

## Integrated Care Board

<b>Date of meeting</b>	15 May 2024
<b>Title of paper</b>	Lancashire and South Cumbria System Five-year Workforce Strategy
<b>Presented by</b>	Lee Radford – Acting Chief People Officer
<b>Author</b>	Lee Radford – Acting Chief People Officer
<b>Agenda item</b>	11
<b>Confidential</b>	No

### Executive summary

In July 2023, work commenced through a system wide steering group on developing our first multi-sector five year workforce strategy with a supporting training and education plan. We have developed a strategy which adopts a shared approach on how we will work together as one workforce as a whole health and care system comprising of health, social care and our voluntary, community, faith, and social enterprise partners.

This strategy and supporting training and education plan have been co-created through extensive engagement with more than 200 colleagues in the health, social care and VCFSE sectors. It has also been supported through engagement with system Chief People Officers, CEO/SRO for workforce for the LSC Provider Collaborative, Primary Care, NWAS, NHSE, Lancashire County Council and Directors of Adult Social Care.

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 as one 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.

This strategy will also inform and support the delivery of the LSC System Recovery and Transformation programmes of work through workforce transformation to enable greater efficiencies, reduce the usage of bank and agency staff by developing more sustainable talent pipelines and to create value for money through the development of new workforce roles.

Shifting our approach, our focus and our mindset in this innovative way will require us to be brave and bold. We will embrace new and innovative ways of working, breaking down traditional barriers and mindsets, to achieve our common goals as a system.

This Five-Year Workforce Strategy outlines how we will approach and implement this fundamental change that will enable a system step change in attracting, developing and retaining our current and future workforces to deliver outstanding care and support to our local communities.

The People Committee have overseen the development of this strategy and approved it in April 2024 to come to the ICB Board for formal approval.

### Recommendations

The ICB Board is asked to approve the LSC Five-Year Workforce Strategy.

### Which Strategic Objective/s does the report relate to:

Tick

SO1	Improve quality, including safety, clinical outcomes, and patient experience	X
SO2	To equalise opportunities and clinical outcomes across the area	
SO3	Make working in Lancashire and South Cumbria an attractive and desirable option for existing and potential employees	X
SO4	Meet financial targets and deliver improved productivity	
SO5	Meet national and locally determined performance standards and targets	X
SO6	To develop and implement ambitious, deliverable strategies	X

### Implications

	Yes	No	N/A	Comments
Associated risks	X			<i>Risk of not being able to recruit and retain our workforce to deliver high quality care for our communities and patients.</i>
Are associated risks detailed on the ICB Risk Register?	X			
Financial Implications	X			Failure to recruit and retain our current and future workforces will result in continued increased use of bank and agency and international recruitment costs.

### Where paper has been discussed (list other committees/forums that have discussed this paper)

Meeting	Date	Outcomes
ICB People Committee (formerly Board)	24/4/24	Workforce Strategy and supportive training and education plan endorsed and approved.

### Conflicts of interest associated with this report

Not applicable

### Impact assessments

	Yes	No	N/A	Comments
Quality impact assessment completed			X	
Equality impact assessment completed			X	
Data privacy impact assessment completed			X	

