

**Report to:**

## **ADULT SOCIAL CARE AND HEALTH SCRUTINY COMMITTEE**

**Relevant Officer:**

Karen Smith, Director of Adult Services, Blackpool Council  
and Director of Health and Care Integration (Blackpool),  
Lancashire and South Cumbria ICB

**Date of meeting:**

8 February 2024

## **NHS LANCASHIRE AND SOUTH CUMBRIA INTEGRATED CARE BOARD UPDATE: WORKFORCE**

### **1.0 Purpose of the report**

1.1 To provide Committee Members with a Workforce update on behalf of NHS Lancashire and South Cumbria (LSC) Integrated Care Board.

### **2.0 Recommendation(s)**

2.1 Members of the Committee are asked to note this report.

### **3.0 Reason for recommendation(s)**

3.1 N/A

3.2 Is the recommendation contrary to a plan or strategy approved by the Council? No

3.3 Is the recommendation in accordance with the Council's approved budget? N/A

### **4.0 Other alternative options to be considered**

4.1 N/A

### **5.0 Council priority**

5.1 The relevant Council priority is:

- 'Communities: Creating stronger communities and increasing resilience'

### **6.0 Background and key information**

The following report provides an overview of the continued development of the NHS Lancashire and South Cumbria Integrated Care Board (ICB), as requested at the Adult

Social Care and Health Scrutiny Committee. It provides a particular update with regards to:

- The work of the Blackpool place-based partnership focussing on workforce

## **6.1 Workforce within Lancashire and South Cumbria Integrated Care Board**

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 workforce/ employed core teams supporting Blackpool place
- (ii) The “One workforce” – integrated and collaborative working of the Health and Care Staff across the Blackpool Place based partnership to deliver care across multiple organisations
- (iii) The potential workforce/ labour market from the population of Blackpool -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
- (iv) The LSC Workforce 5 year Strategy underpinned by a Training and Education Strategy is due for final ratification at the ICB People Board in January 2024 and underpinned by existing People Strategies across the system and in partner organisations. From a Blackpool perspective, this includes, but is not limited to Blackpool Teaching Hospital and Lancs and South Cumbria Foundation Trust.

A Blackpool workforce leaders forum will be established to oversee these areas of work.

### **6.2 (i) The ICB Workforce supporting Blackpool 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 and Transformation and Digital and Data.

It has two headquarter bases -Health innovation Forum in Lancaster and County Hall at Preston. In addition, there are touchdown contractual bases across LSC. Staff supporting Blackpool who are on site generally work out of Bickerstaffe House.

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 Framework which includes a range of clinical professionals in different Lead (CCPL) roles (35 plus) across the system or at place.

Within Blackpool there are 5 CCPL roles that have been recruited to as below:

Firstly the Clinical Care Professional Lead (CCPL) role which then line manages the following roles in Blackpool Place Based partnership.

CCPL role – Quality

CCPL Role – Cancer

CCPL Role – Mental Health (currently still being recruited to)

CCPL Role – Digital

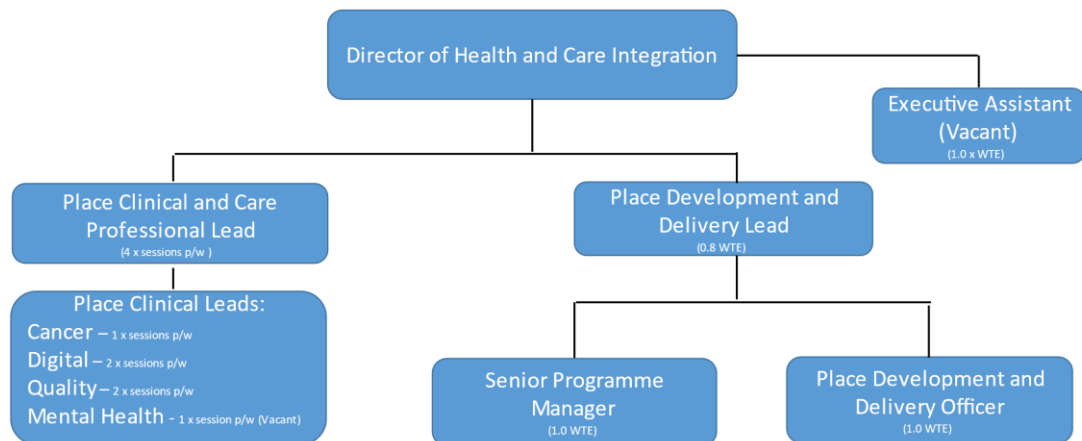
Each role is for a fixed number of sessions a week to support the areas of speciality as above providing clinical expertise, leadership and system clinical leadership at place. In addition there are a number of ICB system Clinical lead roles that work system wide.

