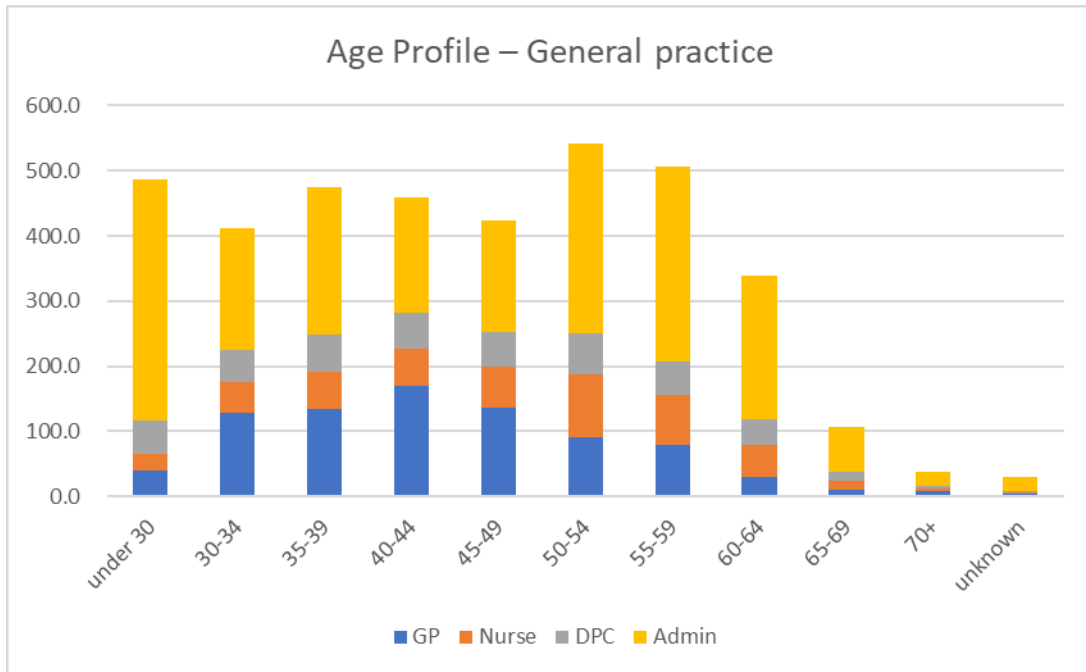
The age profiles of the Lancashire Place Health Trusts show some general recurrent themes:

- Over a third (36%) of the workforce in the Lancashire NHS Trusts are aged 51 years and above.
- The staff groups with the highest proportion of staff aged 51 and above work in Estates & Ancillary roles (54% and 60%), followed by Admin & Clerical (39% and 38%), followed by Medical and Dental (23% and 29%) and finally Additional Clinical Services (30% and 27%).



- Aged 60+ data shows that NHS trusts have 18% and 19% of those staff in Estates & Ancillary, and 8% and 9% respectively for Admin & Clerical.
- The Medical and Dental workforce has approximately 29% of its staff aged 51 and above. At UHMBT this sits at 34% and at LSCFT it is 31%.

General Practice:



In Lancashire:

- There are 3 Locality Areas – Central, East and North
- Covering 32 PCNs
- With 158 practices
- Caring for 1,484,447 patients

Below is the approximate split of locality population. Sizes and areas of deprivation are highlighted in red with associated deprivation scores.

North	Central	East
<b>337,031</b>	<b>597,840</b>	<b>392,092</b>
<ul style="list-style-type: none"> <li>• Fylde 15.9</li> <li>• Lancaster 24.2</li> <li>• Wyre 20.9</li> </ul>	<ul style="list-style-type: none"> <li>• Chorley 16.9</li> <li>• Preston 29.5</li> <li>• South Ribble 15.3</li> <li>• West Lancashire 18.6</li> </ul>	<ul style="list-style-type: none"> <li>• Burnley 37.8</li> <li>• Hyndburn 34.3</li> <li>• Pendle 30.7</li> <li>• Ribble Valley 10.6</li> <li>• Rossendale 24.1</li> </ul>



The total general practice workforce in Lancashire is 4102.9 FTE, broken down as follows:

