

## North Northamptonshire Health and Wellbeing Board

6<sup>th</sup> September 2022

Report Title	Recruitment and Retention update (ICN People Board)
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### List of Appendices

None

#### **1. Purpose of Report**

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- 1.1. At the Health and Wellbeing Board on July 5<sup>th</sup>, 2022, there was a general discussion about the current state of the recruitment and retention of the workforce across Northamptonshire. Given the critical role that the Integrated Care Northamptonshire (ICN) People Board plays in workforce matters it was suggested that a report could come from the People Board outlining the latest work focussing on recruitment and retention across the system.

#### **2. Executive Summary**

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- 2.1 The role and purpose of the ICN People Board is outlined

Recruitment challenges and current and future actions are highlighted  
Retention challenges and current and future actions are highlighted

#### **3. Recommendations**

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- 3.1 It is recommended that the Board:

- a) Notes the report
- b) Provides feedback to the People Board on any critical issues

3.2 *(Reason for Recommendations)*

The report provides a contextual update on the current recruitment, retention, and workforce position across the ICN in Northamptonshire.  
The report should align with other workforce recruitment and retention plans across the wider health and social care sector of local government.

## 4. Report Background

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### 4.1 The ICN People Board has a remit to:

Co-ordinate and inform a series of work programmes to develop the workforce across Northamptonshire, ensuring that organisations work together collaboratively to address the challenges and deliver the solutions.

The overarching purpose of the group is to support the development of sustainable (clinical, operational and financial) workforce and OD interventions for the benefit of the Northamptonshire patients and population served.

The main purpose of the Group is to:

- Be an expert reference group, to share experience and best practice for workforce transformation across the ICN
- Work collaboratively to support solutions in response to the workforce impact of the ICN
- Proactively encourage and drive workforce transformation through its subgroup structure.
- Initiate and monitor projects to deliver workforce transformation within budget and meeting the agreed Health Education England (HEE) investment principles and framework whilst implementing appropriate actions to mitigate identified risks.

The People Board has adopted a sub-group structure to initiate actions to meet the purposes of the Board. These are:

Health and Wellbeing  
Education and Supply  
Primary Care  
Organisational development (OD)  
People Processes  
International recruitment  
Equality Diversity and Inclusion (EDI)

## 5. Issues and Choices

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### 5.1 This section of the report will outline in general the current recruitment and retention issues exercising the People Board.

**Recruitment:** It is noted that recruitment remains a challenge for the health and social care sector, however in recent meetings the scale of the challenge in adult social care has been highlighted with the presentation of the

#### **The 'Size and structure of the adult social care workforce in England' report July 2022**

Skills for Care shared the headlines from the report. This report includes current information on the number of organisations, number of workers and number of job roles.

You can find the full report on our [web site](#)

Key findings include.

- The total number of posts in adult social care in England (including filled posts and staff vacancies) was 1.79m as at 2021/22 (this was 0.3% higher than in 2020/21).
- The number of filled posts was estimated at 1.62 million and the number of vacant posts was 165,000.
- The number of filled posts has decreased by around 3% (50,000) between 2020/21 and 2021/22; the only annual decrease since records began in 2012/13.
- Over the same period the number of vacant posts has increased (by 55,000 or 52%) which shows that the decrease in filled posts is a result of recruitment and retention difficulties rather than a decrease in demand for care staff.
- The decrease in filled posts and corresponding increase in vacancies across adult social care comes as the wider economy has reopened following the height of the COVID-19 pandemic.
- The number of full-time equivalent (FTE) filled posts was estimated at 1.17 million and the number of people working in adult social care was estimated at 1.50 million.
- An estimated 17,900 organisations were involved in providing or organising adult social care in England as at 2021/22. Those services were delivered in an estimated 39,000 establishments.

This newest report comes ahead of Skills for Care's more detailed 'State of the adult social care workforce in England' report which will be released in October 2022. If you would like to know more about our data Skills for Care can provide you with a more tailored report. please contact [analysis@skillsforcare.org.uk](mailto:analysis@skillsforcare.org.uk)

The ICN continues to utilise a national recruitment campaign called "Best of Both Worlds" which highlights the positives in working in the sector and in Northamptonshire.