PCN Clinical Directors and PCN Managers lead and support workforce transformational change and oversee the implementation for Additional Roles Reimbursement schemes building up Multi Disciplinaries teams within Primary Care. Primary Care also have Workforce Development Managers and one is dedicated to Blackpool.

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

#### Blackpool Embedded Core Team Resources – ICB

January 2023



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

Blackpool place is supported by staff from the directorates of Primary Care, Population Health, Adult Health and Care, Medicines Optimisation, Commissioning, Transformation,

Primary Care, All Age Continuing Health Care, Nursing, Mental Health, Urgent Emergency and Planned Care, Strategy, Commissioning and Integration, Safeguarding, People, Finance, Engagement and Digital. This represents an additional headcount of 40 staff who contribute a proportion of their time to supporting Blackpool place.

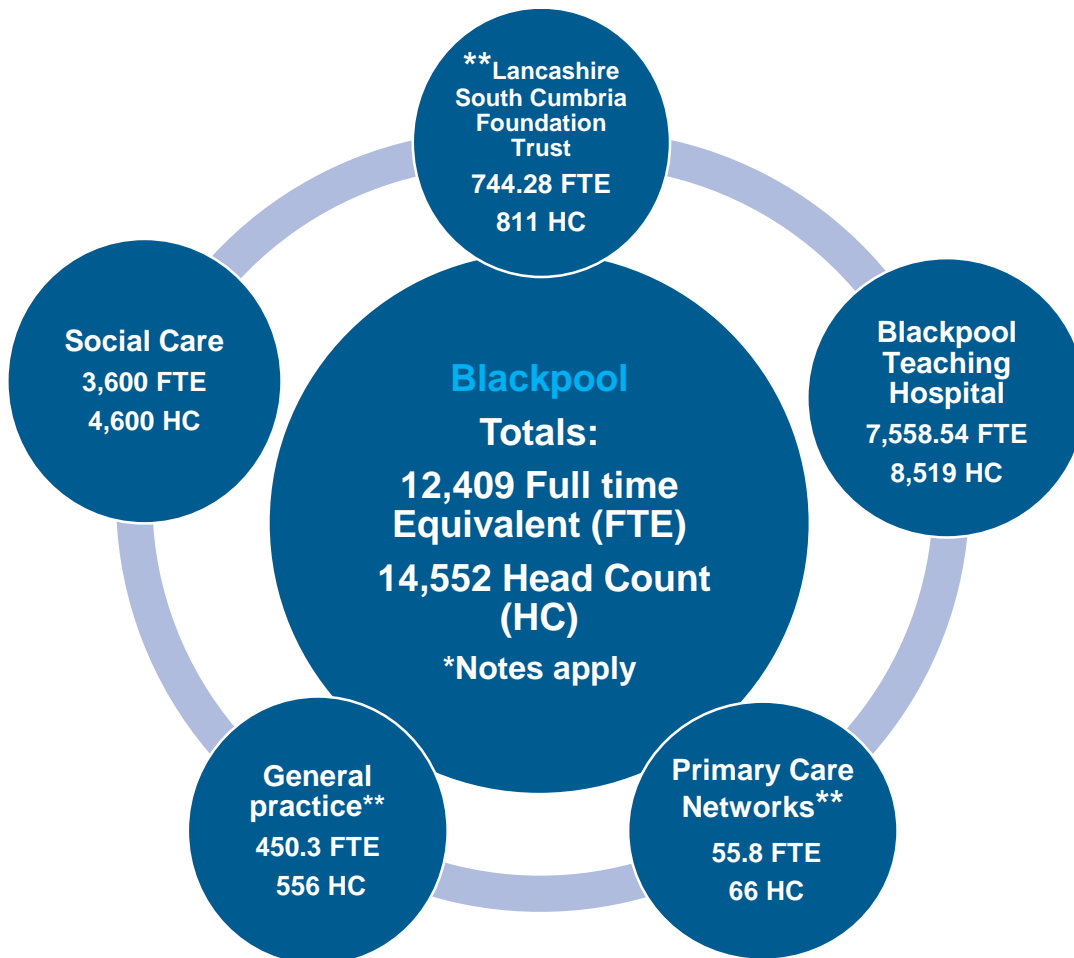
In developing this full team to support Blackpool place a development session was held in October 2023 with all staff that allocate all or some of their working time to Health and Care in Blackpool. This development day supported effective networking, Population data analysis and agreed models of working going forward; including regular huddles, shared office space, communications and further development days aligned to achieving the ambitions of Blackpool place.