### Report authorised by:

Lee Radford – Acting Chief People Officer

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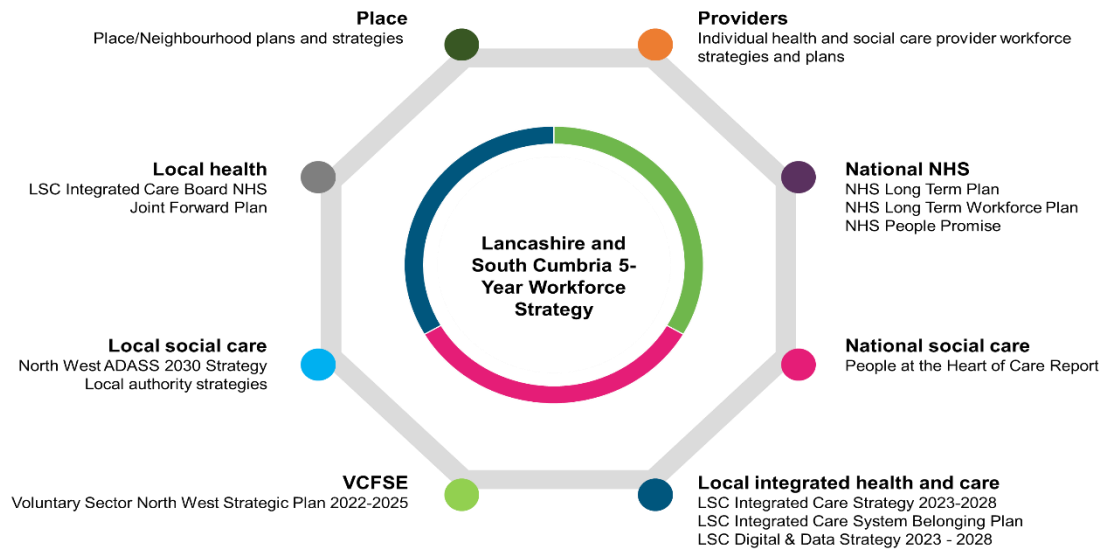
## Lancashire and South Cumbria System Five-year Workforce Strategy

### 1. Introduction

- 1.1 In July 2023, the ICB commissioned the development of the first LSC System five year workforce strategy and supporting training and education plan that covered health, social care and the VCFSE sectors.
- 1.2 The development of this strategy was led by a multi-sector steering group and co-designed with over 200 partners across all sectors within LSC and overseen by the ICB People Committee.
- 1.3 Although this strategy does not cover the local authority workforce as there is a requirement under the Local Government Act to have a specific workforce strategy for the local authority, there has been engagement with local authority colleagues during the development of this strategy and opportunities for collaboration in some aspects of joint working have been identified.
- 1.4 This strategy has also been designed to inform and support the delivery of the LSC System Recovery and Transformation programmes of work that will support workforce transformation to enable greater efficiencies, reduce the usage of bank and agency staff by developing more sustainable talent pipelines and to create value for money through the development of new workforce roles.
- 1.5 This strategy will be the catalyst that will enable a genuine step change as a system as to how we attract, develop and retain our current and future workforces to deliver amazing care and to support our local communities.

### 2. Development of the Strategy

2.1 This five-year workforce strategy seeks to address the key challenges and recommendations described in the core set of national and local strategies and plans, particularly where they relate to cross-sector working. It aligns with, and complements, key Lancashire and South Cumbria programmes of work and initiatives.

