

# NCL JHOSC Workforce Update

29<sup>th</sup> January 2024

# Introduction



The last update to the NCL JHOSC was in September 2022. This paper seeks to set out what we have achieved since then and to highlight our key achievements as well as identify the forward plan for 2024/25.

The NCL ICS People Strategy was published on 9 May 2023. Since then, we have moved into implementation, creating three delivery boards around our 3 priorities of Workforce Supply, Development and Transformation. We have begun implementing the year 1 delivery plan “laying the foundations” and started to progress the priorities for years 2-5.

It has been a challenging year, overshadowed by unprecedented levels of industrial action, lower staff morale and long waiting lists. However despite this backdrop we have been able to make good progress. The focus for the NCL ICS People Strategy is to develop a sustainable health and care workforce to deliver on the ambition of the population health strategy. Keeping our focus on ensuring we are looking to the future and developing our future workforce as well as delivering on the fourth purpose of an ICS – social and economic contribution – involving strong partnership working with local authority and VCSE as well as NHS partners, is critical.

Despite our current context, NCL is working well together as a system and we are in a strong position to continue to deliver on our strategic ambitions. The NCL ICB have invested in a permanent resource to lead system workforce across NCL to demonstrate our commitment to workforce as a strategic priority

To highlight the strength of our collaboration across the sector, this paper includes a spotlight on one of our flagship workforce programmes. We have been one of ten pathfinders in England to support the NHS signing the Care Leavers Covenant by Amanda Pritchard, NHS CEO, back in October 2022. Our NCL Care Leavers Pathfinder Programme (called the NHS Universal Family) seeks to support those individuals with lived experience of the care system into careers in the NHS at the point they are ready to leave care. This is a collaboration across the NHS, LAs inc. employment hubs; Higher Education Institutes and the voluntary and charity sectors.

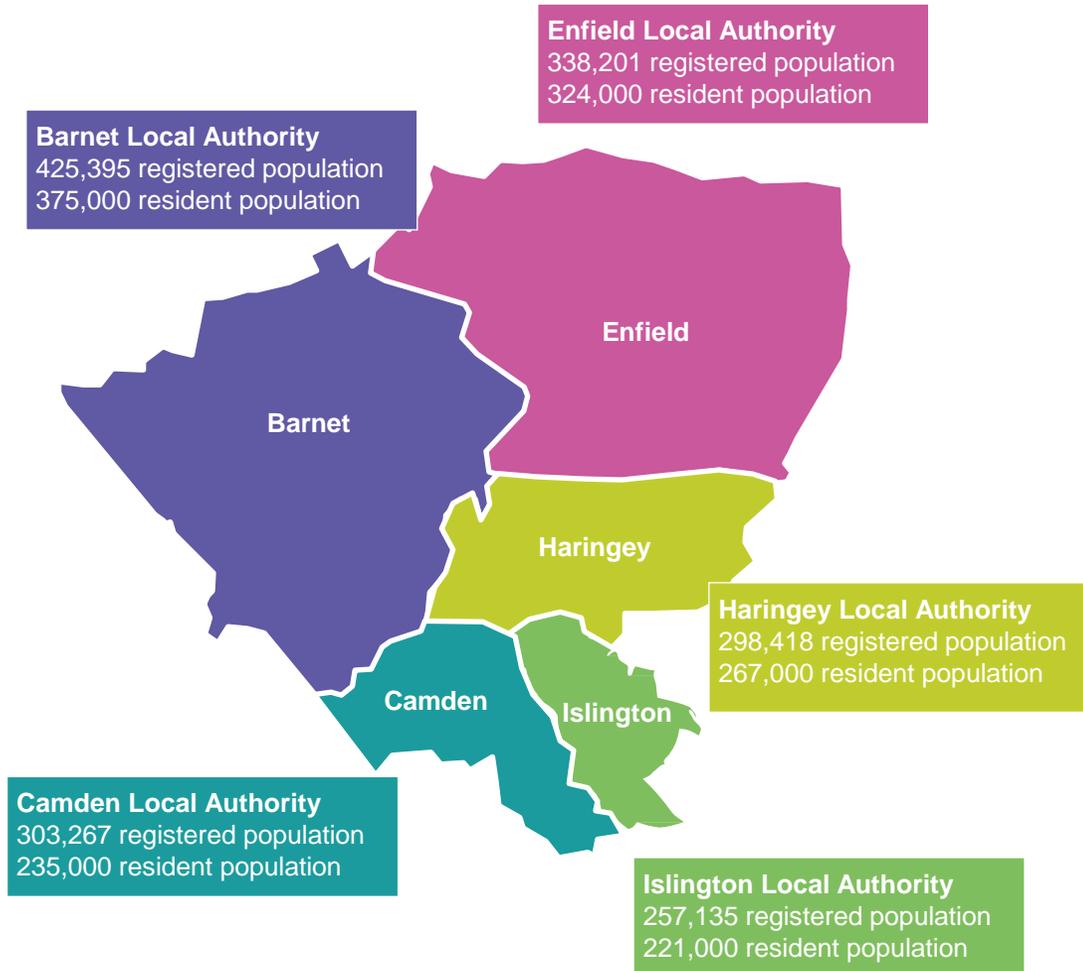
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# Our population and our people

