

Lancashire and South Cumbria Five-Year Workforce Strategy



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1. Foreword



Kevin Lavery

Chief Executive
NHS Lancashire and South
Cumbria Integrated Care
Board

Here in Lancashire and South Cumbria we are committed to working together as a health and care system to improve the health and wellbeing of all 1.8 million people who live here.

We wholeheartedly recognise the delivery of outstanding health and social care is completely dependent on our highly skilled workforce across a range of sectors. Without them, high quality health services and social care could not be provided.

The work of our dedicated and hard-working health and care staff is excellent, but we should always strive to do better. It is also no secret that as a system – much like the rest of the country – we are facing some significant workforce challenges which we must tackle.

We have more than 128,000 people in paid health and care work in our region and an estimated 406,000 people who work in unpaid roles, which includes carers and volunteers. But we are facing workforce shortages, retention issues, insufficient staff in training, and significant competition for health and care posts. And of course, we cannot ignore our financial challenges, meaning we need to use our workforce in a more transformative and efficient way than ever before. With all of that in mind, for the first time we have truly considered what it means to work ‘as one’ across the whole health and care system in Lancashire and South Cumbria. This includes health, social care, and voluntary, community, faith and social enterprise (VCFSE) partners.

We need to make sure we have the right number of people, with the right skills and support in place to be able to deliver the kind of care people need.

1. Foreword (continued)

This strategy is both ambitious and bold and we are determined it will make a difference. As you read on you will see we intend to work as one:

- to deliver a 'one workforce' ethos and approach
- to attract and retain a diverse and skilled workforce
- to train and grow our own workforce.

However, we will not be able to deliver our priorities without changing the way we approach our work. In order to achieve our goals, we will need to embrace new and innovative ways of working, breaking down traditional barriers and mindsets.

Some of the themes within this strategy may not be new to the health sector but may feel unfamiliar to social care and VCFSE colleagues, so this is about 'levelling up' and ensuring everyone is on an even playing field.

I would also like to reassure you that this strategy has not been written in isolation. It is closely aligned to several system and national strategies, including Lancashire and South Cumbria's 'Our NHS Joint Forward Plan' and the national 'NHS Long Term Workforce Plan'.

It has been co-created through extensive engagement with more than 200 colleagues in the health, social care and VCFSE sectors, who all deserve thanks for their contributions. This strategy belongs to us all. It provides the foundation to create a true, integrated Lancashire and South Cumbria health, care and VCFSE workforce. It gives us the opportunity to improve the quality of the health and care services which are delivered in Lancashire and South Cumbria through a highly skilled and developed integrated workforce.

2. Executive summary

2.1 What is this strategy?

This is the **first time** we have developed a strategy for how we will work together on workforce as a whole health and care system comprising health, social care and our voluntary, community, faith and social enterprise partners.

There is excellent ongoing work in Lancashire and South Cumbria to support our people. We are rightly proud of our progress. However, whilst many of the challenges we face are common across the whole health and care system, much of our work to date has been localised to specific sectors, geographies or organisations.

We now have an opportunity to develop and embed a co-ordinated, aligned and truly cross-sector approach involving health, social care and our voluntary, community, faith and social enterprise partners to address our workforce challenges.

We believe that 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 the NHS Joint Forward Plan.

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

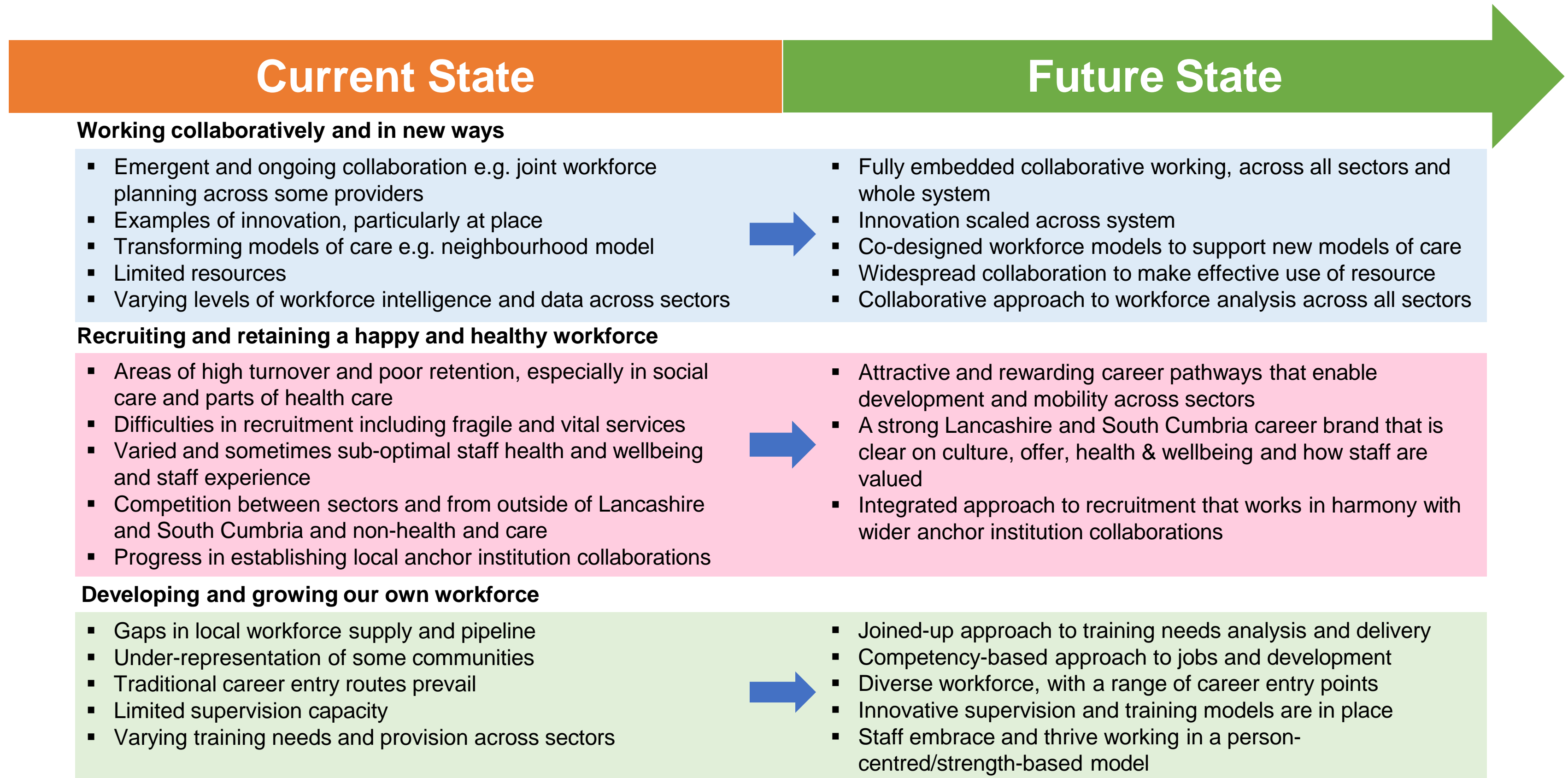
- *Working as one* to deliver a 'one workforce' ethos and approach
- *Working as one* to attract and retain a diverse and skilled workforce
- *Working as one* to train and grow our own workforce

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.