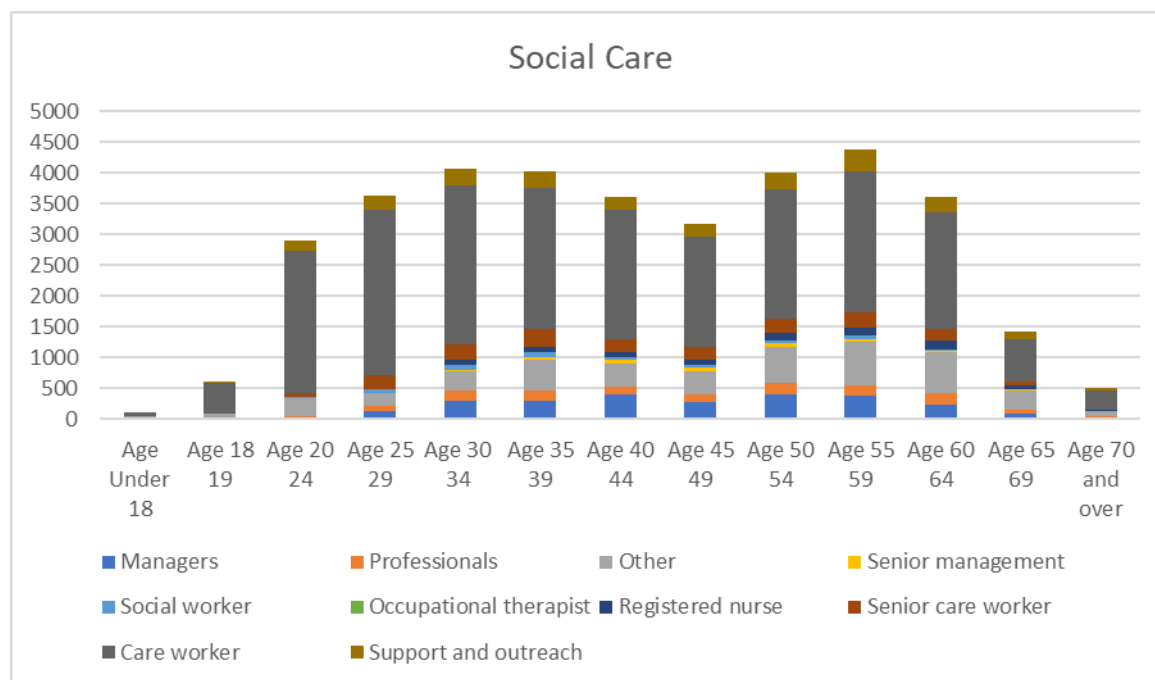
- GPs – 22%
- Nurses – 13%
- Direct patient care – 12%
- Admin/Non-clinical – 54%

Total workforce by locality is as follows:

- Central Lancashire 1299.3 FTE
- North Lancashire 1569.6 FTE
- East Lancashire 949.2 FTE

In relation to the Lancashire Place General Practice workforce:

- 40% are aged 50+
- 26% are aged 55+
- 13% are aged 60+
- 4% are aged 65+
- The largest proportion general practice workforce is in the age band 50-54 at 14.2% of the total.
- 1% of the workforce is age ‘unknown’ (25 people).



Data Sources: Skills for Care Adult Social Care Workforce Oct 23, NHS Digital General Practice Workforce Dec 23, NHS Digital PCN Workforce Dec 23, LSCFT ESR Feb 2024, BTH ESR Nov 2023, UHMBT ESR Feb 2024, ELTH ESR Oct 2023, LTHT eProduct Nov 2023.