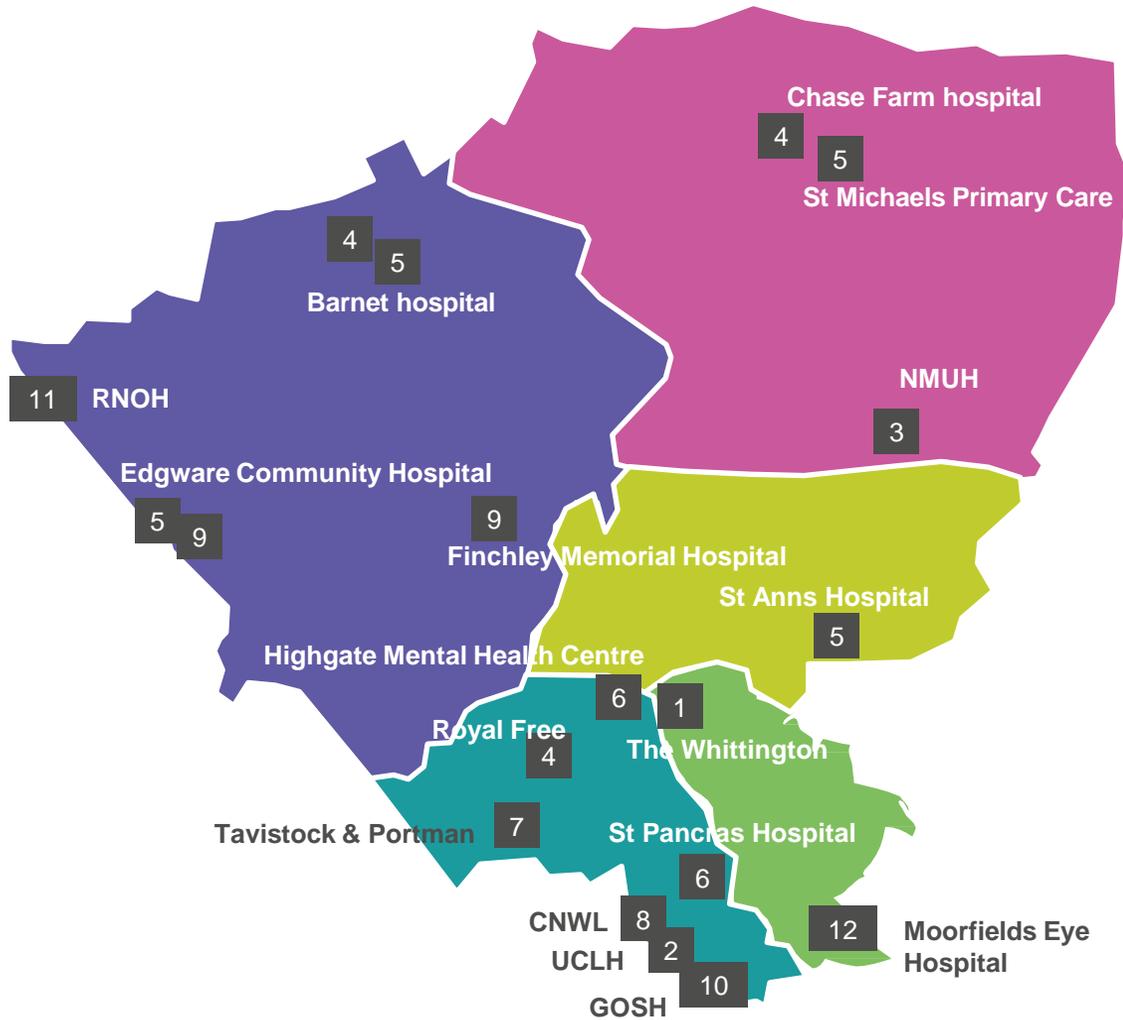
An overview of our local residents demographics across NCL and also our staff demographics.

# The NCL population



- North Central London (NCL) is made up of five boroughs: Barnet, Camden, Enfield, Haringey and Islington.
- Around 1.6 million residents live in North Central London, with a relatively young population in some boroughs compared to the London average.
- Diverse population with historic high migration – from within UK and abroad; around 25% of people do not have English as their main language.
- Significant variation in life expectancy between most affluent and most deprived areas.
- Approx. 200,000 people in NCL are living with a disability.

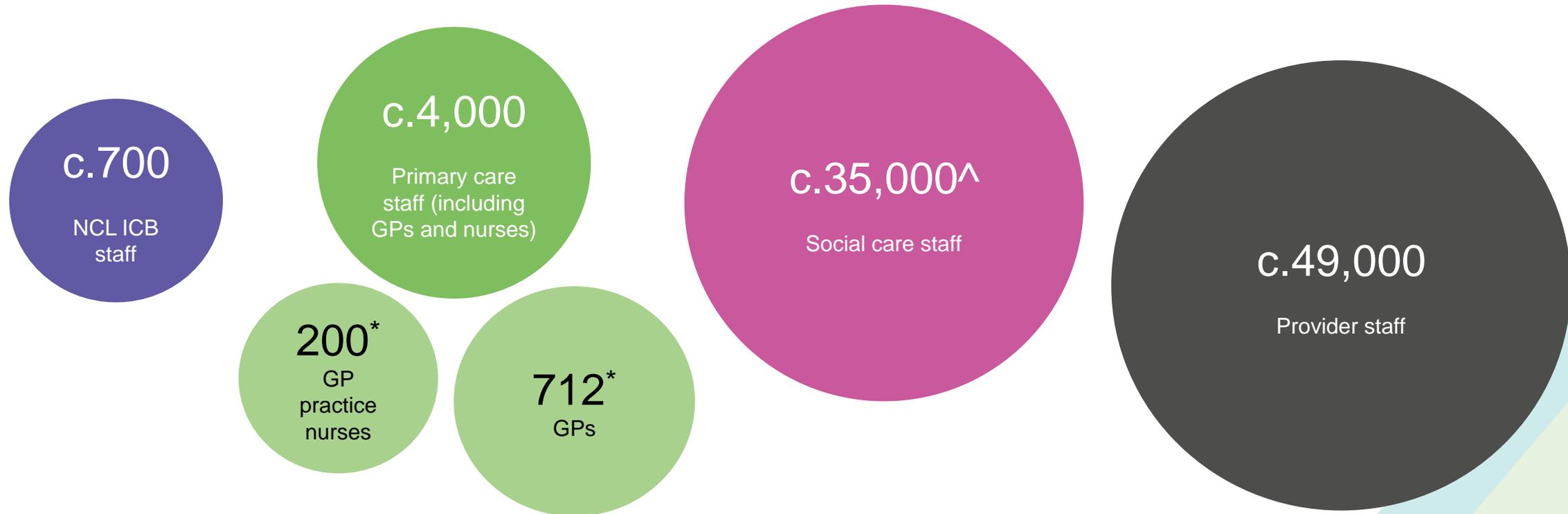
# The local NCL health and care system is a complex environment



- NCL has the highest number of specialist trusts in London
  1. Great Ormond Street Hospital for Children NHS Foundation Trust (GOSH)
  2. Royal National Orthopaedic Hospital (RNOH)
  3. Moorfields Eye Hospital NHS Foundation Trust
  4. The Tavistock and Portman NHS Foundation Trust
- There are 182 GP practices within NCL
- There is a high level of geographic and demographic variation across our workforce

# The NCL health and care workforce

There are more than **88,000 people** working across health and care in NCL.