The formation of the ICB from its predecessor organisations resulted in a significant journey of organisational change for many of the staff within the ICB and this has been recognised through the results of the staff survey. A supportive and positive culture at place is being built for the place-based teams.

The next development session will be held in January 2024 which focuses on the “one workforce” of Health and Care in Blackpool and how we work together for further integration and provision of quality health and care for all.

6.3 (ii) **One Workforce for Health and Care in Blackpool**

The below diagram represents the size and make-up of the “One Workforce within Blackpool



- The total “one workforce” for Blackpool across health and care is 12,409 FTE.  
\*Note: Data provided by LSC Foundation Trust shows some teams focused on Blackpool have coverage outside of the district. \*\*Note: Data used for the analysis in this pack is taken from NHS Digital General Practice Workforce and NHS Digital Primary Care Network (PCN) Workforce – the original data extract includes Torantum PCN which have been excluded for the purposes of this document.

**Table 1: One Workforce Summary by Staff groups**

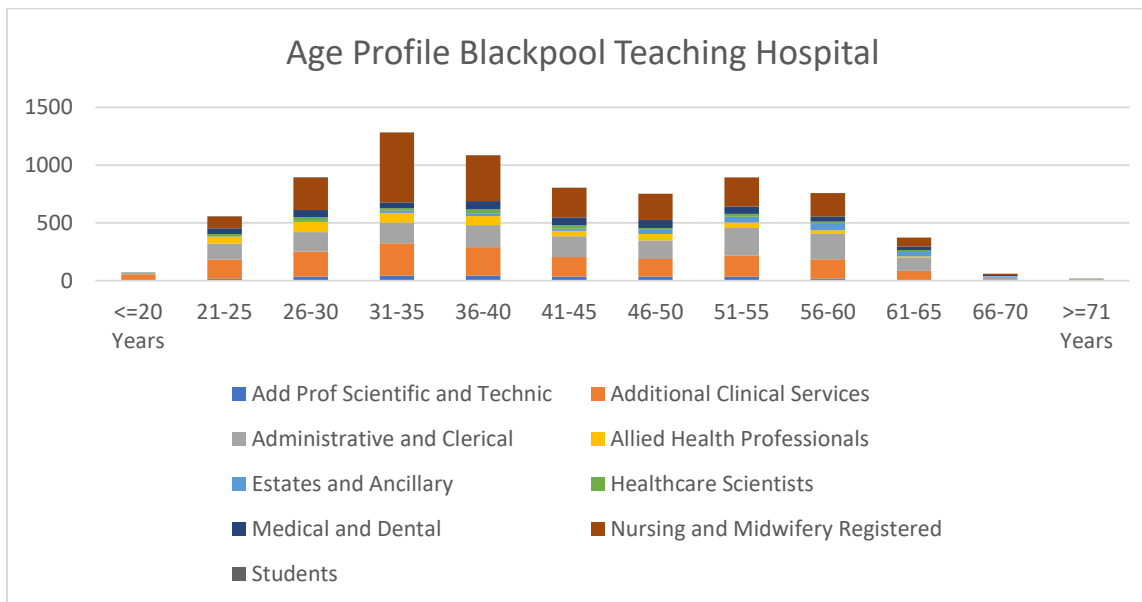
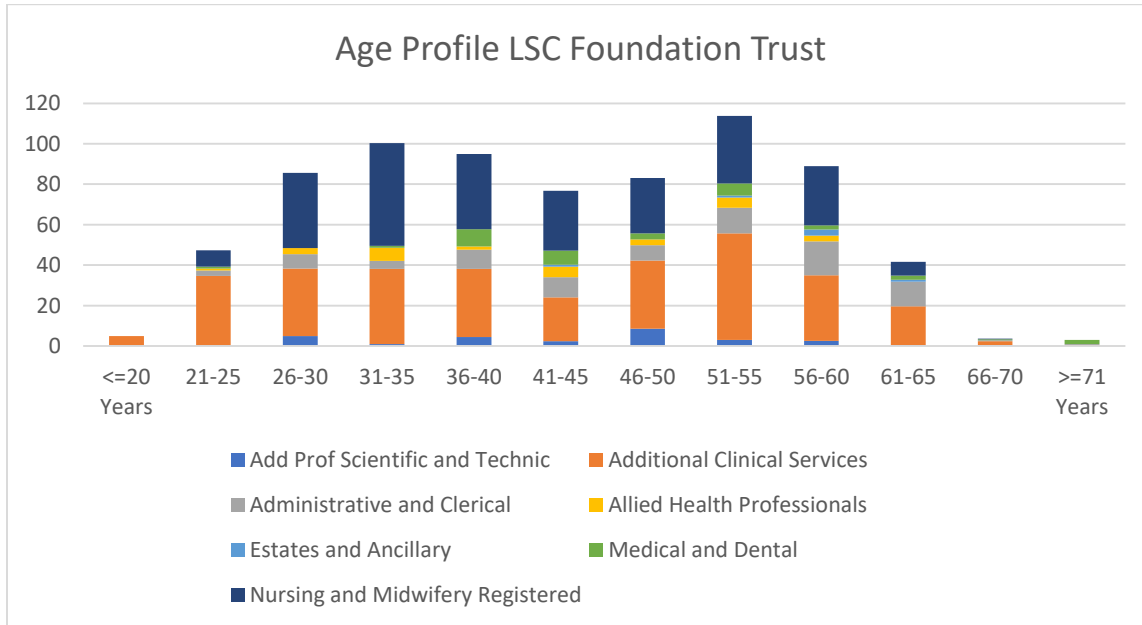
FTE by staff group	LSCFT	BTH	Social Care	General Practice	PCN
Additional clinical services	<b>306.0</b>	1,722.1			
Additional professional and scientific services	28.4	272.2			
Admin and clerical / non-clinical	83.0	1,657.5	325.0	<b>229.1</b>	6.3
Allied health professionals	28.1	492.4			
Care worker			<b>1,900.0</b>		
Direct patient care			125.0	58.7	<b>47.0</b>
Estates and ancillary	6.0	276.2			
GP				92.7	
Healthcare scientists	0.0	204.6			
Medical and dental	33.1	520.7			
Nursing and midwifery - registered	259.8	<b>2,402.0</b>	75.0	69.8	1.0
PCN Director					1.5
Other social care			550.0		
Senior care worker			250.0		
Senior management			50.0		
Social worker			100.0		
Support and outreach			225.0		
<b>Totals</b>	<b>744.4</b>	<b>7,547.7</b>	<b>3,600.0</b>	<b>450.3</b>	<b>55.8</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.