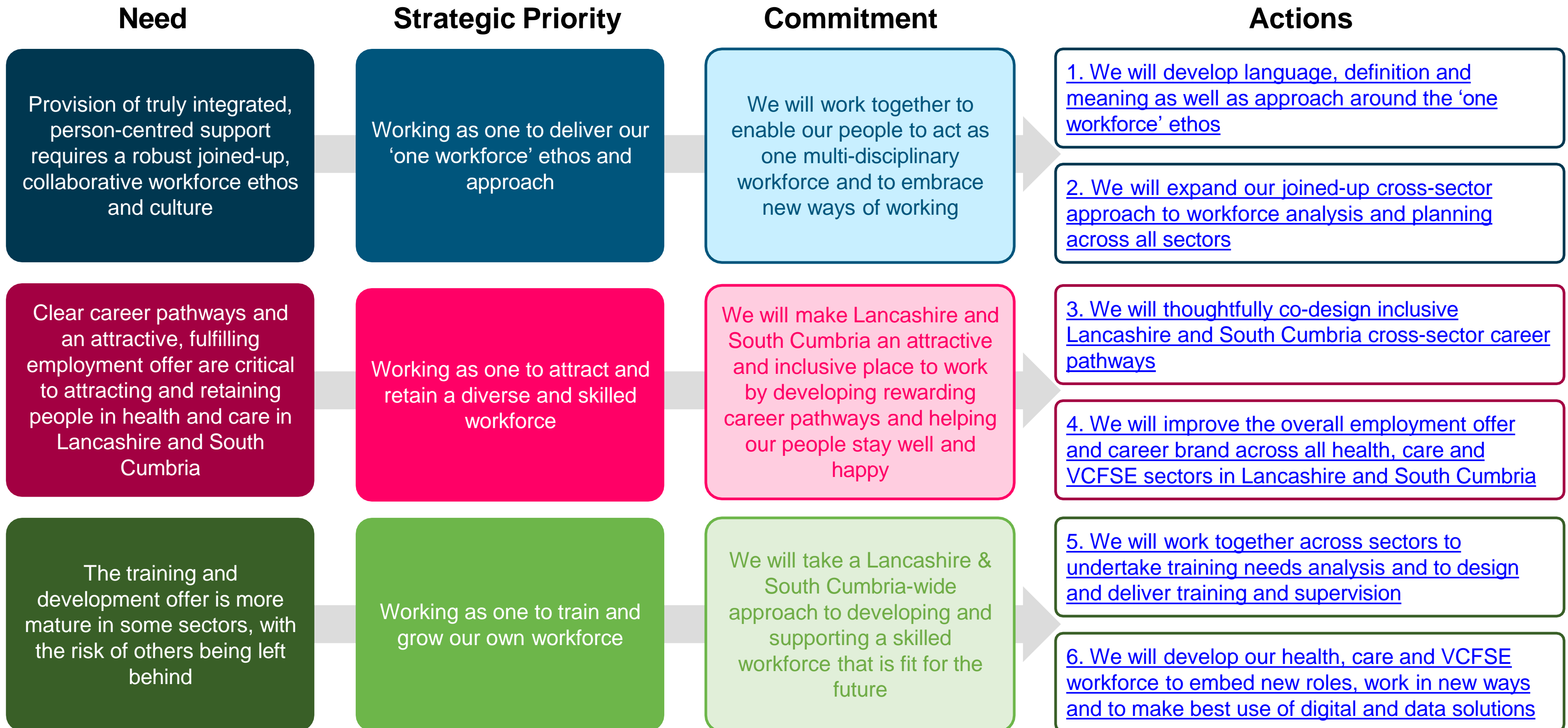
This Five-Year Workforce Strategy outlines how we will approach and implement this fundamental change.



2.2 Our desired future state



2.3 Our Strategic Priorities



3. Introduction

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3.2 Why have we produced this strategy?

In Lancashire and South Cumbria, we have already made [good progress](#) with addressing workforce challenges. Local initiatives and partnerships have begun to lay the foundation for future success and are starting to bear fruit.

Nevertheless, health and care services across England are experiencing significant workforce challenges and Lancashire and South Cumbria is no exception. Adult social care is facing unprecedented pressures nationally, with staff leaving roles at a higher rate than they are replaced, and an estimated 32.6% of nurses in adult social care leaving their roles in 2022/23. The NHS Long Term Workforce Plan 2023 identifies a shortfall between workforce supply and demand that, without intervention, will continue to grow at a rapid rate, despite increases in the training and education pipeline.

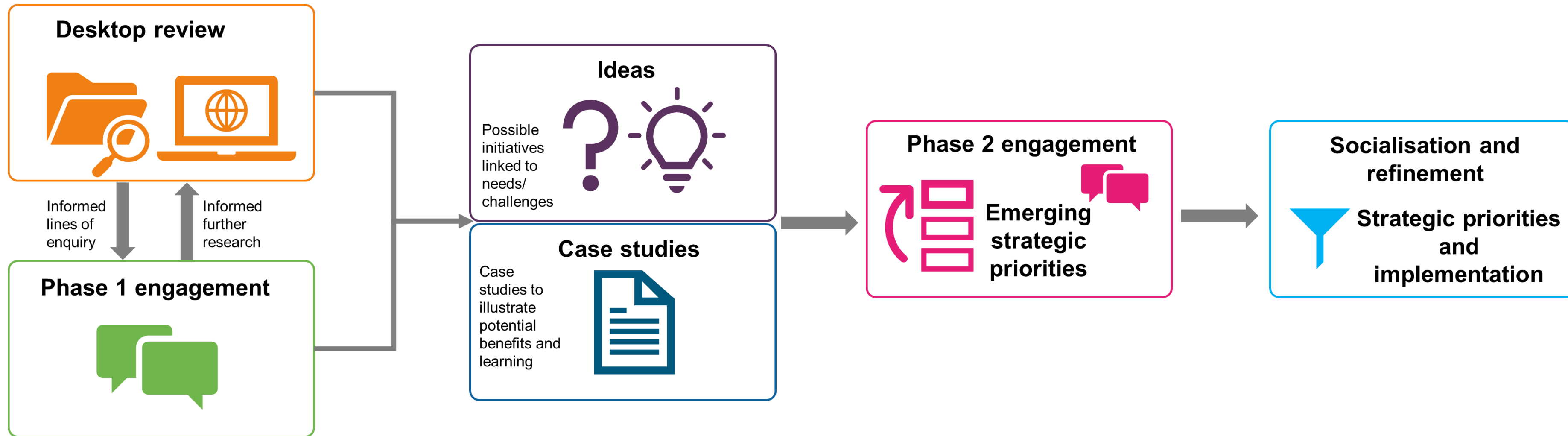
Locally in Lancashire and South Cumbria we face workforce shortages, retention issues, insufficient staff in training, and significant competition for health and care posts. On top of this are increasing economic challenges, rendering the need to use the health and care workforce more innovatively and efficiently more crucial than ever before. These factors present a clear case for creating a co-developed, flexible, and resilient workforce strategy to support long term system sustainability.

What this strategy aims to do

 <p>Identify the key strategic workforce priorities for the whole system, that partners need to work on together and at scale</p>	 <p>Contribute to delivering the strategic priorities of the Lancashire and South Cumbria NHS Joint Forward Plan and to its five workforce priority programmes</p>
 <p>Align to other workforce strategies which already exist in Lancashire and South Cumbria, including at specialty, organisational and place levels</p>	 <p>Be owned and recognised by local partners across health and care organisations</p>
 <p>Support sustainability in the context of a financially constrained system by embracing opportunities to reduce duplication and embed transformative solutions</p>	 <p>Meet the requirements of the Care Quality Commission</p>
 <p>Respond to the NHS Long-Term Workforce Plan and People at the Heart of Care</p>	