\* Data returns from Primary Care and Providers

^ Data from Skills for Care

# BME Representation by Pay Band

% of BME Staff

	Band Grouping	BEH	C&I	GOSH	MEH	NMUH	RFL	T&P	UCLH	WH	NCL
Non-Clinical	Band 5 and Under	53%	60%	65%	63%	61%	55%	56%	66%	67%	60%
	Bands 6 and 7	54%	51%	45%	54%	60%	49%	41%	49%	51%	50%
	Bands 8A and Above	33%	31%	27%	29%	47%	31%	24%	27%	28%	30%
	<b>Total</b>	<b>51%</b>	<b>48%</b>	<b>55%</b>	<b>57%</b>	<b>59%</b>	<b>49%</b>	<b>43%</b>	<b>49%</b>	<b>60%</b>	<b>52%</b>
	<b>Percentage Point Difference: 8A and above v Band 5 and Under</b>	<b>-20%</b>	<b>-28%</b>	<b>-38%</b>	<b>-34%</b>	<b>-14%</b>	<b>-24%</b>	<b>-32%</b>	<b>-39%</b>	<b>-39%</b>	<b>-30%</b>
Clinical	Band 5 and Under	74%	67%	45%	77%	86%	75%	43%	70%	64%	71%
	Bands 6 and 7	56%	45%	22%	65%	71%	53%	24%	49%	46%	48%
	Bands 8A and Above	36%	20%	20%	49%	62%	36%	18%	28%	33%	31%
	<b>Total</b>	<b>61%</b>	<b>52%</b>	<b>30%</b>	<b>69%</b>	<b>79%</b>	<b>63%</b>	<b>23%</b>	<b>56%</b>	<b>51%</b>	<b>57%</b>
	<b>Percentage Point Difference: 8A and above v Band 5 and Under</b>	<b>-38%</b>	<b>-47%</b>	<b>-25%</b>	<b>-28%</b>	<b>-23%</b>	<b>-38%</b>	<b>-26%</b>	<b>-42%</b>	<b>-31%</b>	<b>-39%</b>
Medical & Dental	Consultants	39%	25%	32%	47%	59%	44%	33%	36%	44%	40%
	Other	46%	32%	54%	64%	61%	58%	34%	48%	46%	53%
	<b>Total</b>	<b>43%</b>	<b>28%</b>	<b>43%</b>	<b>55%</b>	<b>60%</b>	<b>52%</b>	<b>34%</b>	<b>43%</b>	<b>45%</b>	<b>48%</b>
	<b>Percentage Point Difference: Consultants v Other</b>	<b>-7%</b>	<b>-7%</b>	<b>-22%</b>	<b>-16%</b>	<b>-2%</b>	<b>-14%</b>	<b>-1%</b>	<b>-12%</b>	<b>-3%</b>	<b>-13%</b>
Total Staff	<b>Total</b>	<b>58%</b>	<b>49%</b>	<b>39%</b>	<b>63%</b>	<b>72%</b>	<b>58%</b>	<b>32%</b>	<b>53%</b>	<b>53%</b>	<b>55%</b>
	<b>Unknown Ethnicity</b>	<b>5%</b>	<b>6%</b>	<b>6%</b>	<b>11%</b>	<b>7%</b>	<b>2%</b>	<b>4%</b>	<b>5%</b>	<b>21%</b>	<b>7%</b>

RAG rating used to show relative rank of NCL providers: green does not necessarily indicate equality

Ethnicity recording: high levels of unknown ethnicity at MEH and WH

NB – RNOH data not yet received so missing from NCL total

# An overview of the NCL ICS People Strategy



# NCL ICS People Strategy

Our North Central London Integrated Care System vision for workforce is for there to be ‘One Workforce’ delivering joined-up, preventative and person-centred care for North Central London.

The NCL People Strategy was developed to set out how we will develop an integrated approach towards the development of ‘One Workforce’ across NCL’s health and care providers. The People Strategy is aligned with the NHS Long Term Plan, the NHS People Promise and the wider ICS requirements of a people function. The strategy was co-designed with system colleagues and reflects our ambition for how our workforce will operate and evolve over the next 5 years.

The People Strategy sets out the focus areas that we have collectively identified as having the potential to deliver the highest impact. The delivery of the strategy will be across the different levels of the system – region; ICS; organisation; borough (place); neighbourhood – setting out as far as possible, where the right place to deliver the ambitions are.

**The NCL Workforce Programme** comprises of a number of system projects and workstreams that sit within three key strategic pillars and enablers to deliver our ambition. The strategic pillars are:

**Workforce Supply** – Optimising the volume of staff with the right skills and values to achieve our population health improvement outcomes across NCL, sustainably.

**Workforce Development** – Continuously improving staff, systems and processes to maximise the talent and assets we have across North Central London

**Workforce Transformation** – Utilising technology to drive productivity and efficiency improvements, and further connect our workforce with advanced data and analytics

## What were our **challenges?**

### Bank and Agency usage

- 15% of Staff are Bank/Agency; a 3% increase in year
- 49% of the increase in Mental Health staff attributed to Bank

### High Attrition

- Turnover at 19.3% and vacancy rates at 16% in some staff groups
- 1/3 of staff over 55 who could retire in the next 10 years
- The combination of these factors relates to a potential workforce gap of 17% in the next five years

### Workforce Supply Gap

- Forecast demand for services leading to a prediction of a need to increase staffing by over 6% in the next five years
- Higher leaver rates, particularly in early career due to cost of living in NCL.

## What has changed?

- **7% decrease** in Bank and agency October 2023 v October 2022
- Against an **increase** in Mental Health staff of **4.6%**

- Overall turnover at 13.2% (**reduction of 1.9%**) and overall vacancy rates at 9.4% (**reduction of 0.9%**). However, **Medical** vacancy has **increased** by **2.8%** to 5.8%
- Programs of work in train around recruiting Young People, such as the Care Leavers project and work with the Health and Social Care Academy

- Targeted focus on specific staff groups ie healthcare support workers and international recruitment into specialist mental health clinical posts
- Focus on housing supply in Trusts such as Royal Free

**POPULATION HEALTH IMPROVEMENT**

Residents have the best start in life, live more years in good health, be economically active, age within a connected community and have a dignified death