- For both LSCFT and Blackpool Teaching Hospital (BTH) the top three staff groups are Nursing and Midwifery Registered, Additional Clinical Services and Administrative and Clerical.
- Admin/non-clinical is the largest workforce in **General Practice** representing 50% of the workforce.
- GPs make up 20%, nurses 15% and direct patient care makes up the remainder at 13%.
- Care worker is the largest staff group in **social care**, making up 73% of the entire workforce.

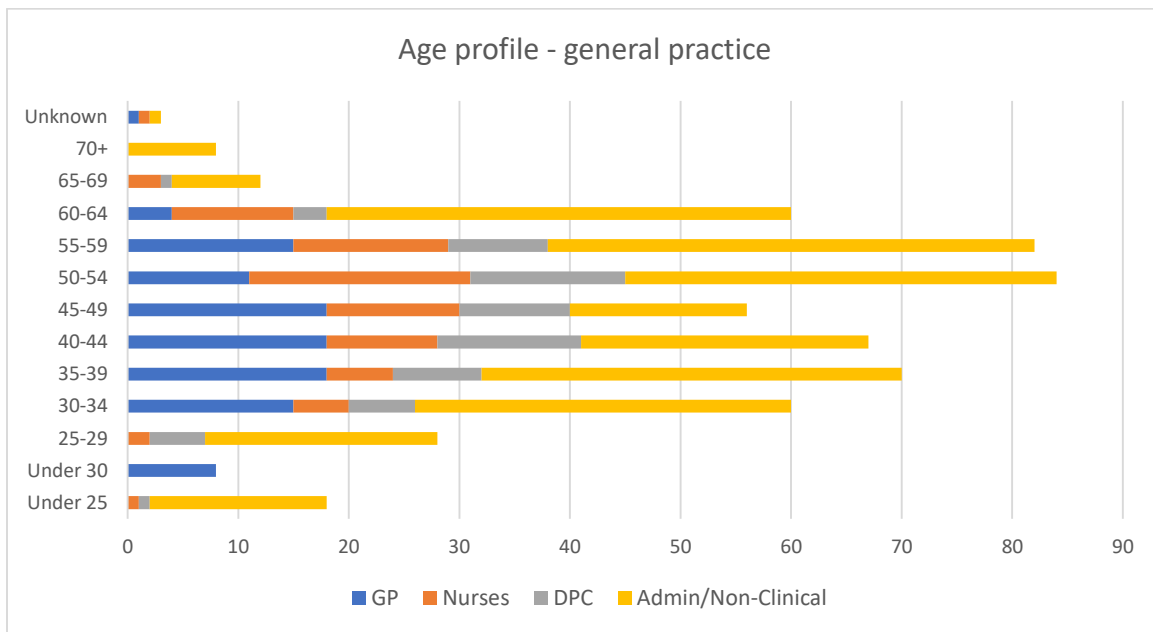
- Support and Outreach and Senior Care Worker are the next two biggest groups at 9% and 10% respectively.

The age profile of the anchor Blackpool Health Trusts is shown below, followed by the age profiles for general practice and social care.



- In the NHS trusts reported on, 28% of the workforce is aged 51 years and above.
- The staff groups with the highest proportion of staff aged 51 and above are estates and ancillary (60%), admin and clerical (38%), Medical and Dental (29%) and Additional Clinical Services (27%).

- Aged 60+ data shows that 19% of estates and ancillary, and 9% for administrative and clerical and 8% for Medical and Dental.
- 83% of Estates staff at LSCFT are aged 51 or over and 59% at BTH.
- 23% of nursing and midwifery registered staff at BHT are aged 51 and above. At LSCFT this figure is 27%.
- At Blackpool teaching Hospital 26% of the Additional Clinical Services workforce are aged 51 and above. At LSC Foundation Trust this figure is 36%.
- The medical and dental workforce has 29% of its staff aged 51 and above. At BHT this sits at 28% and at LSCFT it is 38%.