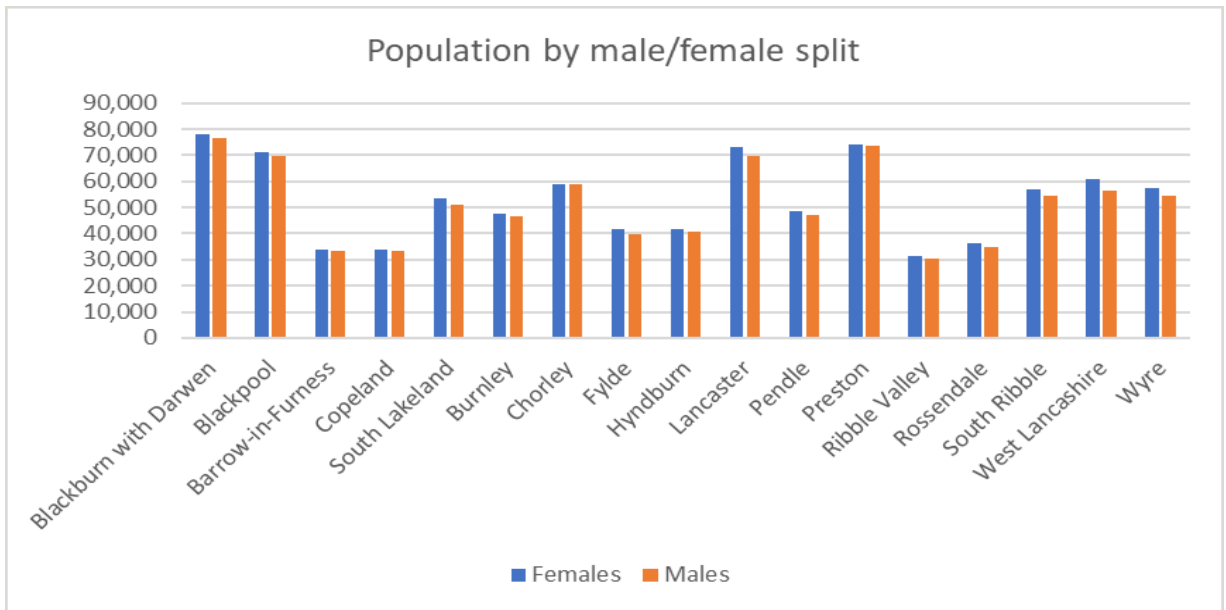
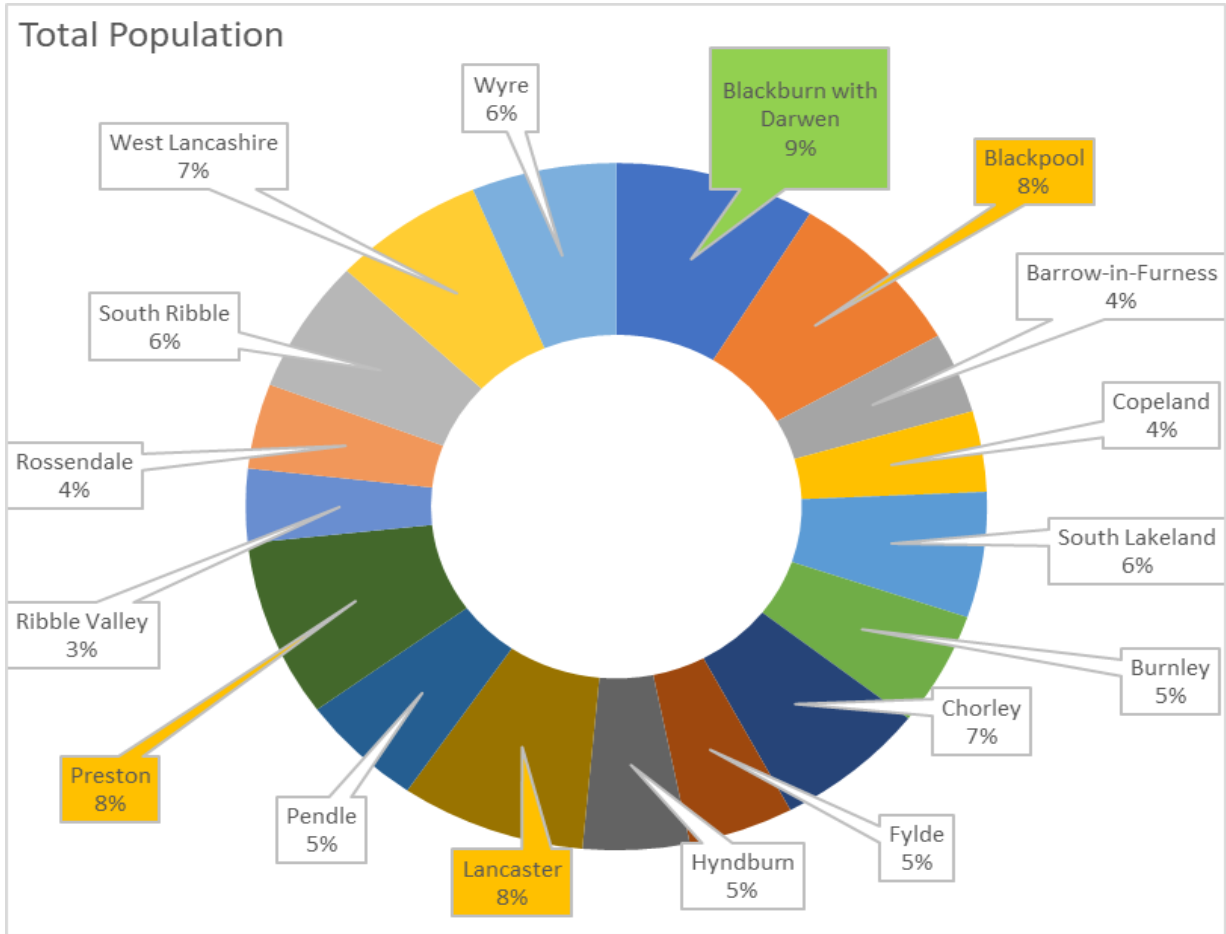
Social Care:

- In social care, 61% of registered nurses are aged 50+ with 30% of these aged 60 years and over.
- 46% of senior managers are aged 50+.
- 34% of care workers are aged 50+ with 13% of these aged 60+.