**SYSTEM  
PRIORITIES**

**WORKFORCE  
SUPPLY**

**WORKFORCE  
DEVELOPMENT**

**WORKFORCE  
TRANSFORMATION**

**RETENTION  
ENABLERS**

**Staff Health & Wellbeing**

**Equality, Diversity & Inclusion**

**Leadership & Talent**

**High  
quality,  
sustainable  
care  
delivery**

## The NHS Long Term Workforce Plan identifies 3 key priorities:



By significantly expanding domestic education, training and recruitment, we will have more healthcare professionals working in the NHS. This will include more doctors and nurses alongside an expansion in a range of other professions, including more staff working in new roles

By improving culture, diversity, leadership and wellbeing, we will ensure up to 130,000 fewer staff leave the NHS over the next 15 years

Working differently means enabling innovative ways of working with new roles as part of multidisciplinary teams so that staff can spend more time with patients. It changes how services are delivered, including by harnessing digital and technological innovations. Training will be reformed to support education expansion

### NCL ICS People Strategy



# What have we achieved in 2023?



# Key Achievements since March 2023



Workforce Newsletter launches to communicate successes and to wider participation in programmes



**System Leadership Development** Training has started across five cohorts with a total of 100 participants

Joined up analytics to have a better view of workforce profiles



Shaping of priority areas and system role of **Transformation**

**Nursing System Leadership Development** with 22 clinical fellows being assigned a system sponsor and project within NCL.



Creation of unique **roles and apprenticeships** for **Care Leavers**



**15** registered practitioners enrolled to be **upskilled in anaesthetics practice**



**Apprenticeship Expert Panel** established to shape the work and develop a standardised NCL framework from the scoping data



Digital app NCL Waiting Room for CAMHS patients with resources for young people, parents, and carers. ([nclwaitingroom.nhs.uk](http://nclwaitingroom.nhs.uk))

Staff Health and Wellbeing continued to be prioritised through the Wellbeing Bus for primary & social care and widened MH offer



**Resources Website for Clinical Placement Expansion** launched in June 2023



**458 International Nurses** have arrived in NCL since Jan 2023

**Future Leaders** positive action development programme with 30% taken up exec positions



230 participants in **Children & Young People Mental Health Education in Acute Settings** sessions



Funding and training plan for **Oliver McGowan Training** to ensure Health and Social Care staff in NCL have the right skills to provide care to autistic people with a learning disability



OLIVER'S CAMPAIGN



Implemented guidance on **Professional Nurse Advocates (PNA)** and developed NCL questionnaire to collect data on activities



**24 care experienced young people** engaged leading to **4 applications** and more sign ups to Health & Social Care academies

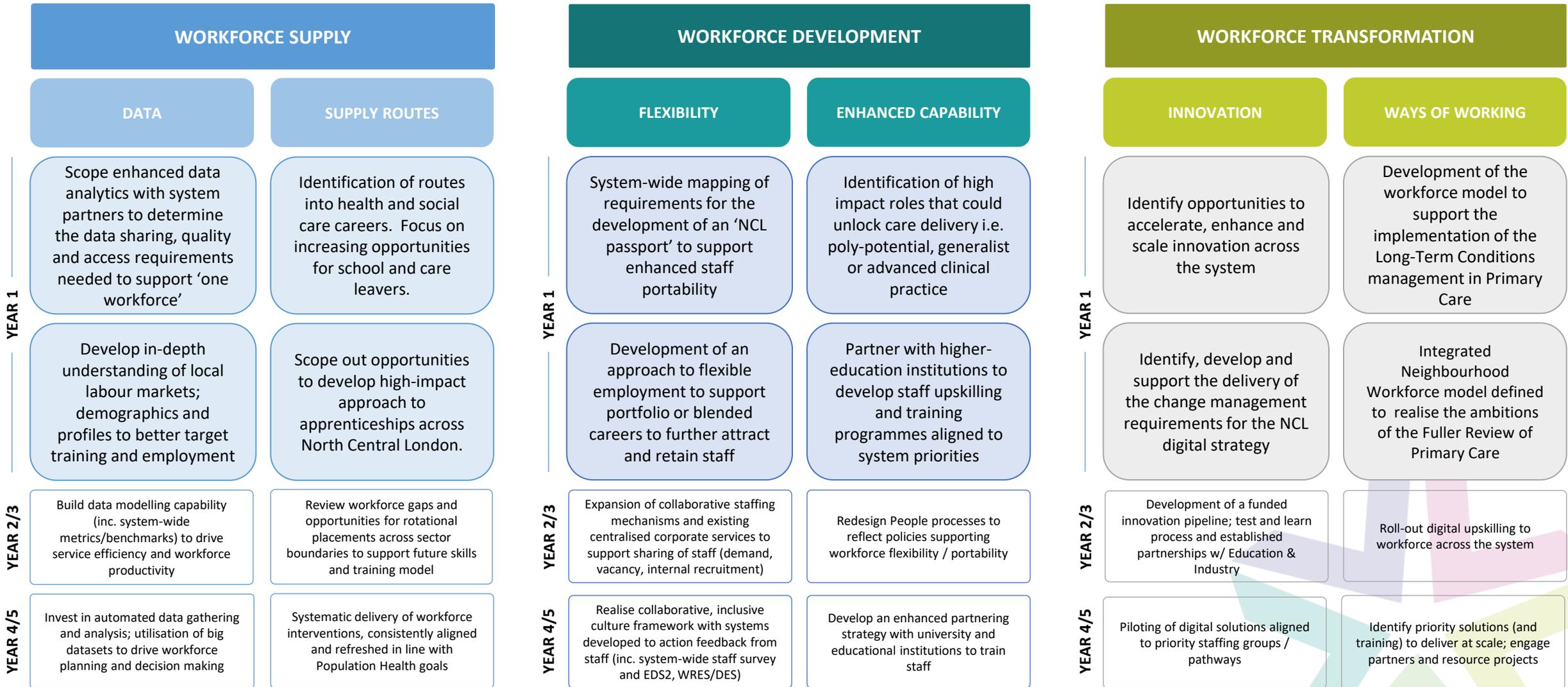


Recruitment of **Trainee Health Psychologist** with links to existing system projects (e.g. Digital Waiting Room)

October 2023 cohort being finalised with **72 Trainee Nurse Associates (TNA)** onboarded to commence the programme



# Building out the ambition: 5-year targets under development



# Delivery against the People Strategy Year 1 Priorities

## WORKFORCE SUPPLY

SUPPLY ROUTES

Scope out opportunities to develop high-impact approach to apprenticeships across North Central London.