#### In Blackpool:

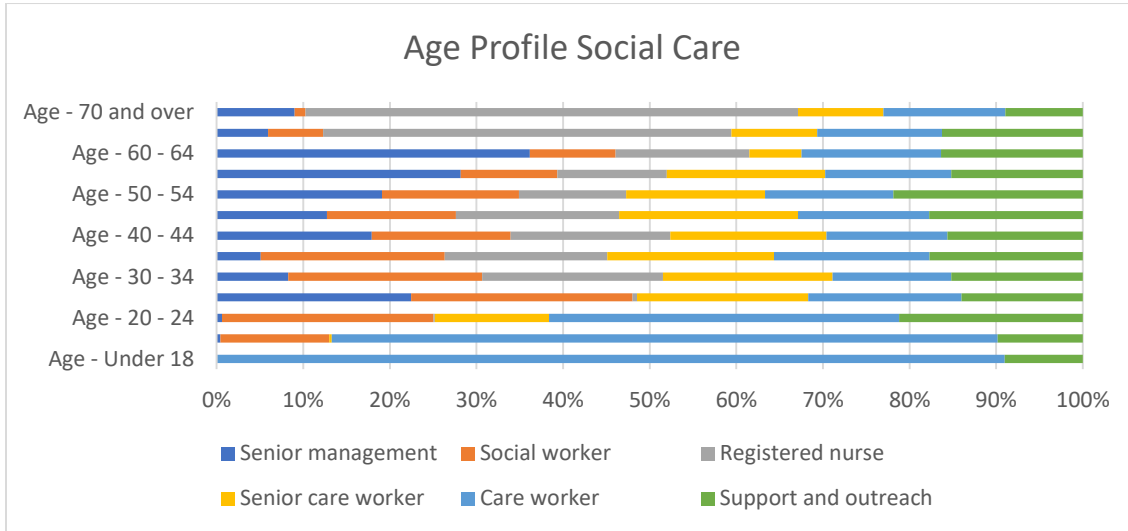
- There are 5 Primary Care Networks
  - Blackpool Central PCN
  - Blackpool Central West PCN
  - Blackpool North PCN
  - Blackpool South Central PCN
  - Blackpool South PCN
- There are 14 practices
- Caring for 157,661 patients

#### The workforce breakdown is as follows:

- 44% are aged 50+
- 29% are aged 55+
- 14% are aged 60+
- 4% are aged 65+
- The largest proportion general practice workforce are in age bands 50-54 and 55-59 years both at 15% of the total