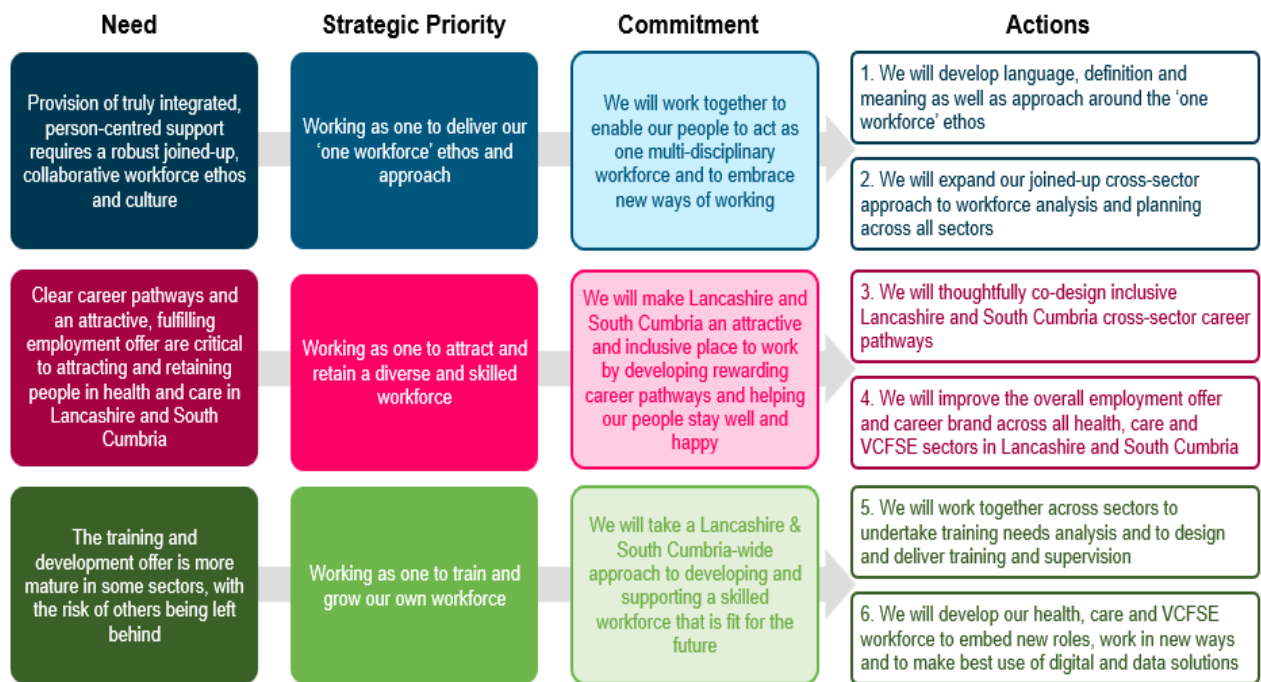


2.2 Extensive stakeholder engagement with partners from health, primary care, social care and the VCFSE sectors was extremely positive and welcoming of the opportunity to co-collaborate on a united system wide approach to attract, develop and retain our collective workforces.

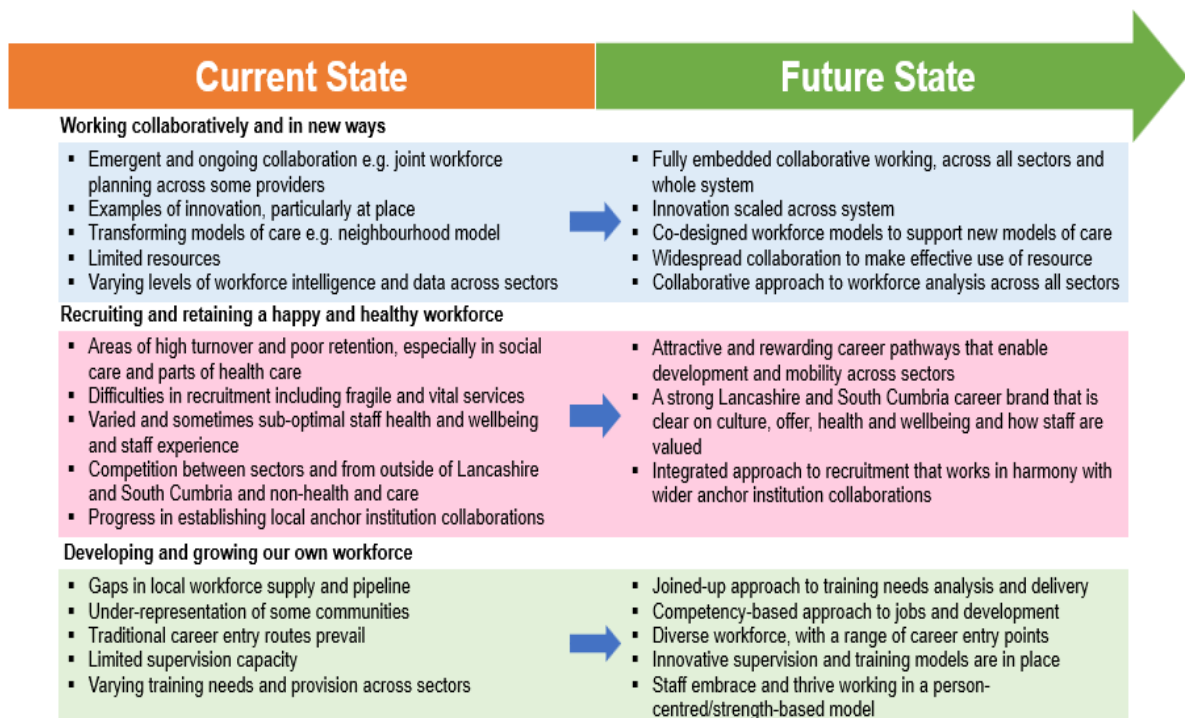
2.3 The collective feedback from all of our engagements with partners, synthesized down to three high level strategic priorities for our workforce across LSC, which were:

- Working as one 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.