Mapping exercise across all 10 Trusts, Primary and Social Care complete

Development of Apprenticeship Framework in line with the NHS Long Term Workforce Plan

Market analysis commissioned on the NHS employee proposition appeal to young people

Identification of routes into health and social care careers. Focus on increasing opportunities for school and care leavers.

Care Leavers programme established and bid submitted to UK Shared Prosperity Fund to scale current offer

Developed and strengthened relationships with Health & Social Care Academies, North London Partners Shared Services, Prince's Trust, Job Centre Partners and borough employment leads

NHS Health Care Support Worker programme in NCL working with partners to recruit locally through development programmes (Generation, Ingeus, Prince's Trust)

DATA

Develop in-depth understanding of local labour markets; demographics and profiles to better target training and employment

High level labour market data identified

Engagement with key employability contacts across the system

Strengthened links with Local Authority employment hubs and OHID colleagues re data

Scope enhanced data analytics with system partners to determine the data sharing, quality and access requirements needed to support 'one workforce'

Established collaboration forum with NHS England Workforce Transformation & Education and other London ICBs

Pilot of zero touch automation in HR within the ICB in development

Integrated Planning pilot to determine alignment of workforce, activity and finance completed in CAMHS and elective care

# Delivery against the People Strategy Year 1 Priorities

## WORKFORCE DEVELOPMENT

ENHANCED  
CAPABILITY

Partner with higher-education institutions to develop staff upskilling and training programmes aligned to system priorities

Collaboration with higher education partners through the NCL ICS People Board and Delivery Boards

Launch of a training pilot to support staff managing distress in acute Settings

Development of a clinical academic hub at Middlesex University

Identification of high impact roles that could unlock care delivery i.e. poly-potential, generalist or advanced clinical practice

Development of Advanced Practitioner pathway in NCL

Nationally funded Trainee Health Psychologist hosted by Tavistock and Portman.

FLEXIBILITY

Development of an approach to flexible employment to support portfolio or blended careers to further attract and retain staff

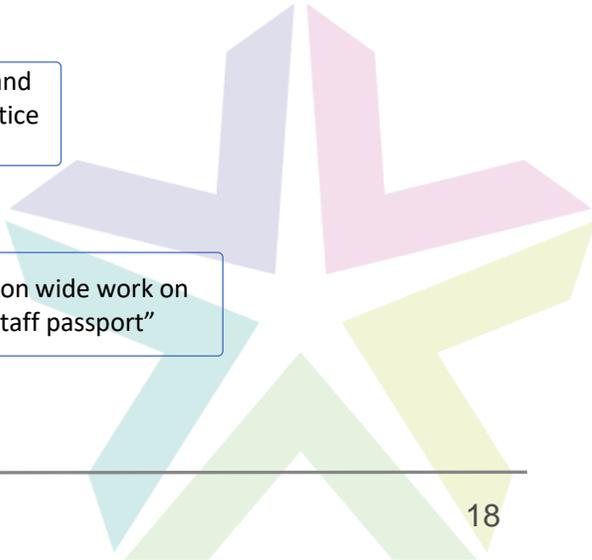
Training Hub providing fellowship opportunities for newly qualified and early career GPs and General Practice Nurses and nurses new to practice to develop and support career development

System-wide mapping of requirements for the development of an 'NCL passport' to support enhanced staff portability

NHS staff movement agreement extended to primary care

Flexible working pilot at Royal Free London NHS FT

London wide work on "staff passport"



# Delivery against the People Strategy Year 1 Priorities

## WORKFORCE TRANSFORMATION

WAYS OF WORKING

Integrated Neighbourhood Workforce model defined to realise the ambitions of the Fuller Review of Primary Care

Kick off of development of NCL primary care strategy including workforce implications

London Region led deliberations on the Future of Primary Care; including feedback and interviews with Londoners and patient groups

Development of the workforce model to support the implementation of the Long-Term Conditions management in Primary Care

100% GP practices signed up to the new LTC management model

Early scoping workshops and discussions to develop the workforce model

INNOVATION

Identify, develop and support the delivery of the change management requirements for the NCL digital strategy

Working with the Digital team to input on Digital Strategy refresh

Identification of 'quick wins' in access guides and increasing utilisation.

Focus on current workforce digital transformation such as Virtual Wards

Identify opportunities to accelerate, enhance and scale innovation across the system

Innovative Models of Care AI and Digital Skills training

Mentor development programme

Early work on the identification of the impact of digital on workforce productivity

## Nursing Times Awards 2023

**Care of Older People award**  
Moorfields' Eye Envoy  
programme

## Nursing Times Workforce Awards 2023

**Best Recruitment  
Experience**  
NCL ICS – Graduate  
Guarantee Programme

**Shortlisted for Best  
Workplace for Learning  
and Development**  
NCL ICS – CPEP Project:  
expansive learning in  
practice

## RCN Nursing Awards 2023

**Nurse Researcher of the  
Year**  
Roxanne Crosby-Nwaobi from  
Moorfields

# Spotlight on NCL Care Leavers Project

A Pathfinder for NHSE Universal Family  
Programme

# Background and Context

In July 2016, the Government published a major policy document '**Keep on Caring**' to support young people from care to independence. A key policy commitment in the paper is a strategic pledge to introduce a **Care Leaver Covenant**. The Covenant is **a promise made by the private, public and voluntary sectors to provide support for care leavers aged 16-25** to help them to live independently.

On Thursday 27 October 2022, NHS Chief Executive Amanda Pritchard made a commitment to supporting care leavers, announcing that NHS England would be signing the Care Leavers Covenant. From this the NHSE Universal Family Programme was created. The programme aimed to work with Covenant to develop a 'Care Leaver's Offer' in 10 pilot ICB's, supported centrally for ICBs to take forward the covenant in their communities.