4. Our approach

4.1 Overall approach



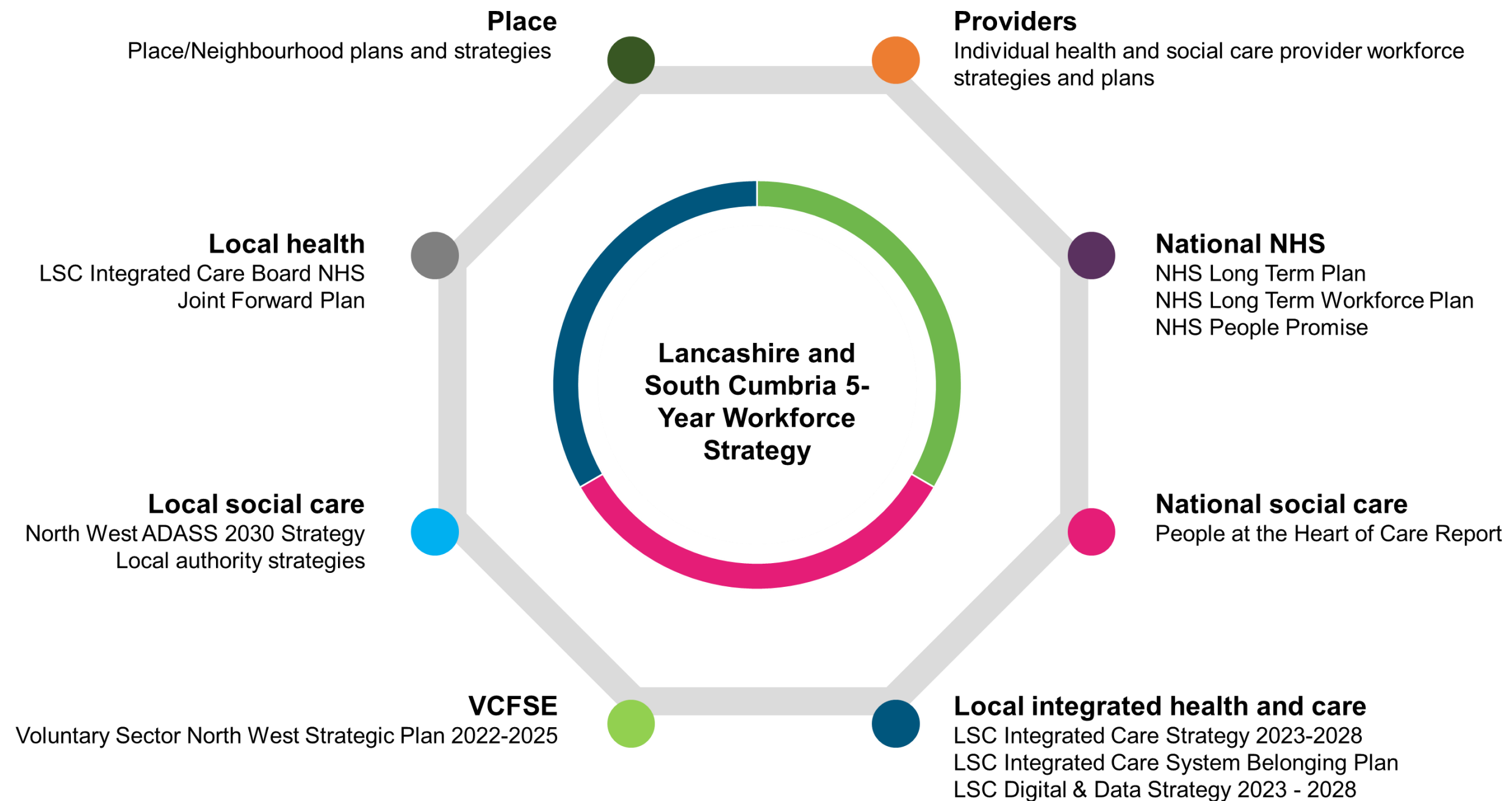
Development of this strategy has involved [extensive engagement](#) with local stakeholders and has been informed by a [review of a large library of documents](#) including national and local policy, strategy and plans as well as case studies from elsewhere. Emerging strategic priorities were further tested with stakeholders and refined through a number of forums to identify a clear set of [strategic priorities and actions](#). This work was overseen by a cross-sector steering group which has guided the development of the strategy throughout.

4.2 Strategic alignment

Developing a system-wide strategy is complex, and there are many national, sector-wide and local organisational strategies which relate to this work.

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.

Key strategies considered as part of this work are represented in this diagram.



4.3 Engagement

During the development of this strategy, we delivered over 140 engagement activities with partners from across Lancashire and South Cumbria. This allowed us to gain a rich understanding of stakeholder perspectives.

Phase 1

Phase 2

VCFSE workshop

Workshops x 9

Attendance at existing meetings / forums x 16

Attendance at existing meetings / forums x 13

Small meetings and 1.1s x 80

Small meetings and 1.1s x 25

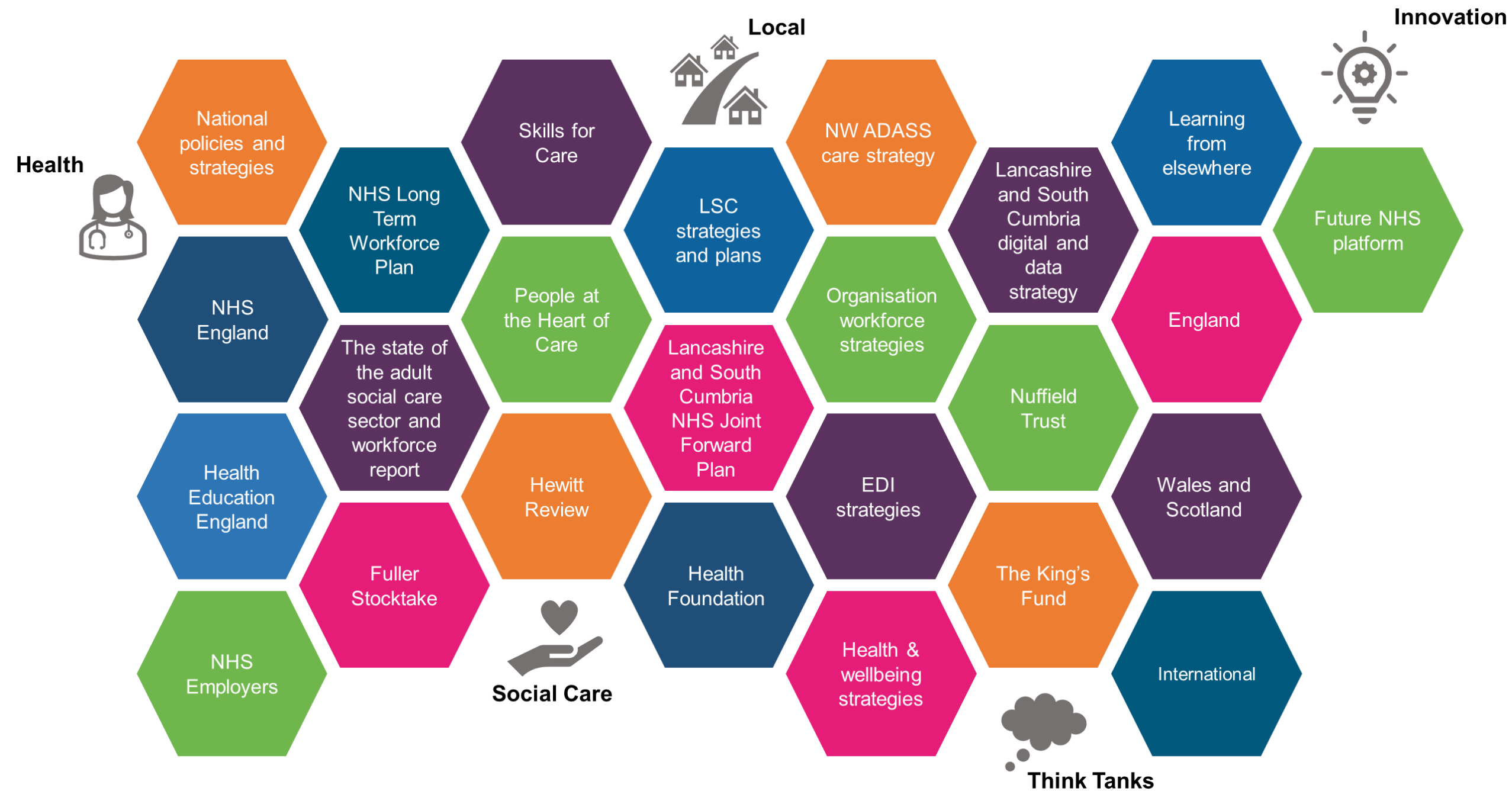
Regular steering group meetings



4.4 Document review

During the development of this strategy, we reviewed documents and collated, analysed and synthesised information from a broad array of written sources. This helped us to frame the strategy, identify strategic themes and highlight examples of workforce innovation.

