

**LEICESTER, LEICESTERSHIRE AND RUTLAND JOINT HEALTH
SCRUTINY COMMITTEE: 17 MARCH 2025**

LLR HEALTH AND CARE PEOPLE PLAN

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

Purpose of report

1. The LLR ICS (Leicester, Leicestershire and Rutland Integrated Care System) People and Culture Board has been established since 2020 with formal reporting into the Midlands NHS England People and Culture Board and since July 2022 into the LLR NHS System Executive. This report provides a summary of the programmes of work, strategic direction and the approach to a refreshed LLR People Plan now that the NHS and Adult Social Care national strategies have been published
2. The People and Culture Board has a membership across ICS partners (health and social care) and its sub-groups have in some instances wider membership to include the voluntary, community and social enterprise sector as well as other public sector bodies (fire and police).

Policy Framework and Previous Decisions

3. In December 2023 the Joint Health Scrutiny Committee received a report on the status of the workforce and the work sectors and organisations were carrying out together to support the workforce.
<https://democracy.leics.gov.uk/documents/s180241/Health%20Scrutiny%20Report%20Template%20-%20Workforce%20RP%20061223%20v3%20003.pdf>
4. Since the last report there have been two key national policy publications that have continued to shape and define the strategic approach to workforce across health and care; Skills For Care – Long Term Adult Social Care Workforce Strategy and the NHS Long Term Workforce Strategy.

Background

5. The LLR ICS People and Culture Board has been established since 2020 with formal reporting into the Midlands NHS England People and Culture Board and since July 2022 into the LLR NHS System Executive.

6. The ICS People and Culture Board is responsible for assuring itself of progress against the 2020 NHS People Plan and progressing towards the LLR Integrated Care Partnership long term vision. It is also responsible for responding to other nationally set strategies such as the NHS Long Term Workforce Strategy (2023) and the Adult Social Care Workforce Strategy (2024).
7. The ICS People and Culture Board (now referred to as the Board) is predominately focussed on the strategic ambitions for our workforce but it is important that the Board also has oversight of the current workforce metrics and this is done through reviewing data for both the NHS and Adult Social Care through monitoring data such as whole time equivalents (WTE), vacancies, contract types and the flexible workforce (agency and bank). Appendix A sets out some high level data about the health and care workforce.
8. Since 2020 the strategic aim of the ICS People and Culture Board has been broadly around three areas:
 - a. Shape our people and services around the needs of our population;
 - b. Build a One Team, One People Culture;
 - c. Maximise the people potential of the LLR population and support wider economic and social recovery.
9. The LLR Five Year Plan pledges that we will “shape our people and services around the needs of our population by building a one team and culture to maximise the people potential of the LLR workforce”.
10. The Board has continued to evolve and consider its strategic intent alongside operational planning rounds, evolving national policy and through workshops and think tanks with ICS partners. In November 2024 the People and Culture Board commenced its review of the LLR ICS People Plan to redesign a strategy that fits with the evolving needs of health and care in line with the priorities of the ICS and the emerging themes from the Darzi review.
<https://www.gov.uk/government/publications/independent-investigation-of-the-nhs-in-england>
11. The People and Culture Board and its subsequent sub groups have a responsibility to consider the strategic approach to workforce development and culture as well as responding to the immediate challenges of our workforce. The People and Culture Board approaches the people agenda with the principles of identifying where working together can create better results and opportunities than when we work at an organisational or sector level. It does not replace the significant work taking place at organisational level that support recruitment, retention and transformation.