**NCL were successful in becoming one of 10 ICB's chosen as a 'pathfinder' for the NHSE Universal Family Programme. The programme kicked off in early 2023.**

# NCL Care Leavers: Our Ambition



**Support 25+ care experienced young people into roles within NCL by spring 2024**

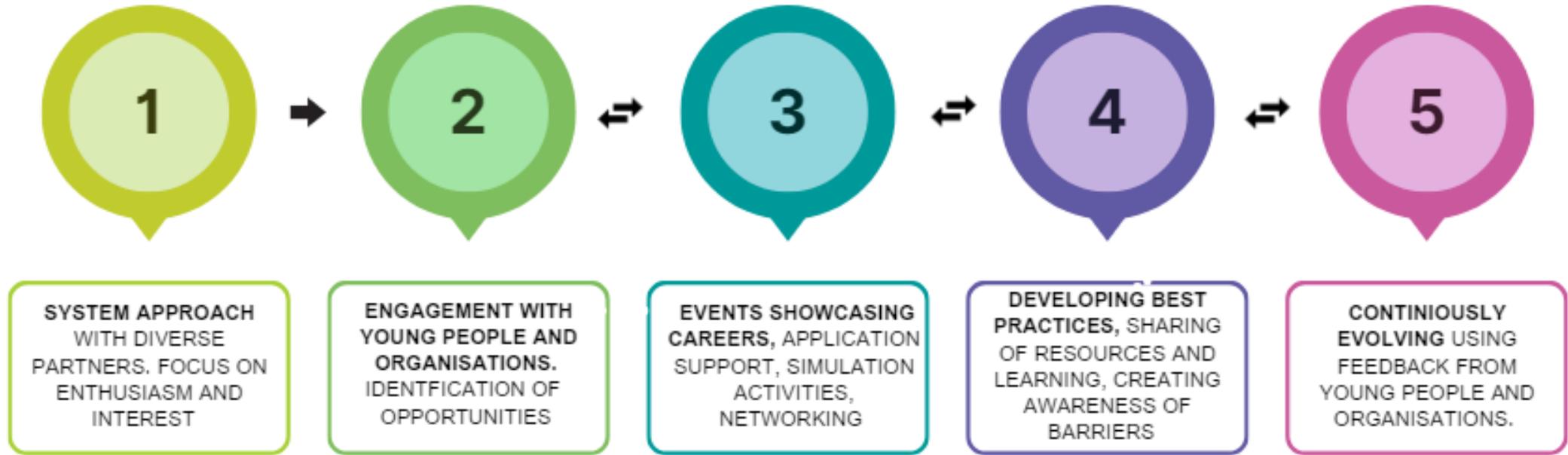
**Develop a collaborative, NCL system approach; utilise existing assets, tackle barriers in recruitment processes**

**Engage with care experienced young people; recognise how they add value in our organisations**

**Showcase the diverse range of opportunities in health and social care**

**Develop a community of best practice, connect with other pathfinders, utilise feedback, develop case studies**

# NCL Care Leavers: Our Approach



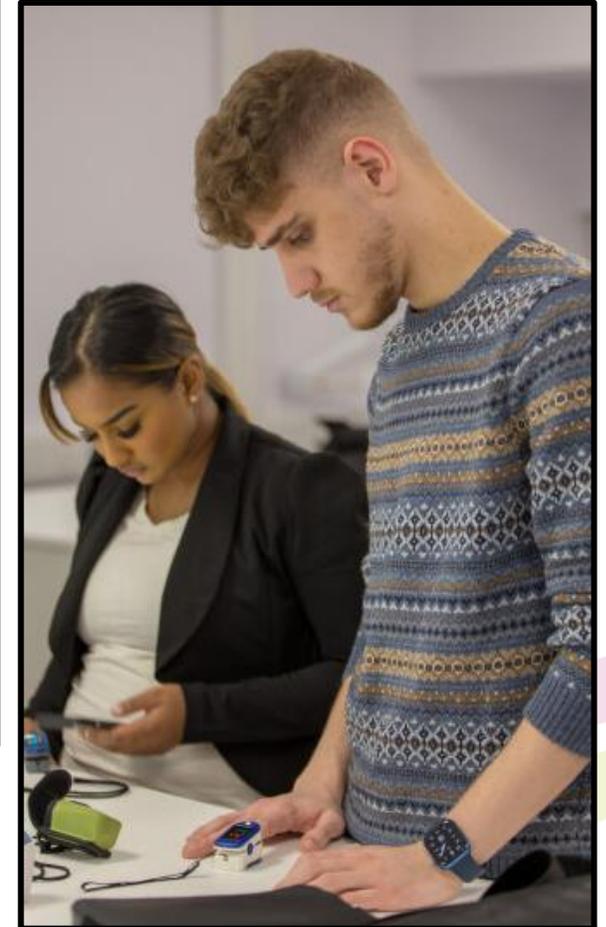
# NCL Care Leavers: Reflections to date

## Successes

- Enthusiasm and engagement
- System wide inputs
- Delivery of three career events for young people (~30 YP engaged)
- Growing momentum of outcomes
- Positive feedback from attendees
- Report from UCL MBA Health Student

## Challenges

- Co-ordination across the system
- Capacity and resource availability across organisations
- Young people's view of health services and careers (a need to myth bust)
- Slow timelines in realisation of outcomes
- Process barriers and organisational awareness



# Looking Forward...

- **More events and engagement** – focus on diverse opportunities, engaging with young people and outcomes
- **Learning from delivery so far** – focus on tackling barriers in recruitment, organisational awareness
- **Training for managers**, webinars and FAQ's: focus on trauma informed approaches

*“The event was very inspiring listening to care experienced staff who now are directors and managers in the NHS”*

*“More events like this would be great”*



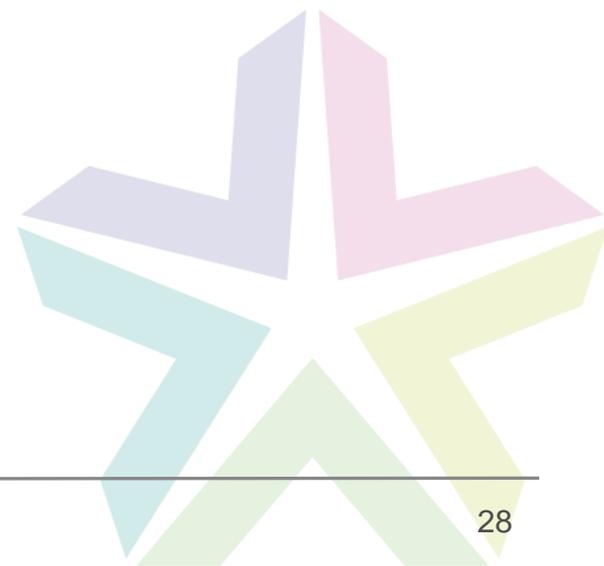
# Thank you!



“Inspiring introduction for young people to ***a massive range of interesting, accessible and sustainable roles*** that include opportunities for training and progression.”