From a potential library of 150 documents, we reviewed around 75 documents in detail. A sample of document sources and types is summarised as follows:



5. Our health and care workforce

5.1 About our health and care system

Integrated Care Board

Integrated Care Partnership

1 Ambulance Trust

- North West Ambulance Service NHS Trust

5 NHS Trusts

- Blackpool Teaching Hospitals NHS Foundation Trust
- East Lancashire Hospitals NHS Trust
- Lancashire & South Cumbria NHS Foundation Trust
- Lancashire Teaching Hospitals NHS Foundation Trust
- University Hospitals of Morecambe Bay NHS Foundation Trust

1 NHS Provider Collaborative

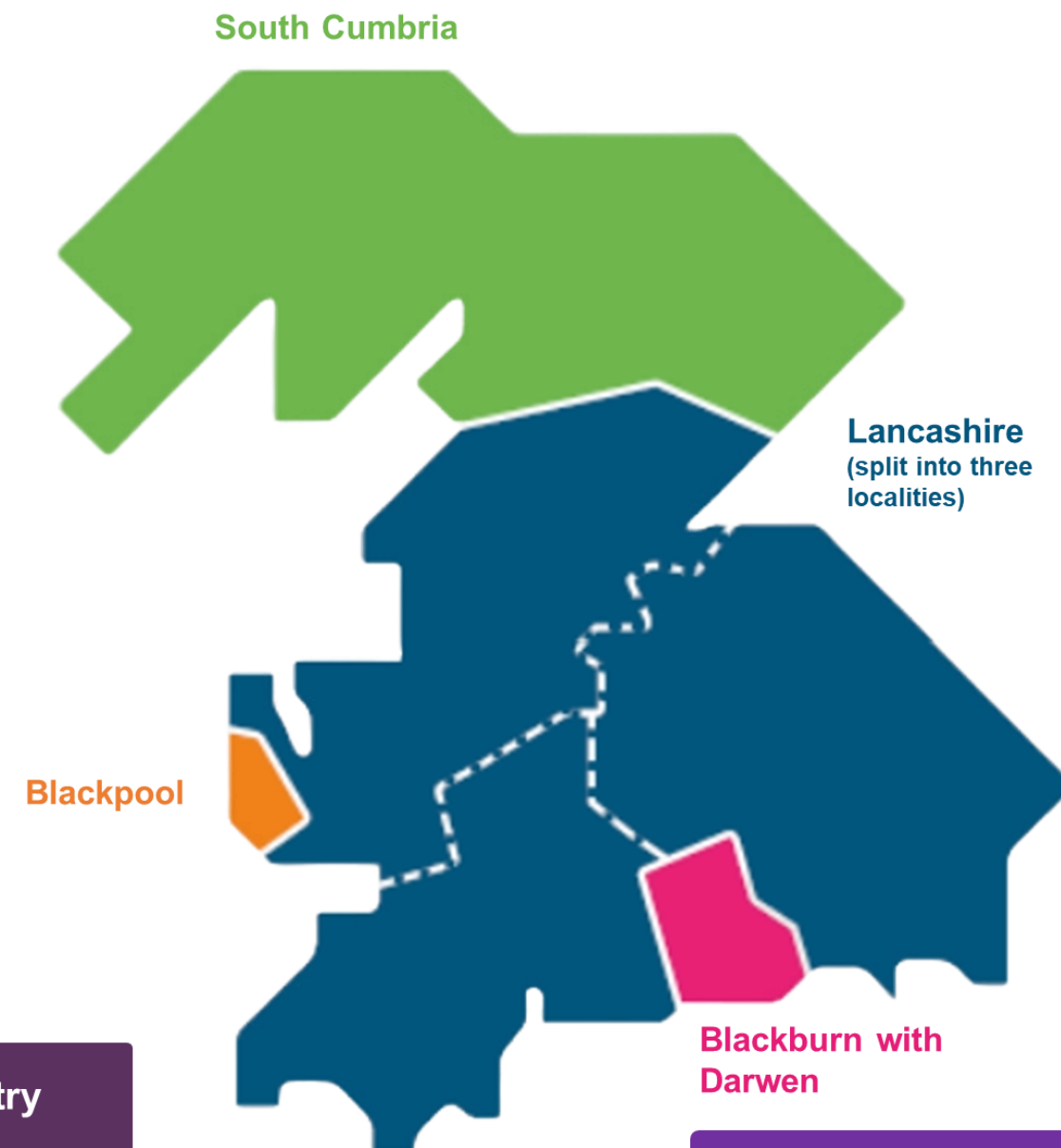
42 Primary care networks

198 GP practices

309 Optometry practices

378 Community pharmacies

201 Dental practices



10,800 Voluntary, Community, Faith and Social Enterprise (VCFSE) groups
represented by LSC VCFSE Alliance