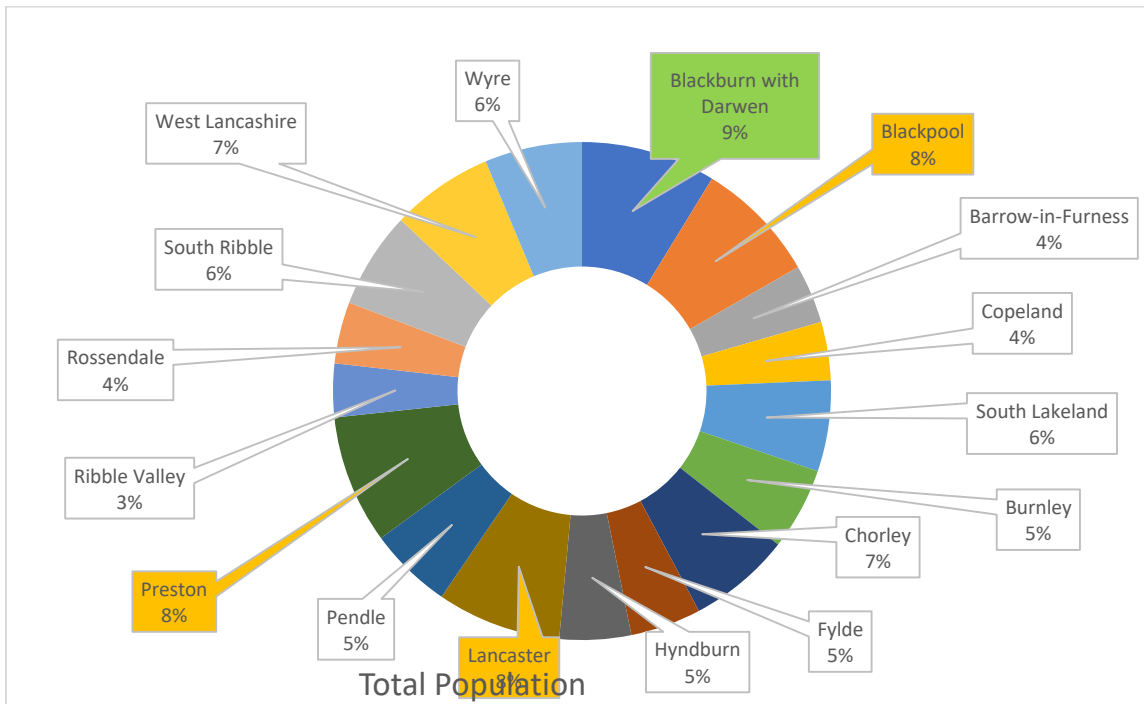


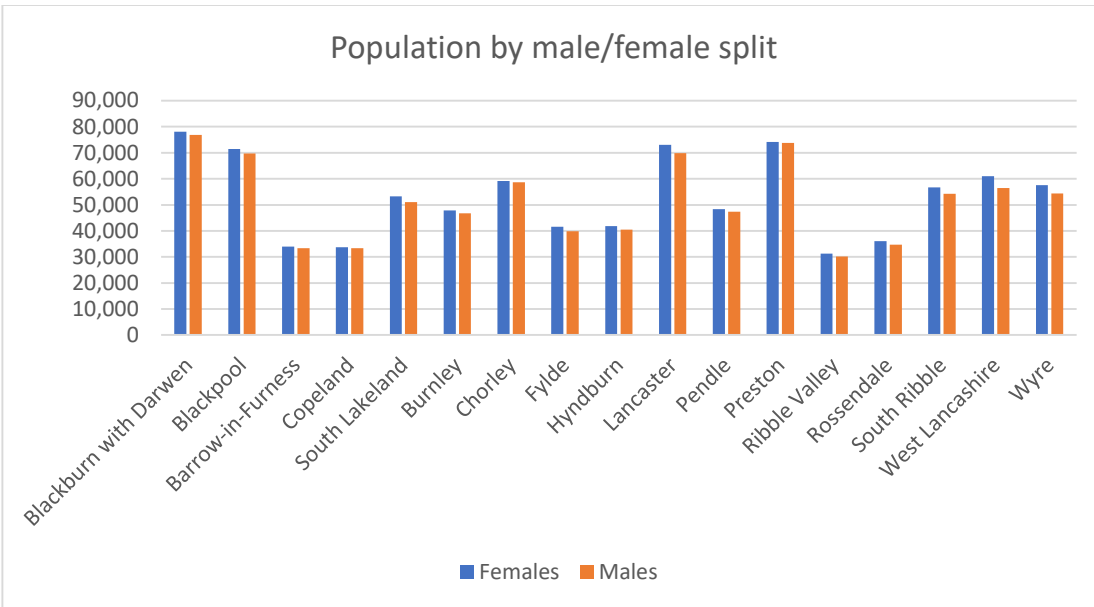
- 1% of the workforce is age 'unknown'/ unrecorded (3 people).