2024/25 Deliverables

12. The structure of the People and Culture Board delivery teams has been in place for a number of years and had been shaped around the pillars of the NHS People Plan. Since the 2023 publication of the NHS Long Term Workforce Plan the workstreams have considered the three pillars of the national strategies; Training, Retaining and Reform in its work programmes. These are also the pillars of the Adult Social Care Workforce Strategy therefore ensuring synergy across our programmes of work. The key aims and objectives are shown in Table 1 below across three pillars for health and care:

Table 1 – Key aims and objectives

| Recruit | Retain | Reform |
|---|--|--|
| <ul style="list-style-type: none"> • Strong LLR identity • System wide workforce • Recruit from the local community and widen participation • LLR appeals to younger people/new graduates • Recruitment process which meets the needs of the population • Innovative (new roles/new ways of working) • Strong links to Higher Education (with a local training pipeline) • Attract and develop talent | <ul style="list-style-type: none"> • Attractive workplaces and working practices • Attractive rewarding careers in LLR • Retaining and developing skills within LLR • Inclusive compassionate culture across LLR | <ul style="list-style-type: none"> • A workforce that reflects the needs of our population • Collaborative approach • Think system first • Innovation led • Empower service users and support staff |

13. Table 2 sets out the infrastructure and programmes delivered in 2024/25 to achieve the vision for the ICS people agenda, recognising that these are the programmes that are done once together, not a full list of work programmes supporting individuals at organisational level.

Table 2 – People and Culture Board infrastructure and 2024/25 programmes

| Programmes delivered at ICS level | | | |
|-----------------------------------|--|---------------------------------|-----------------------------------|
| Education and Entry (Train) | Workforce Transformation and Strategic Planning (Reform and Transform) | Culture and Leadership (Retain) | Looking After Our People (Retain) |
| Nursing Next Gen | Monthly, Quarterly and annual reporting of NHS Workforce | Messenger Pilot (Buddying) | HWB Festival and Events |
| Preceptorship | Population health workforce modelling | Active Bystander | MECC training delivery |

| | | | |
|---|---|---|---|
| Nursing Associates' placements | Out of hospital integrated neighbourhood teams Workforce redesign | Reverse Mentoring | Staff fast track menopause pathway |
| Advanced clinical practice | ICS Induction video (launch) | Culture and Leadership Competencies Pilot (design) | Staff fast track Talking Therapies pathway |
| Care Leavers (Universal Families) Programme | Multi Year Education and Training plan (METP) | Developing Diverse Leadership and Developing Diverse Senior Leadership | VCSE and care homes talking therapies outreach |
| Placement expansion | Staff Portability (workforce sharing agreement) | Complex Discharge Pathway QI and leadership training | |
| Oliver McGowan Mandatory Training | UEC pathway Workforce Transformation and triangulation | Sexual Safety Charter | |
| | | ICS Culture and Inclusion Dashboard | |
| | | Health Equity Champions | |
| | | Women in Leadership annual conference | |
| Programmes being collaborated on (with some differences at organisational level) | | | |
| AHP Council and Faculty | Collaboratives, partnerships, and workforce planning and, transformation programmes | Nursing, AHP and Midwifery Inclusion Strategy | Trauma informed workforce training and learning |
| Nursing Faculty | Productivity improvement | Cultural Competency community of practice | NHS Leaders Wellbeing Programme |
| METP implementation | Retention and people promise implementation | Continuous Quality Improvement (Culture) | |
| Pharmacy Council and Faculty | Routes to employment | NHS Impact/WRES/DES/6HIA implementation | |
| | Health and Work Integrations – WorkWell – reports into ICP | Inclusive Decision-Making Framework Implementation | |

14. For each of the programmes a systematic approach to understanding the remit and setting the expected outcomes is set at the beginning of the programme. Each of the programmes use five elements of evaluation and they build case studies to show impact:
- a. Understanding the challenge, situation and why;