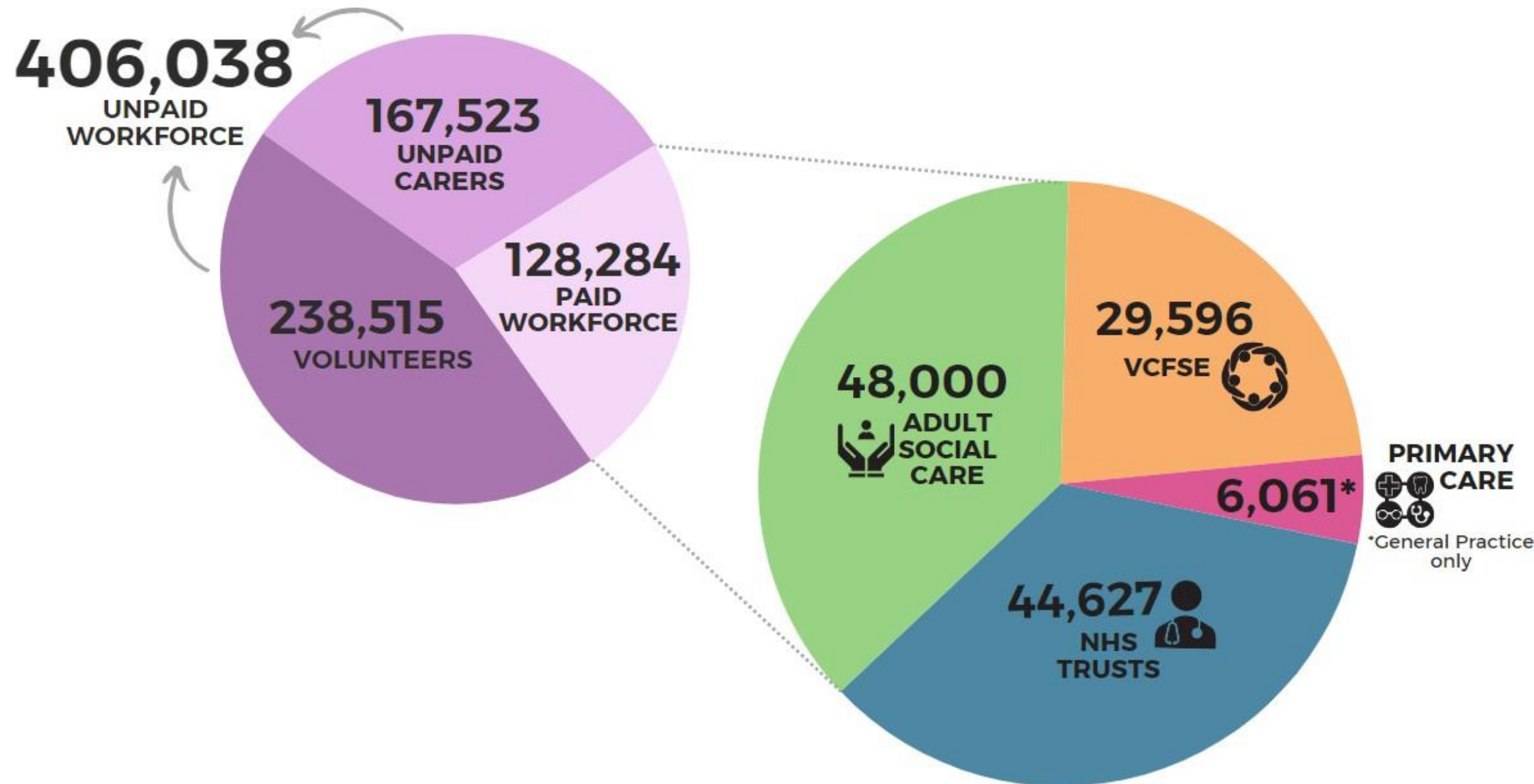
4 Place-based partnerships

6 Local authorities

- Lancashire County Council (unitary)
- North Yorkshire Council (unitary)
- Cumberland Council (unitary)
- Westmorland and Furness Council (unitary)
- Blackpool Council (unitary)
- Blackburn with Darwen Council (unitary)

1,029 CQC Registered social care establishments

5.2 Our Workforce



More than 128,000 people are in paid health and care work in Lancashire and South Cumbria, with around 37% working in adult social care, 42% in health (NHS trusts and primary care) and 23% in VCFSE organisations.

It is also estimated that there are more than 406,000 people who work in unpaid roles which includes carers and volunteers. This represents almost three times as many people as our paid workforce and we recognise the vital and valuable part that these individuals play in supporting our citizens with their health and care needs.

5.3 Our Workforce – recent metrics*

	12-month growth (staff in post)	% Staff over 55 years	Turnover rate	Sickness absence (rate/mean days)	Vacancy rate	% Staff BAME
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LSC NHS trusts (avg)	6.1%	16.5%	11.3%	5.9%	5.9%	20%
North West / National	5.3% / 5.1%	17.0% / 16.2%	12.7% / 13.0%	5.3% / 4.7%	7.2% / 8.0%	18.5% / 27.5%

LSC primary care (General Practice only)	4.4%	25.5%				
North West / national	3.0% / 2.6%	26.6% / 28.9%				

Other primary care metrics not available

LSC social care	0.0%	27%	27.2%	7.1 days	7.4%	14%
North West / national	0.0% / 0.5%	28.0% / 29.0%	29.5% / 29.1%	7.5 days / 5.9 days	8.4% / 9.9%	15% / 26%

Local population	-	34.7%	-	-	-	12.3%
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*Sources - Lancashire & South Cumbria People Board Workforce Insights Report – 9th Sep 2023; Skills for Care Adult Social Care Workforce Data 2022/23;

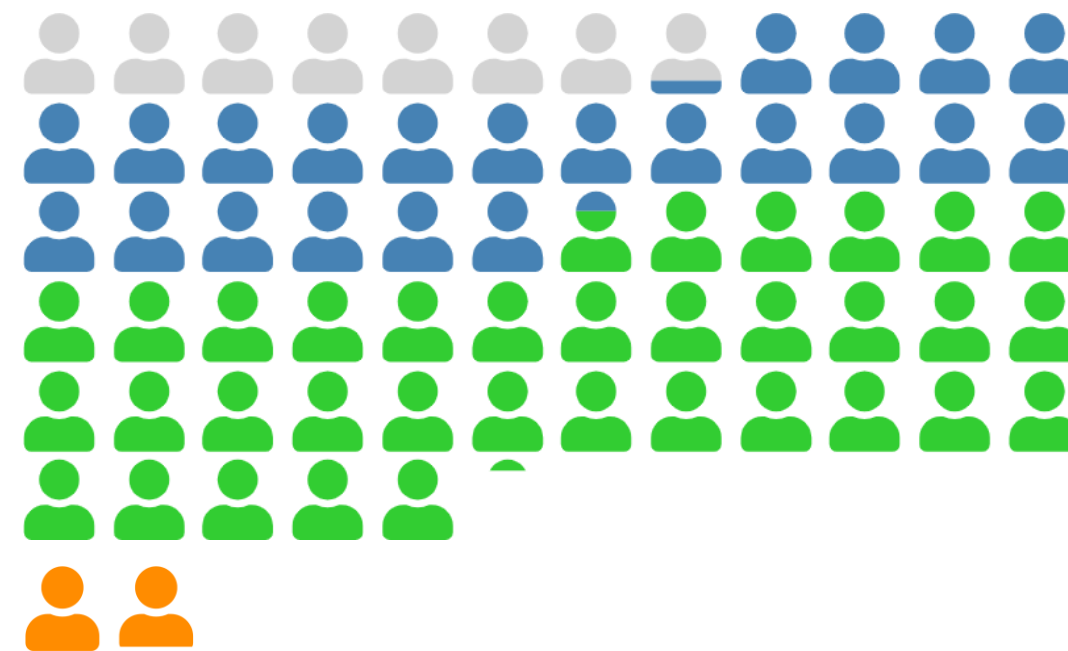
5.4 Our Workforce – potential impact of attrition and future pipeline

Our workforce

(NHS Trusts, General Practice and Adult Social Care)

= 1000

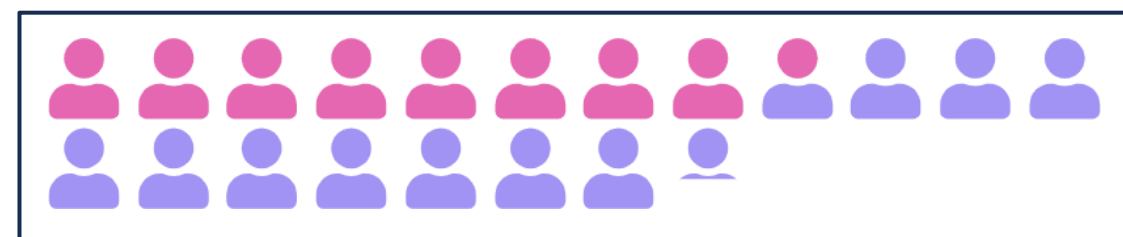
- Vacancies
- Staff aged 55+
- Staff under 55
- Health and social care apprenticeship starts in Lancashire and South Cumbria 2022/23



Some trainees will join our workforce

The North West pipeline

- New medical and dental trainees (Sep 23)
- Clinical Professions students (Sep 23)



Some trainees will not complete their training, and some will choose to work outside of LSC

We only have data that provides a partial picture of the whole workforce. The story for health and care captures some of the key challenges for the system.

Other factors such as **sickness absence** and **turnover** also have an impact on the number of staff available to work at any one time.

Our vacancy rate is lower than the North West and national averages. However, when combined with the age profile of our workforce and expected retirement, we face a significant challenge.