“All the staff were very open and helpful, ***I really enjoyed it today meeting new people.*** There is a lot of interesting jobs I never knew about which I think is amazing”

# Looking Ahead



# Planned Activities

Shared alumni collaboration portal for System Leadership Development Programmes



North Central London Integrated Care System

100 System Leadership Development participants completing first learning session by January, with all cohorts complete by January 2025



Improve access to Workforce Data in NCL



Design and deliver targeted Care Leavers webinars



Facilitating establishing a strong link between Health and Social Care Academies and the Healthcare Providers to enable collaboration and data sharing

Review NCL Clinical Placement Capacity and plan for potential increases in 2024/2025



Engage directly with primary care organisations and social care organisations for priority access roles for Care Leavers.



Increase the number of trained and active Professional Nurse Advocate (PNA)



650 participants of CYP Mental Health Education in Acute Settings sessions by Feb 2024, with an evaluation to follow completion



Five trainers able to independently deliver System Leadership Development course across NCL, with one also fully qualified in delivering Emergenetics®



Sharing best practice across the sector and scaling up programmes



Sharing learning resources and best practice in retention across NCL ICS



Development of NCL Data collection tool for Professional Nurse Advocates to assess impact



Support bulk recruitment of community roles across CNWL, North Mid, Whittington and CLCH



Developing shared approach to staff development to aid retention



All 22 Nursing and Midwifery System clinical fellows completing in Feb 2024



NCL System Wide Apprenticeship Strategy and Framework to be endorsed prior to April 2024



Train the trainer capacity for Oliver McGowan Mandatory Training in place by 1st April 2024



5,000 eligible staff completing part 2 of the Oliver McGowan Mandatory Training by March 2023/24



Further develop innovative delivery methods for delivery of training such as onsite virtual reality

25 Care Leavers into education, training, and employment across system



Move Products to Power BI



Embed the new System Workforce Team and undertake detailed planning



Mental Health Support pilot to inform plans for an NCL Health and Wellbeing Offer for 2024/2025

# Building out the ambition: 5-year targets under development

## WORKFORCE SUPPLY

### DATA

Build data modelling capability (inc. system-wide metrics/benchmarks) to drive service efficiency and workforce productivity

### SUPPLY ROUTES

Review workforce gaps and opportunities for rotational placements across sector boundaries to support future skills and training model

- Key Performance Indicator Development
- Workforce Productivity Tool Development with NHS England Workforce Training & Education

- Continuation of International Recruitment Programme
- Approval of NCL Apprenticeship Framework
- Development and Implementation of WorkWell Partnership Programme
- Expansion of NHS Universal Family Programme - Care Leavers
- NCL Health & Wellbeing Hub Proposal
- Future Leaders (Newly Defined Leadership Programme)
- Health & Social Care Academies

## WORKFORCE DEVELOPMENT

### FLEXIBILITY

Expansion of collaborative staffing mechanisms and existing centralised corporate services to support sharing of staff (demand, vacancy, internal recruitment)

Further development of Staff Passports  
Further development of Portfolio Careers

### ENHANCED CAPABILITY

Redesign People processes to reflect policies supporting workforce flexibility / portability

- Oliver McGowan Training Programme
- Graduate Guarantee
- Retention Support Programme
- Nursing, Midwifery and AHP Retention
- Public Health Masterclass Training

## WORKFORCE TRANSFORMATION

### INNOVATION

Development of a funded innovation pipeline; test and learn process and established partnerships w/ Education & Industry

Continued engagement and partnership working with Higher Education Institutes to define and implement future education requirements

### WAYS OF WORKING

Roll-out digital upskilling to workforce across the system

- Integrated Neighbourhoods (Fuller)
- NCL Digital Interventions to support Workforce Transformation

YEAR 2/3

YEAR 2/3

YEAR 2/3

## Summary and next steps

- The NCL ICS Workforce Programme has made significant progress on the priorities of the People Strategy through “laying the foundations” and are **moving into delivery** phase of the People Strategy. As we move into 2024/25 we are embedding the ICS People Function, meeting national requirements\*.
- Our focus will be to continue on the **5-year implementation plan** of our ICS **People Strategy** with continued emphasis on the three pillars of Supply, Development and Transformation, which are closely aligned with the NHSE Long Term Workforce Plan priorities of Train, Retain and Reform
- The new System Workforce Team will join in Q4 and that will start to drive forward the priorities for years 2 to 5
- The main opportunity outside of care afforded to ICBs working in partnership with their Local Authority colleagues is the joint programme between DWP and DHSC which was announced in the Spring budget, called the Work Well Partnership Programme. The aims of which fit perfectly with the Live Well outcome framework measure within the NCL ICS Population Health and Integration Strategy. This is to increase the number of people with long term conditions, physical or learning disabilities or mental health needs back into work. At the time of writing the NCL ICB was working in collaboration across the system to put in an expression of interest to become one of the fifteen national vanguard sites (deadline 22 January 2024).

- \* Building strong integrated care systems everywhere – guidance on the ICS People Function - [https://www.england.nhs.uk/wp-content/uploads/2021/06/B0662\\_Building-strong-integrated-care-systems-everywhere-guidance-on-the-ICS-people-function-August-2021.pdf](https://www.england.nhs.uk/wp-content/uploads/2021/06/B0662_Building-strong-integrated-care-systems-everywhere-guidance-on-the-ICS-people-function-August-2021.pdf)