Works continues to strategically recruitment international healthcare professionals with a focussed effort now to expand this work from adult nursing into other fields of nursing practice, midwifery and the allied health professions. There is now a well-established process for shared recruitment, preparation, training, testing competence and employment across the county. The University of Northampton (UoN) continues to provide the tests of competence required for registration.

Recruitment of students at UoN remains buoyant and whilst national figures suggest a slight downturn from the initial post pandemic recruitment numbers work continues to secure enough placement opportunities to increase the numbers entering educational preparation programmes. HEE is supporting this work locally, including the development of apprenticeships and new roles such as Nursing Associate. Following the pandemic UoN have recruited record numbers of post graduate students in the field of Public Health.

The People Board funded and developed the ICN Workforce database which tracks posts, vacancies and other critical workforce data to inform its decision making. UoN data on successful completions and first destinations feeds into this database.

**Retention:** is an increasingly difficult challenge given the national post pandemic position in the UK and the cost of living implications. The People Board is working on the following projects/initiatives to address these challenges.

It manages an extensive nationally allocated budget for Continuing Professional Development which is shown to support retention over the longer term. The budget supports a range of workforce projects at ICN level and those aimed at practitioner development.

The ICN workforce database is examining “reasons for leaving data” as a critical indicator for retention actions going forward.

The People Board has developed a system for apprentice levy gifting to ensure the current workforce can be supported to develop where apprenticeships are seen to be part of the solution.

The Health and Wellbeing sub-group is seen as critical to ensure that the current workforce are safe, supported and well. It is noted nationally the importance of this work particularly as we emerge from the Coronavirus pandemic. They have two key areas of focus for system-wide support:

Healthy working environments – physical health, mental health, wellbeing  
Health and wellbeing festival 2022  
Psychological support into 2022

Bullying, harassment and abuse – psychological safety  
Compassionate leadership  
Civility/respect

Outputs of this group to date include:

2021

Delivery of Virtual Wellbeing Festival – to date figures show in excess of 19,500 hits

Review of the group to ensure both EDI and H&WB receive full focus across the system

Appointment of Comms Lead to Stronger Together, and further exploration with H&WB Leads to identify further promotion and development within organisations

Contributed to a NICE Consultation on Mental Wellbeing at Work

Winter Wellbeing Comms campaign across the NHS organisations

Cultural Ambassador training across the system

Early attendees on Just Culture accredited training, as a system wide pilot

Route into MH Hubs identified and fast track referrals for NHCP staff now taking place

Long Covid support group up and running with good initial feedback

System wide review against the H&WB self-assessment (part of H&WB Framework) has started. Peer group being established to support completion

Representation from the group with ‘Be Well Midlands’ and promotion across NHCP

Early conversations around a H&WB Conference in late 2022

Review of H&WB Champions

2022

Continued Delivery of Long Covid Support Group  
Development of systemwide H&WB Strategy  
Scoping Compassionate Leadership conference  
Peer Support for launch of HWB Champions into provider organisations

Delivery of NHCP Health and Wellbeing Festival – approx. 11k hits in the week 4/7;  
live video views 1,703 (increase on 1,200); on demand so far in excess of 900

Future projects include

System wide H&WB Self Assessment  
Potential further work following outcome of Be Well Midlands  
Potential scoping of extended Long Covid pilot  
Potential evaluation and further roll out of Stronger Together/Social Care Managers training days  
Exploring Occupational Health Doctor contract

## **6. Implications (including financial implications)**

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### **6.1 Resources and Financial**

6.1.1 There are no resource or financial implications that arise from this report as the report is provided for information and feedback purposes only.

### **6.2 Legal**

There are no legal implications arising from the report.

### **6.3 Risk**

There are no significant risks arising from the proposed recommendations in this report.

### **6.4 Consultation**

No consultation is recommended as a result of this report

### **6.5 Consideration by Scrutiny**

None

### **6.6 Climate Impact**

None

### **6.7 Community Impact**

Clearly the recruitment and retention of health and social care across the ICN for Northamptonshire is a critical issue in terms of current and future community impact. Inadequate staffing levels could have a significant negative impact in terms of access to services and ongoing treatments.

## **7. Background Papers**

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None provided