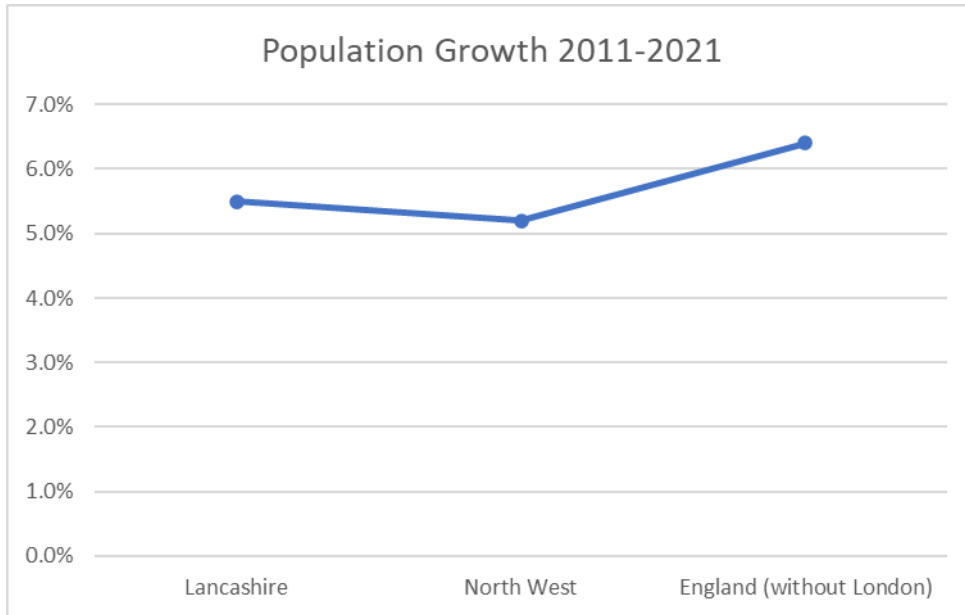


**(iii) Population of Lancashire and South Cumbria - potential workforce/ labour market for Health and Care**



- Lancaster and Preston each have large proportions of the population in Lancashire and South Cumbria at 8%. Data source ONS.
- All areas have slightly more females than males in the population.





- Lancashire’s population has grown by 5.5% in 10 years which is 0.3% more than the North West but significantly less than England's average of 6.4%.
- Great Britain’s population has grown 5.2%.
- Data source - ONS



- Lancashire has a higher proportion of employees/people in work than the average for the North West and Great Britain by 0.1% and 0.9% respectively.
- Lancashire also has the lowest percentage of economically active\* however levels of unemployed people are at 0.9% less than the average for Great Britain.
- 76.8% of Lancashire’s population is economically active (0.4%<NW & 2%<GB) which means there are more people not in employment through economic inactivity\* in Lancashire compared to the rest of the country.
- Data source – ONS

\* Economically active: in employment (an employee or self-employed), unemployed, but looking for work and could start within two weeks, unemployed, but waiting to start a job that had been offered and accepted.

\*\*Economic inactivity: People not in employment who have not been seeking work within the last 4 weeks and/or are unable to start work within the next 2 weeks.



#### **(iv)The development of the 5 Year Health and Care Workforce Strategy**

This will be the first time Lancashire and South Cumbria have developed a strategy for how we will work together on workforce as a whole system comprising health, social care and our voluntary, charity, faith and social enterprise partners. There is excellent work already ongoing in Lancashire and South Cumbria to support our people and the health and care system is rightly proud of our progress. However, whilst many of the challenges faced are common across the whole health and care system, much of the work to date has been localised to specific sectors, geographies or organisations.

There is now the opportunity to develop and embed a co-ordinated, aligned and truly cross-sector approach involving health, social care and our voluntary, charity, faith and social enterprise partners to address our workforce challenges. Adopting this joined-up cross-sector ethos will benefit everyone who lives or works in Lancashire and South Cumbria and will help us to deliver our workforce ambitions as well as our system Joint Forward Plan.