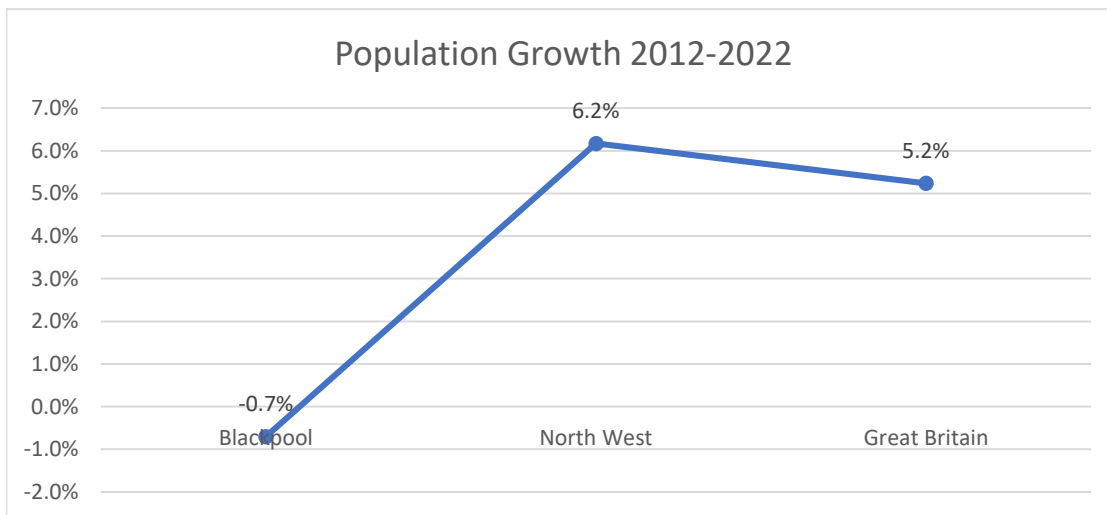
- In social care, 46% of registered nurses are aged 50+ with 29% of these aged 60 years and over.
- 56% of senior managers are aged 50+.
- 35% of care workers and senior care workers are aged 50+ with 15% of these aged 60+.

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

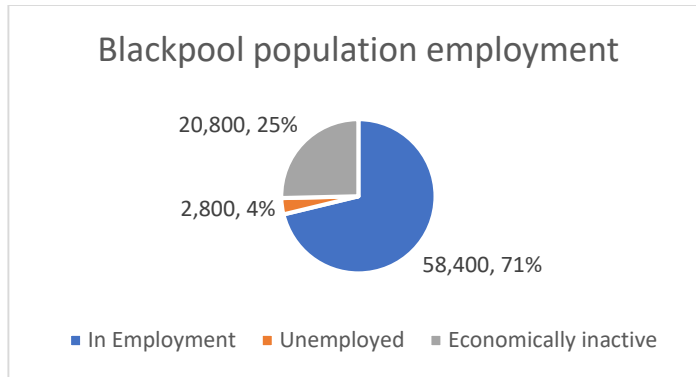




- Blackpool has equal 2<sup>nd</sup> largest population in Lancashire and South Cumbria at 8%.
- All areas have slightly more females than males in the population.



- Blackpool has the lowest population growth, being 6.9% lower than the North West average.
- Great Britain's population has grown 5.2% but still 1% less than the whole of North West.
- Data source - ONS



- The Blackpool area has a higher proportion of 16-64 year olds reporting as Economically Inactive.
- Blackpool has 5% less of its population employed than Great Britain and 3% less than the North West.
- Blackpool has the highest proportion of both unemployed and economically inactive compared to the wider areas.
- Data source – ONS

## 6.5 (iv) 5 Year Workforce Strategy

This will be the first time LSC 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 mind-set 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 mind-sets, 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. In November the Blackpool place workshop was attended by 31 staff from partner organisations across Health and Care.

The Strategy is currently will be finalised in the first quarter of 2024. Delivery of the Strategy will be developed through a place-based partnership approach. This will finalise work streams to benefit the “One workforce” of Blackpool such as initiatives around staff retention, resilience, and recruitment of hard to fill posts.

6.6 Does the information submitted include any exempt information? No

**7.0 List of appendices**

7.1 N/A

**8.0 Financial considerations**

8.1 N/A

**9.0 Legal considerations**

9.1 N/A

**10.0 Risk management considerations**

10.1 N/A

**11.0 Equalities considerations and the impact of this decision for our children and young people**

11.1 N/A

**12.0 Sustainability, climate change and environmental considerations**

12.1 N/A

**13.0 Internal/external consultation undertaken**

13.1 N/A

**14.0 Background papers**

14.1 N/A