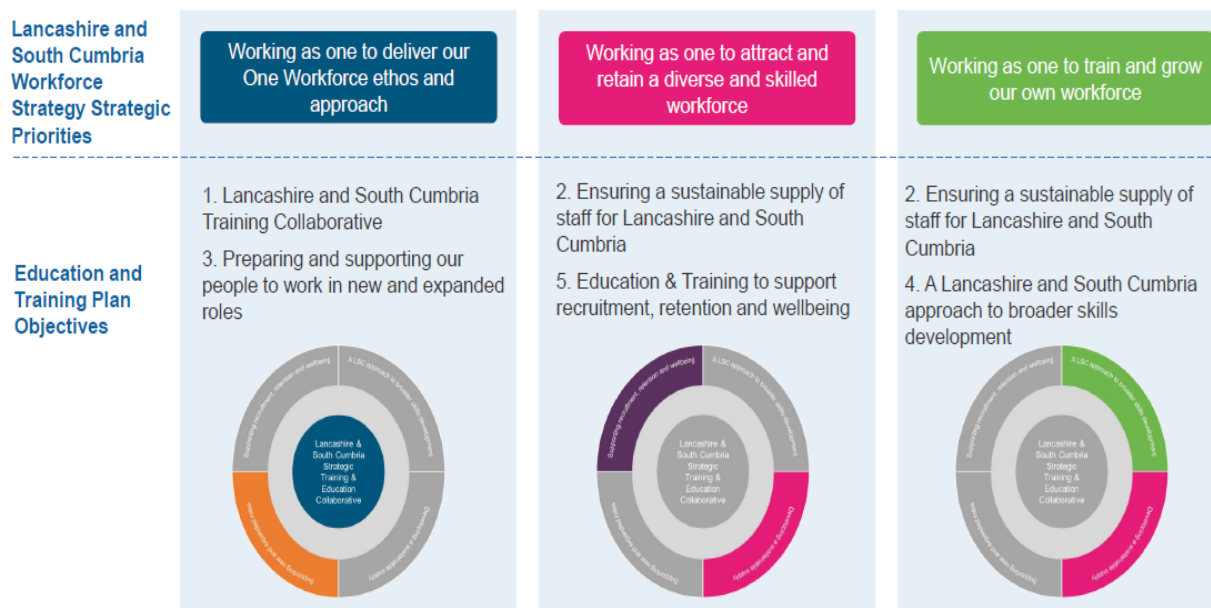
2.4 Using these aspirations, further engagement with partners took place to test and develop these strategic priorities, which are outlined in the table below.



2.5 Working with our partners, we agreed on what our current state was in relation to these priorities and how we will measure success in moving to our future desired state.



- 2.6 From the development of this new strategy, partners also co-created a five-year training and education plan to support the successful delivery of the strategy which is reflected in the diagram below.



- 2.7 The strategy and training and education plan was presented to the ICB People Committee on 24 April 2024 and was fully supported and approved.

- 2.8 Appendix 1 contains the final LSC Five Year Workforce Strategy.

### 3. Next Steps

- 3.1 The newly formed subgroups of the ICB People Committee will now work with our system partners to develop a year one implementation plan and KPIs and present this back to the ICB People Committee in early July 2024.
- 3.2 Progress of this implementation plan will be monitored by the ICB People Committee and escalations up to the ICB Board for further assurance.

### 4. Recommendations

- 4.1 The ICB Board is requested to formally approve the LSC Five Year Workforce Strategy.

**Lee Radford**  
**2 May 2024**