We will deliver this step-change in our approach by:

- Working together to deliver a 'One Workforce' ethos and approach.
- Working as one to attract and retain a diverse and skilled workforce.
- Working as one to train and grow our own workforce.

Shifting our approach, our focus and our mindset in this innovative way will require us to be brave and bold. We will not be able to deliver our priorities without changing the way we approach our work. We need to embrace new and innovative ways of working, breaking down traditional barriers and mindsets, to achieve our common goals. This Five-Year Workforce Strategy will outline how we will approach and implement this fundamental change.

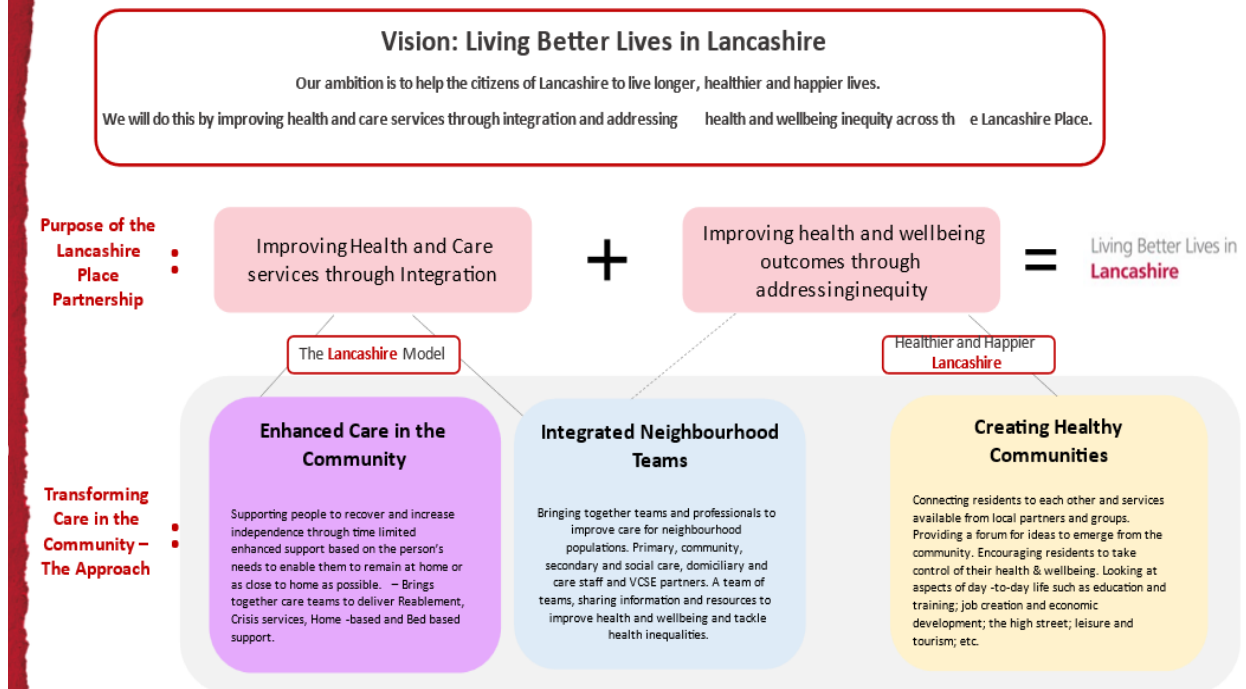
In developing the draft and priorities within the strategy, a wide-ranging engagement strategy and series of workshops have been held. On the 8 November the Lancashire Place workshop was attended by 43 staff from partners organisations across health and care.

The Strategy is currently will be finalised and will be signed off at the end of March 2024. Delivery of the Strategy will be developed through a place-based partnership approach. This will finalise workstreams to benefit the 'One Workforce' within the three localities of Lancashire Place such as initiatives around staff retention, resilience, and recruitment of hard to fill posts. This work with clearly align the Lancashire Place priorities.

There are a number of Place based priority workstreams now in Lancashire Place that have been agreed by the Partnership Board. Locality workforce delivery groups will be formed and will be framed around these 3 priorities of Enhanced Care in the Community, Integrated Neighbourhood Teams and Creating Healthy Communities (as detailed in the model below):



## The focus of the Lancashire Place



The Health and Adult Services Scrutiny Committee is asked to review and discuss the information contained in this report.

### Consultations

N/A

### Implications:

NA

### Risk management

N/A

### Local Government (Access to Information) Act 1985

#### List of Background Papers

Paper	Date	Contact/Tel
N/A		