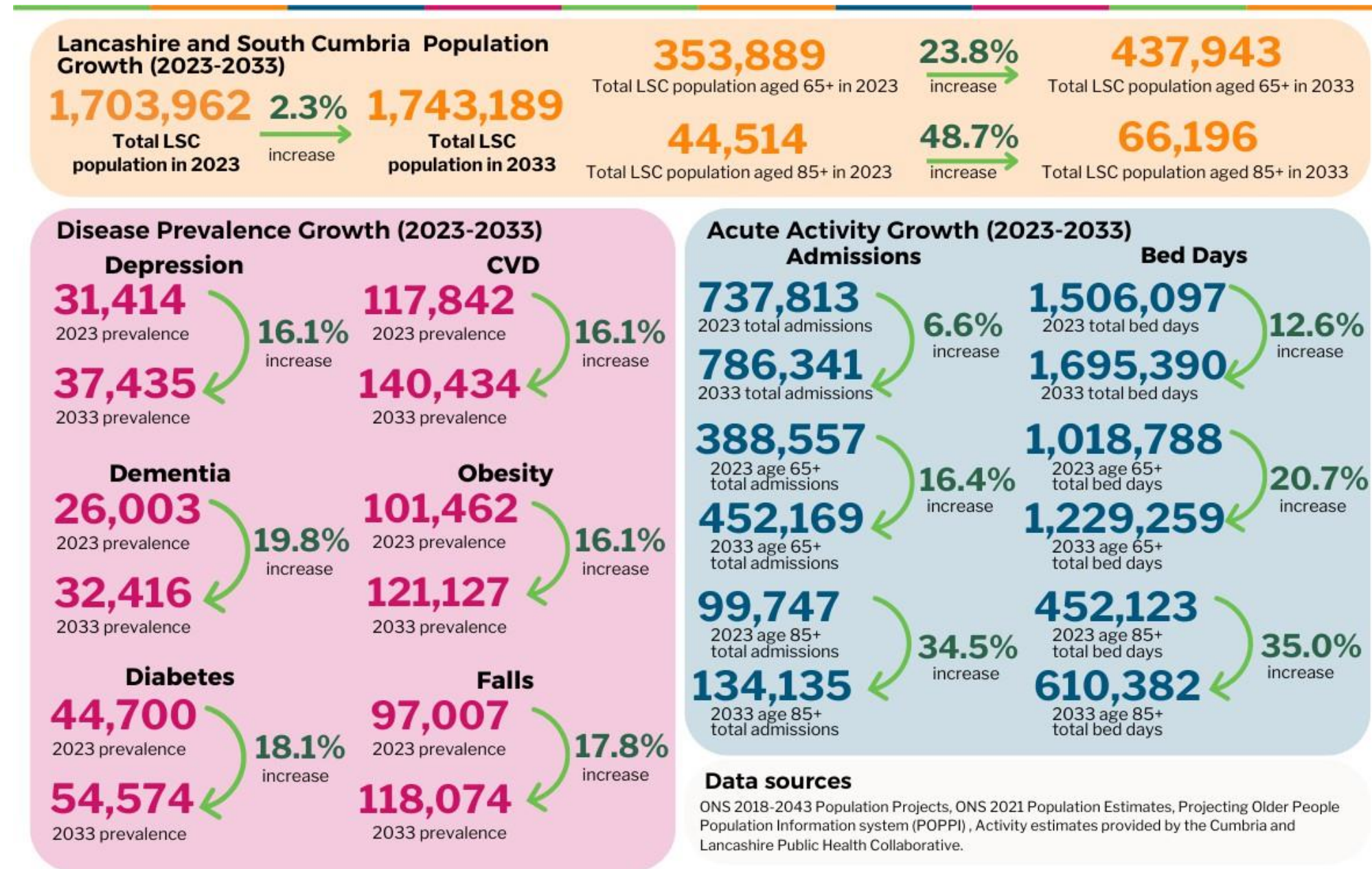
Our future health and care professional pipeline includes medical and dental trainees, clinical professions students (including nursing, midwifery, allied health professionals, clinical scientists and psychology) and health and social care apprenticeships. Attrition and retention rates will contribute to how many of these trainees remain in our workforce in the longer term.

5.5 Our population

Lancashire and South Cumbria is home to nearly 1.8 million people. Understanding our geography, demography and health and care ecosystem is important, as the same factors that affect population changes and health needs also affect the current and future workforce.

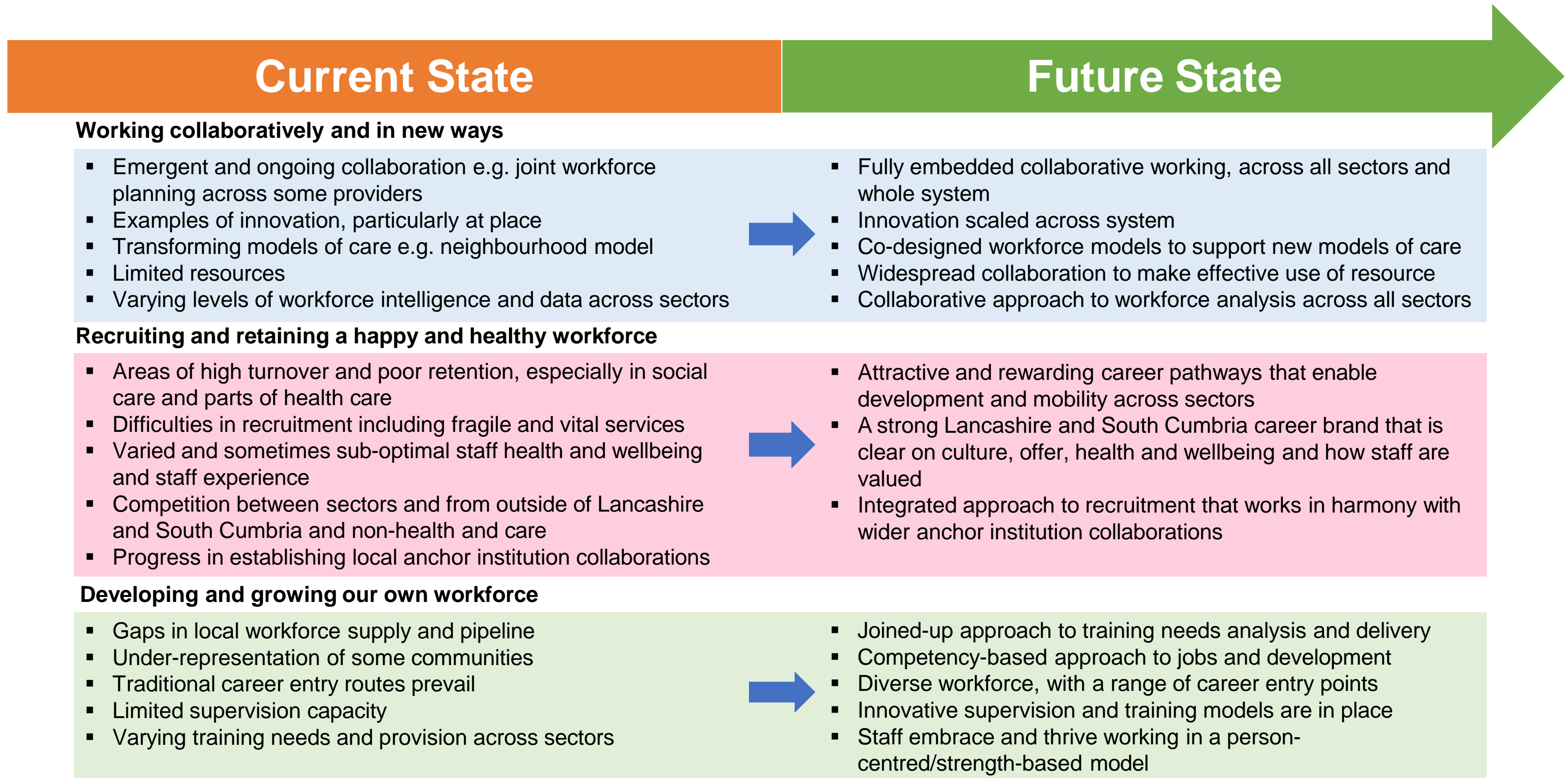
Almost a third of residents live in some of the most deprived areas of England, with poor health outcomes and widening inequalities. People living in more deprived areas are experiencing greater impact of the cost-of-living crisis and live with poorer health, which also affects their ability to work and stay in employment. Lower educational attainment for people from deprived and marginalised communities is a barrier to people entering the workplace.

Large geographical distances and lower population density across South Cumbria reduce the number of people available to work in that area and make it harder to travel to work and access employment opportunities. Uneven distribution by age group means that some areas will experience reduction in the proportion of young people, while others will see growth which will impact on both services and workforce.



6. Our vision

6.1 Our desired future state



6.2 What we want to hear in the future

I have care and support that enables me live as I want and am supported to manage my health in a way that makes sense to me.

