



Leicester, Leicestershire  
and Rutland

**LEICESTER, LEICESTERSHIRE AND RUTLAND JOINT HEALTH  
SCRUTINY COMMITTEE: 18 DECEMBER 2023**

**A SUMMARY OF THE NHS WORKFORCE IN LEICESTER,  
LEICESTERSHIRE AND RUTLAND 2023**

**REPORT OF THE CHIEF PEOPLE OFFICER, LEICESTER,  
LEICESTERSHIRE AND RUTLAND INTEGRATED CARE BOARD**

**Purpose of report**

1. The purpose of this report is to provide the LLR Joint Health Scrutiny Committee with a summary of the NHS workforce in Leicester, Leicestershire and Rutland, and the approach to joint working for the People agenda across health and social care. To also outline the programmes of work underway to deliver our strategic priorities and, address the workforce challenges.

**Background**

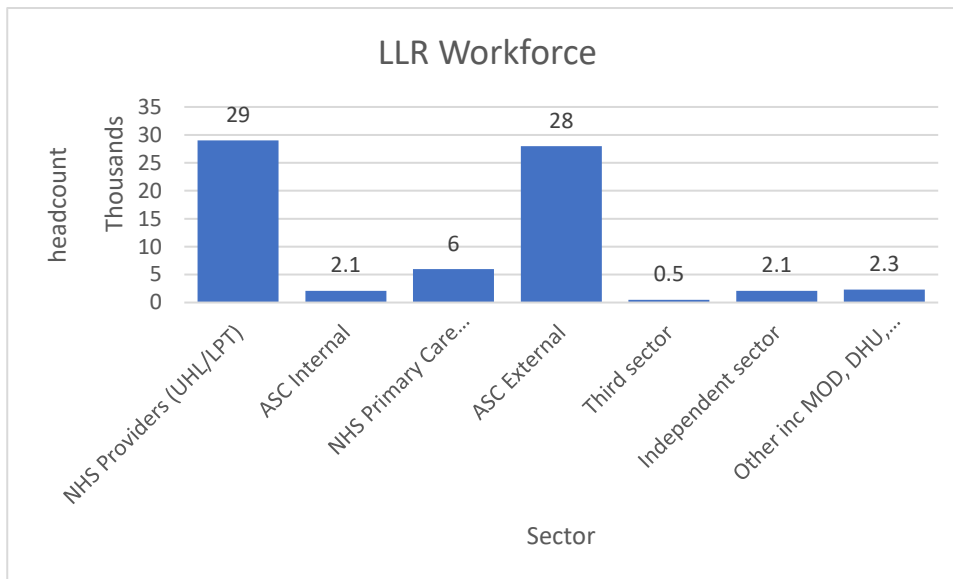
**Summary**

2. Two national publications have created the strategic framework for health and social care to consider transformation of our workforce collectively; 'Next Steps to put People at the heart of care' (DH&SC April 2023), and NHS Long term Workforce Plan (NHSE June 2023).
3. In Leicester, Leicestershire and Rutland (LLR) we have a board specifically set up to consider the integration of the People agenda across health and social care. The LLR people and Culture Board recognises that in LLR, focussing the approach to integrated health and social care workforce will ensure that the ICS has a holistic approach to a sustainable workforce that meets the needs of our population and supports the delivery of the national policy documentation.
4. The LLR People and Culture Board has been in place since 2018 and has focussed on how we train, retain and transform our workforce to ensure a sustainable future for health and care. The People and Culture Board focussed on strategic direction, and where doing pieces of work once together can achieve better outcomes.
5. The information contained within this report has been produced using the standard NHS reporting tools and collated for the LLR People and Culture Board. The data is used for planning and assurance purposes across the NHS and is used to priority set the programmes of work.

6. The social care workforce data is produced by Skills for Care. In July 2023 Skills for Care published the 'The size and structure of the adult social care sector and workforce in England' which has detailed analysis of trends of the workforce in 2022/23 which will inform the future prioritisation of the People Board programmes of work.

### Size and Structure of the NHS Workforce

7. In 2023, the LLR Integrated Care System (ICS) has approximately 70,000 staff and workers delivering health and social care. Table 1 below summarises the headcount across all sectors and providers within LLR ICS.