- b. The proposed approach to the programme (statement of project);
 - c. The enablers and good practices needed;
 - d. What the learning was from the project;
 - e. The results achieved.
15. Whilst the case studies show the impact of single programmes the People and Culture Board has developed a Culture Dashboard to enable measurement against key components of retention and inclusion. This ensures that we identify key areas where disparities exist and identify where there are opportunities for collaboration on targeted initiatives. The aim is always focussing on how we foster a more inclusive and equitable work environment for our people. Part of the programme of work for 2024/25 and into 2025/26 is the development of a culture dashboard. This dashboard uses key satisfaction and inclusion data to help inform priorities and measure impact. The priority for 2025/26 will be to expand this data to include wider ICS partners in 2025/26 as data becomes available.
 16. The data sets for health and care organisations are showing that our engagement and staff satisfaction scores are improving but not at a pace that our people should expect, along with some reductions in satisfaction across some years. However, other metrics such as turnover and vacancy factors have universally improved (since 2020 Adult Social Care turnover has reduced from 32% to 23% and the NHS turnover has reduced from 12.2% to 9.8%). These improving figures cannot be attributed to single programmes but the combination of a new of programmes that are evaluating well and improving overall satisfaction in the workplace.
 17. There are some key successes for LLR in the People Programme that are nationally and regionally recognised as best in country including but not limited to; Women In leadership conference, Active Bystander Training, Inclusive ICS of the year, Developing Diverse Leadership Programme, Sexual Safety Charter implementation, leading the adult social care strategy nationally (enabling discussions locally), proportion of LLR leaders on the Aspiring Directors regional talent (2024 version and 2025 refresh), and WorkWell vanguard.

Apprentices and Entry into Work

18. For 2024/25 there was not a specific programme for apprenticeships and entry into work at an ICS level however a number of programmes have been done in partnership across sectors and sharing of success across organisations
19. In 2024/25 two Health and Care recruitment events have taken place attracting almost 2000 people to consider careers in health and care. The event is a LLR event and had stalls and representatives from Skills for Care, Local Authorities, NHS organisations and voluntary sector. The events are a way of pooling resources and expertise whilst giving our future workforce a holistic picture of what a career in health and care can look like

20. Each organisation in the ICS continues to connect with schools, further education and higher education to deliver bespoke sessions within education settings about the career opportunities across health and care. These take place through the year and within the proposal for the next year's work plan further work will be undertaken to consider how we record, understand and work together to ensure full coverage across LLR
21. For the NHS organisations (Leicestershire Partnership Trust, University Hospitals of Leicester and NHS Integrated Care Board) apprentices are routinely used to support entry into the workplace. We capture data regarding entry, career progression and retention following apprentice entry into the workplace. At organisation level there are a number of additional programmes to support entry using apprentices such as Princes Trust and Care Leavers Covenant to ensure that we are attracting new workers into the workplace from our population.
22. As an ICS we do not routinely capture and share apprentice figures. However, subject to the strategy and prioritisation process for 2025/26 we may need to consider the investment and resource needed to scale and work together on this important agenda. For 2024/25 the apprentice entry figures for the health organisations accounted for about 30% of all apprenticeships in the three statutory organisations. No data is available to the ICB for apprenticeships in social care (LA and independent care settings).

2025/26 Priorities

23. The NHS 2025/26 Planning Guidance states the NHS must "*systematically implement all elements of the People Promise to improve the working lives of all staff and increase staff retention and attendance and implement the 6 high impact actions to improve equality, diversity and inclusion. The evidence is clear that engaged, motivated staff improve productivity and patient outcomes*". The prioritisation of the retention and support for our staff will remain a critical success factor for health and care in 2025/26
24. In 2025/26 the NHS is expecting a refreshed long term workforce plan which is likely to focus on the retain and reform elements of the national strategy published in 2023. In addition, the Adult Social Care strategy, whilst not yet formally endorsed by the current Government, is likely to be seen as a critical success factor for the wider ICS partnerships in achieving its aims of improving healthcare and meeting the population demands.
25. A process of reviewing the People Plan for LLR has now commenced and it is anticipated that a 5 year strategy will be ready for consideration at Board by June 2025. The plan will reframe our priorities to include national guidance as well as focussing on areas of work identified through partnership discussions and workshops where collaboration will give us the greatest impact for retaining and reforming our workforce. Sitting alongside this is the development of an ICP health and work strategy, that will

align its strategic direction and delivery to both the Devolution white paper and 'Get Britain Working Again' White paper.

Appendices

26. Appendix A is the high level workforce data for the ICS. Additional and more detailed data is available for some parts of the workforce and is reviewed at the Board

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