I have opportunities to learn, volunteer and work and I can do things that match my interests, skills and abilities

I know what career opportunities there are for me in health and care in Lancashire & South Cumbria

I am really keen on exploring a career in health and care in Lancashire and South Cumbria

When I needed help, I was supported by a team who all knew why I was there and who all knew what each other were doing

After previously working as a volunteer, I was then able to secure a permanent job

I found it easy to apply for and secure work in health and care in Lancashire and South Cumbria

I have care and support that is coordinated, and everyone works well together and with me.

I am supported to work around my family and carer commitments

My care worker was able to show me how to use the website and app, so I could book appointments myself



When I left school, I was supported and helped to find a career in health and care in Lancashire and South Cumbria

I have got used to seeing the different types of professionals – I know I don't always need to see a doctor and it's sometimes quicker to see someone else

I really enjoy my career in health and care in Lancashire and South Cumbria

When I move between services, settings or areas, there is a plan for what happens next and who will do what, and all the practical arrangements are in place before change happens.

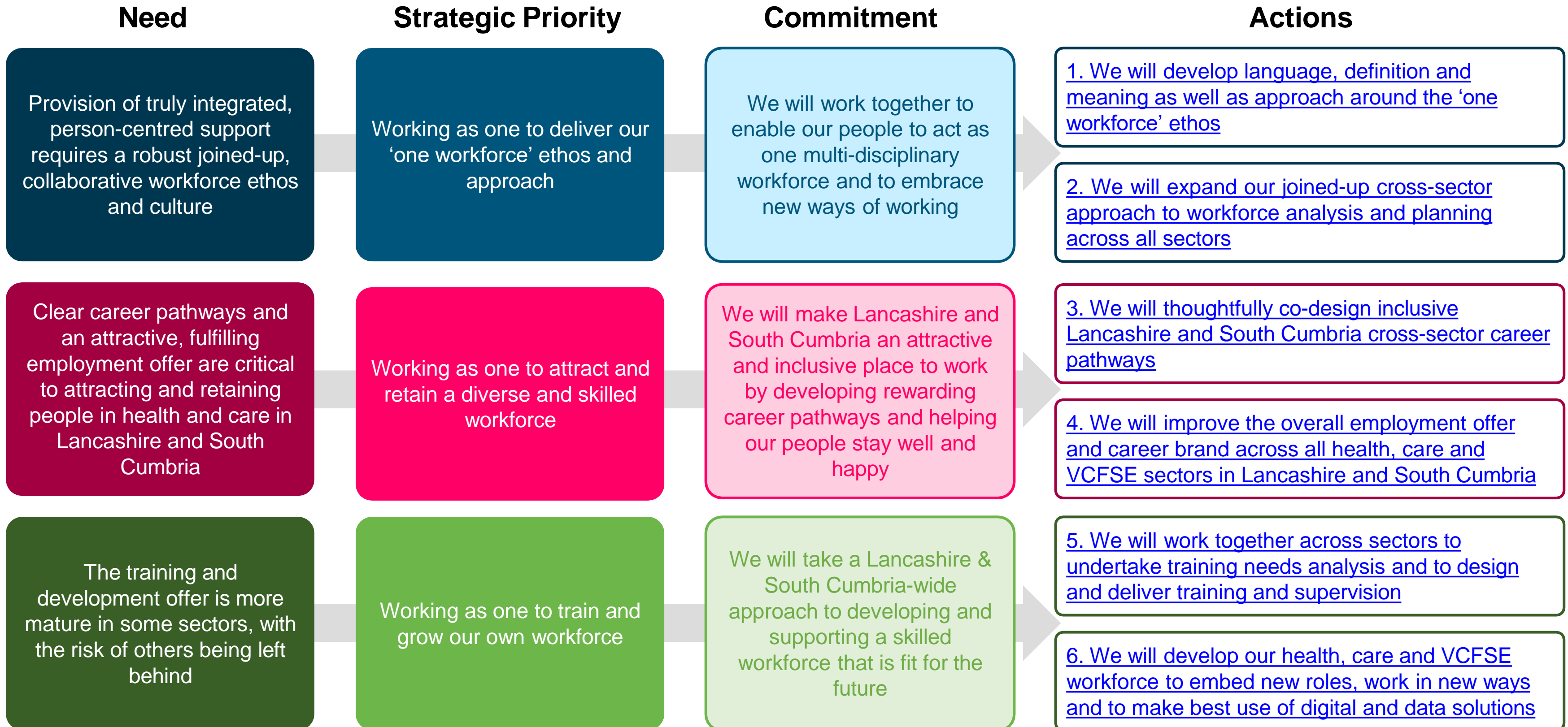
Through access to a broad range of training, I have been able to develop new skills and secure a promotion

I was able to get an appointment and be seen quite quickly

I really feel part of a multi-disciplinary team. I am clear on my role, and I enjoy working with colleagues in other sectors

7. Our strategic priorities

7.1 Our strategic priorities



Action 1: We will develop language, definition and meaning as well as approach around the 'one workforce' ethos

Culture and behaviour are the greatest barriers to progressing change and it is vital we seek to embed the right ethos from the start. The ethos of **One Workforce** is the whole of the health and social care workforce working with people in a truly joined up way, providing seamless, coordinated support and care regardless of which organisation or part of the system they work for.

From a service user perspective, this means person-centred support and no duplication or confusion about roles and responsibilities.

From a health and care system perspective, this means joined-up governance, clarity on roles and responsibilities, best use of resources and better outcomes.

How we will do this

We will work together to develop language and definition around the One Workforce ethos so that everyone is clear about what it means for them

We will spend time working together in the appropriately structured forums to build relationships, develop understanding and mutual respect for each other's professions and sector challenges and create opportunities for collaboration on integrated workforce roles

We will take a person-centred approach to developing integrated roles that optimises the use of multi-disciplinary skills, creates parity of esteem across sectors and enables working across sectors and locations

Action 2: We will expand our joined-up cross-sector approach to workforce analysis and planning across all sectors

Gaps in workforce in one area can have a profound effect on the functioning of other services, creating greater demand on the workforce.

By working together, we can seek to better understand where there is greater risk of workforce gaps and work collectively to support mitigation plans. To obtain the intelligence and insight required to effectively plan our future workforce we need to focus on building relationships, learning from and supporting each other to create a robust approach to gathering and analysing our workforce data and planning.

How we will do this

We will build cross-sector relationships and work collaboratively to develop a Lancashire and South Cumbria-wide cross-sector view of workforce data so that we can identify and quantify fragile staff-groups and hard-to-recruit posts and agree actions to mitigate risk.

We will take a collaborative, cross-sector approach to workforce planning including talent succession planning.

Action 3: We will thoughtfully co-design inclusive Lancashire and South Cumbria cross-sector career pathways

Clear career pathways are critical to both attracting future and retaining the current workforce. They need to be attractive enough to compete with other non-health and care sectors. They need to be designed thoughtfully to embed equality, diversity and inclusivity and to avoid the risk of increasing competition between sectors. Keeping staff within health and care means work needs to be more rewarding and opportunities for development and promotion are a strong incentive.

We also need to make it easier for people to join the workforce in the first place, particularly supporting greater flexibility in recruitment and in-work employment and to make it easier for people to move roles within and across sectors, recognising common competencies and equivalent qualifications.

How we will do this

We will thoughtfully design clear career pathways in line with our 'one workforce' principle to allow current staff and local communities to understand all options open to them across the whole system, including for those wanting a portfolio career approach

We will explore opportunities for Lancashire and South Cumbria-wide roles including roles across sectors

We will engage more widely with our diverse communities to raise awareness of career pathways, particularly targeted towards under-represented groups

Linked to our training and development offer we will develop Lancashire and South Cumbria certificates of competency to better enable cross-sector working

Action 4: We will improve the overall employment offer and career brand across all health, care and VCFSE sectors in Lancashire and South Cumbria

With strong competition from other sectors, collaboration is needed to strengthen the employment offer. Lancashire and South Cumbria needs to develop and promote itself as a great place to work including with non-health partners such as education and the private sector.