**Table 1**

8. Since 2019 the NHS has seen a growth across the majority of providers with the headline growth being 7.7% growth in employed health (NHS) staff which includes 26% growth in overall General Practice staff across 15 professional groups since 2019. In the local authority and independent sector there was a drop of 1000 filled posts (-3%) since 2021/22.
9. The data for the NHS is predominately viewed at LLR level however some data is segmented by Place, this is particularly important for Primary Care where in 2023 the growth rates are 1.7% in Leicester City and 0.3% in Leicestershire and Rutland. However, the growth rate in 2022 saw the County and Rutland outgrow City.
10. Sickness absence rates are reported at Organisational level and used to address staff availability. The average sickness rate in August 2023 was 6.04%. The average number of sickness days taken in the local authority and independent sector was 5.8 in 2022/23.
11. Whilst the overall staff numbers have grown, the NHS still holds a significant number of vacancies, in August 2023 this vacancy number was 2,855 (11.7%), with the largest vacancy professional groups in Nursing and Healthcare support workers.
12. NHS leaver rates are a key metric for understanding the NHS retention challenge and since 2019 the national leaver rate has reduced from 8.2% to 7.2% in the NHS. The NHS Leaver rate is not the same as turnover by organisation. The NHS leaver

rate is those who leave an NHS organisation and do not take up NHS employment elsewhere. The average vacancy rate in the local authority and independent sector was 8% in 2022/23. The number of leavers in that sector was 7,100 in 2022/23.

13. Across the two main NHS providers in LLR the Turnover rate has been a declining trend since January across all professional groups. As a system the turnover rate has declined from 10.9% turnover rate in January 2023 to 9.8% in September 2023.
14. The average Turnover rate in the local authority and independent sector was 27.5% in 2022/23.

### **Strategic Intent**

15. Within the ICS, the approach to an integrated and sustainable workforce is not a new concept. The People Board has been working across health and social care to attract, retain and train our workforce in the best way for several years. The publication of the NHS Workforce Plan offers an opportunity to the LLR People and Culture Board and its constituent organisations to continue to build on the successes of working together to deliver a sustainable workforce.
16. On 9th October 2023 a 'think tank' workshop for leaders across LLR took place with the aim of bringing together leaders and staff from across partner organisations to explore the themes in the recently published NHS Workforce Plan (Recruit, Retain and Transform) and create a localised plan across health and social care.
17. The event asked participants to consider the strategic context of the national documents and how this relates to LLR across health and social care. The aim of the workshop was creating space to collectively consider and discuss how we might integrate, develop and support our staff and develop the common ambition for LLR to be a great place to work.
18. The outcome of the Think Tank event will be a strategic document setting out the ambitions of what health and social care will do together to create a sustainable workforce, considering the national strategic documents and our local organisation aims.
19. At present, the ICS has a number of priorities that it is working on together, whilst the strategic approach is designed and agreed. These priorities and programmes of work are listed in the table below:

Programme	Summary	Impact area
Oliver McGowan Training	System wide approach to Learning Disability and Autism	Staff Development
System Induction principles	A single approach to setting the approach to working in LLR – Values Proposition	Retention and integration of workforce
Active Bystander	Training, Development, and sustainable approach to an inclusive workforce and addressing deep rooted incivilities in the workplace	Retention and inclusion

Reverse Mentoring	An ongoing learning through experience and mentoring focussing on the experiences of Global Majority and those staff with a disability	Retention and Inclusion
Talking Therapies staff access pathway	A bespoke referral pathway for staff into Talking Therapies, removing stigma and ensuring access for all staff	Retention and Health and Well Being
Menopause pathway and support	A bespoke referral pathway for staff into Menopause support and system wide training for managers and staff to support and understand Menopause	Retention and Health and Well Being
One Workforce Principles	An approach to support career development, movement between organisations and parity of esteem across sectors	Recruitment, retention and well being
Health and Well Being for all	A range of products, pod casts, support and events across health and well being for mental and physical well being	Retention and well being
Culture and Leadership Programme	Understanding of individual culture, leadership and inclusion agendas to put collective interventions and support in once to staff and cultures thrive	Retention
WorkWell Programme (DWP)	Joint bid for WorkWell programme funding to support people to get into work, stay in work and thrive in work across health and social care	Recruitment, Retention and Anchor Institutions

20. Alongside the outputs from the Think Tank event, the People and Culture Board will consider how the impact of its work achieves the expectations from the NHS Long Term Workforce Plan to work at system to improve or implement work across 11 areas of work:

- Apprentices' expansion;
- Anchor Institution responsibilities;
- Volunteer Workforce expansion;
- Attraction into health and social care campaigns;
- Equality, Diversity, and Inclusion for all;
- Implementing Leadership Competencies;
- Setting an Employee Values Proposition;
- Improving and supporting health and wellbeing for all staff;
- Improved and consistent access to Occupational Health;
- Recruitment reforms for the NHS;
- Development and transformation of career pathways for health and social care.

**Appendices**

The following documents are attached to this report:

Appendix A: LLR ICS Workforce Update – Month 7

Appendix B: LLR Adult Social Care 22/23 – Skills for Care workforce intelligence

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