Creating equitable and attractive routes into employment and learning for people who are excluded from the workforce or for whom more flexibility is needed is essential.

A thoughtful, co-production approach to designing the employment offer is required to avoid unintended negative consequences for the different sectors. Greater consistency needs to be balanced with funding pressures and the need to retain agility of some independent providers and VCFSE organisations in the way they recruit.

How we will do this

We will develop a “core offer” charter setting out what everyone can expect when working in Lancashire and South Cumbria

We will work with non-health sectors to explore ways to make Lancashire and South Cumbria overall an attractive place to work

We will create routes for people from all communities and a range of demographic backgrounds to join / rejoin the workforce and thrive

We will build upon existing work to improve the wider (non-pay) employment offer such as flexible working, health & wellbeing, and other non-pay benefits, including the role of culture

Where appropriate we will extend development of consistent job descriptions and banding/grading for key roles.

Action 5: We will work together across sectors to undertake training needs analysis and to design and deliver training and supervision

A cross-sector Lancashire and South Cumbria-wide approach is critical to developing a skilled workforce that is fit for the future. This includes building a shared view of education, training, development and supervision needs, understanding existing provision and wider resources.

A joined-up approach will help to reduce variation and develop a comprehensive picture of skills and competencies needed for new ways of working and support passporting of skills and competencies across sectors for Lancashire and South Cumbria careers pathways. A collaborative approach to provision will improve access and help to make best use of training resource. Addressing gaps will involve developing new offers, particularly to attract people into undergraduate training, widen participation and develop creative solutions to meet increasing supervision needs.

How we will do this

We will build cross-sector engagement to enable intelligence sharing around training needs, gaps in provision, and examples of innovation and best practice.

We will work collaboratively to develop a Lancashire and South Cumbria-wide view on training supervision needs and how these will change

We will support all staff to access high quality training across sectors, allowing equal access to current resources and achieve economies of scale in procurement and development of training.

We will explore opportunities to develop and enhance deanery models for larger trainee cohorts and a wider range of registered professions including pharmacy and extended support in dentistry.

We will explore enhanced “long-arm” models of supervision including remote/digital hubs.

Action 6: We will develop our health, care and VCFSE workforce to embed new roles, work in new ways and to make best use of digital and data solutions



Lancashire and
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Introduction of innovative roles, working in integrated care pathways and the need to use digital and data solutions all create new competency demands on the workforce.

We need to act now so that the workforce is not left behind and it does not become increasingly hard for our citizens to obtain the necessary skills and competencies to enter the workplace and meet the demands of the services.

Skills of the future include use of new technologies, application of population health approaches, change management and transformation and new digital and clinical skills to support greater focus on prevention and self-care.

A collaborative cross-sector approach to providing education, training and development is needed to support new capabilities in the workforce which would be identified as part of the needs assessment.

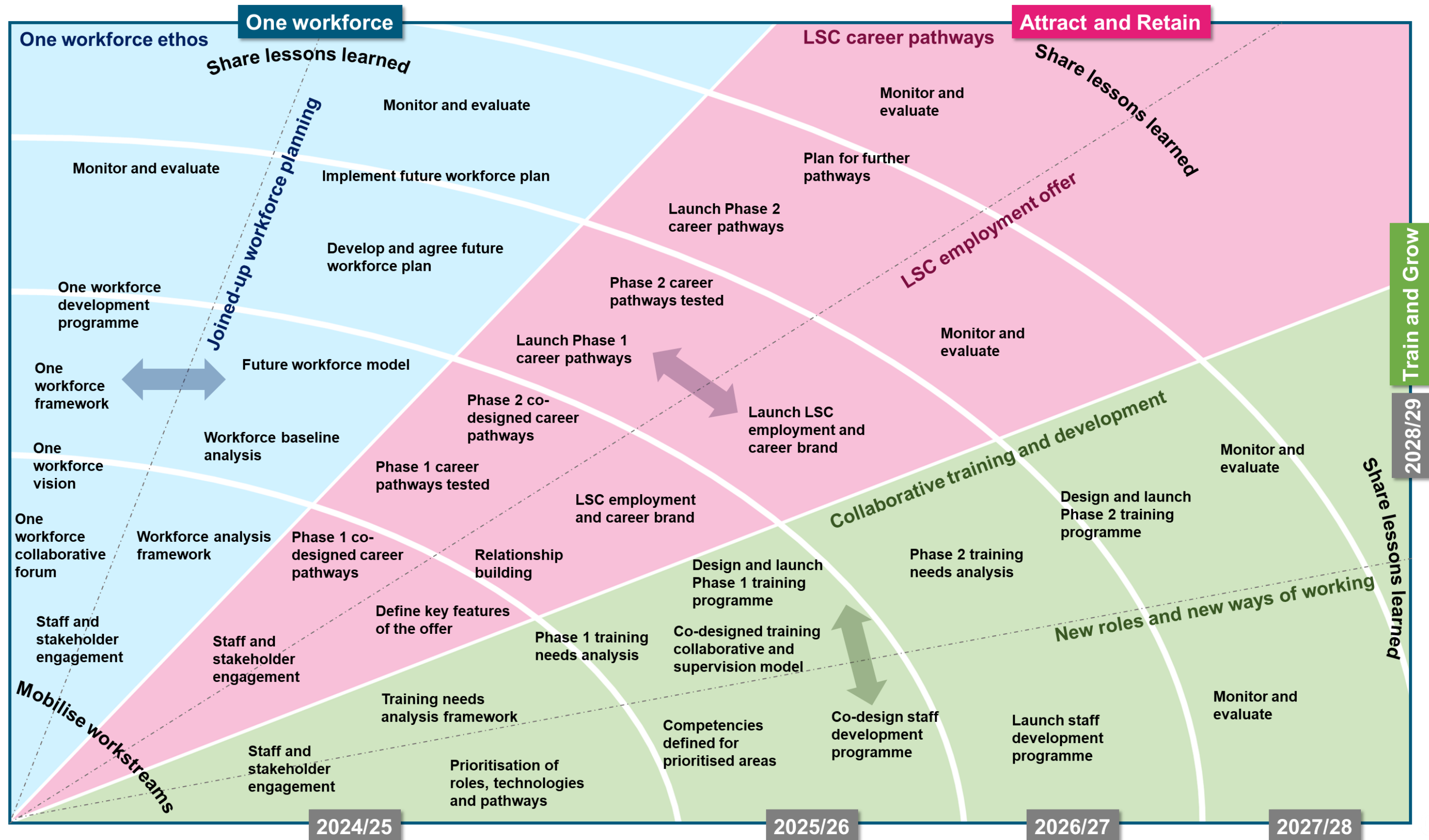
How we will do this

We will align digital and data skills training to the Lancashire and South Cumbria digital and data strategy so that staff can make optimal use of the available solutions for cross-sector working (e.g., shared care records), enhanced productivity (e.g. automation, virtual wards) and supporting people to access the support including to self-manage conditions (e.g. patient portals, digital support networks, remote monitoring)

We will support a broader range of staff to develop awareness and skills for future ways of working that will support the changing needs of the population e.g. population health management, health inequalities, strength-based models of care, improvement/transformation/ change management

8. Implementation plan

8.1 Implementation roadmap



8.2 Implementation resource

Resource will be required to oversee, co-ordinate and deliver the implementation of this strategy.

Securing appropriate resource in a financially constrained environment will require a co-ordinated and cross-sector approach. The multi-disciplinary steering group which has overseen the development of this strategy is well-positioned to take forward this implementation planning.

During the early part of 2024/25, the steering group will take action to:

- Establish implementation workstreams to support the delivery of the strategic priorities, in line with the agreed roadmap.
- Identify appropriate governance and resource solutions to deliver these workstreams, building on and making use of existing groups, forums and relationships within Lancashire and South Cumbria.



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