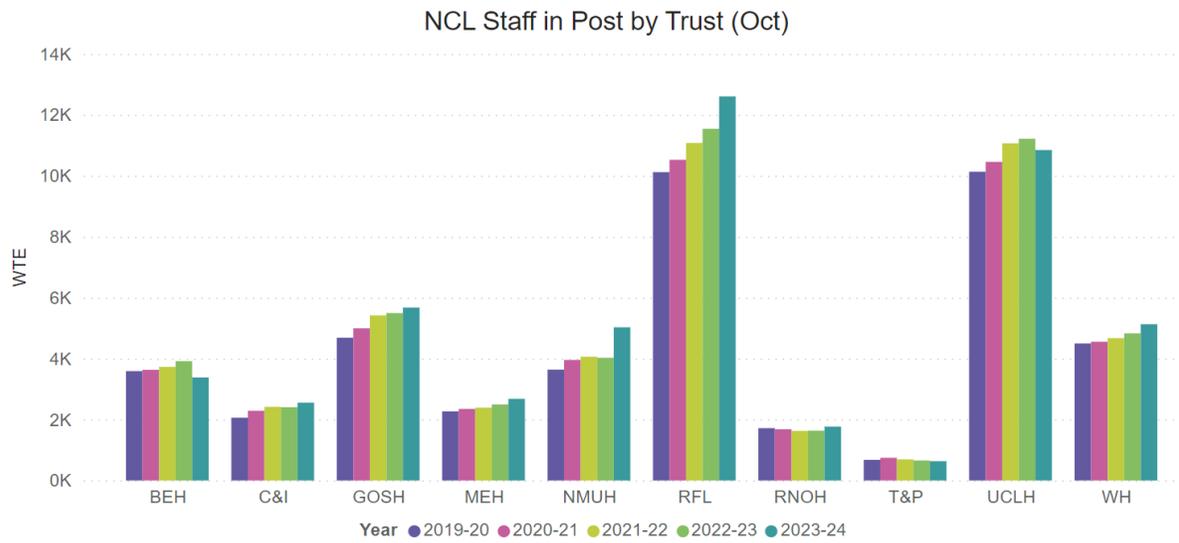
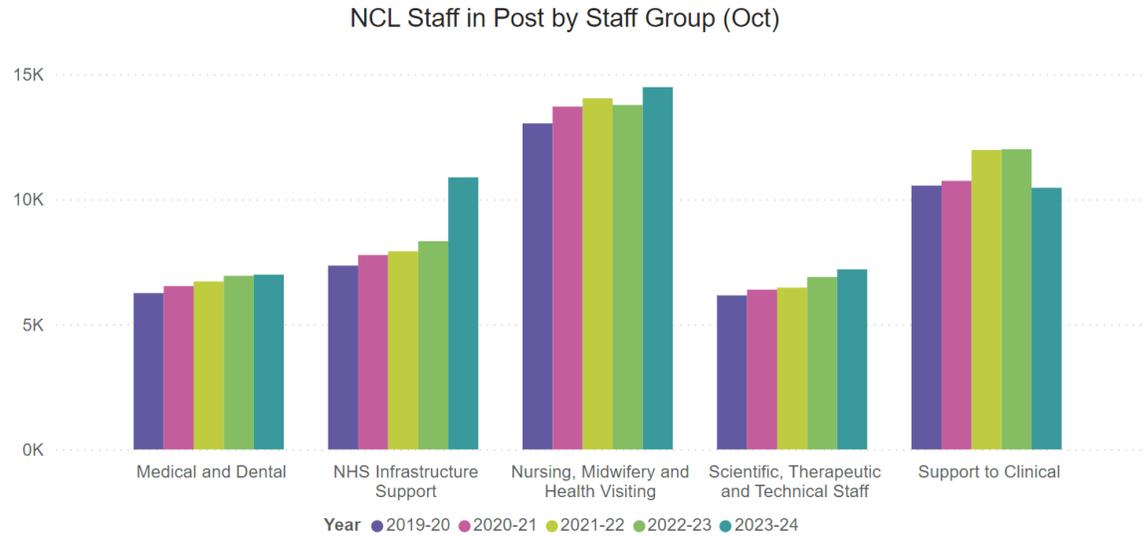
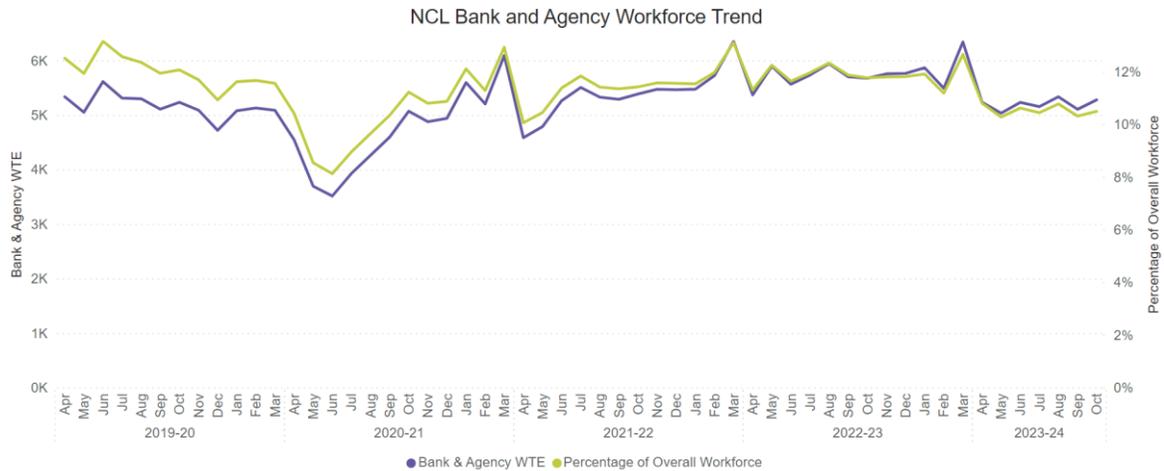
# Appendices

- Detailed workforce profiles
- Information on how safe staffing levels are managed

# Workforce profiles

Provider profile and vacancy rates  
Social care workforce profile 2022/ 23

# NCL Provider Workforce Profile

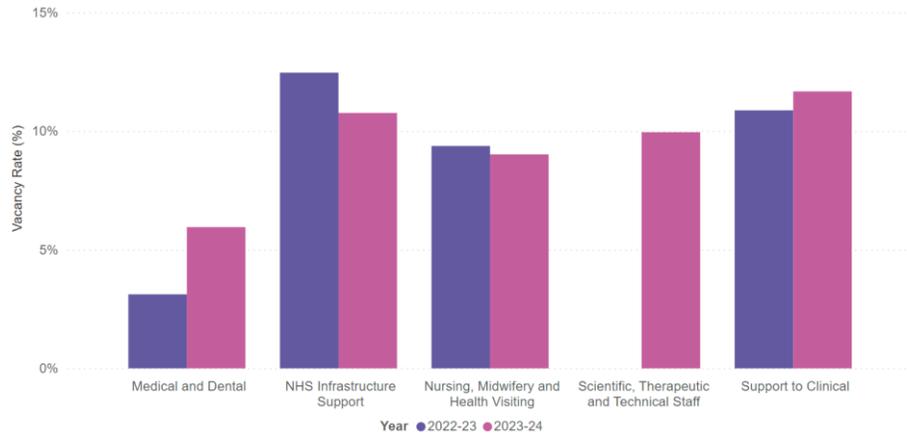


	Total WTE	Substantive	Bank	Agency
As of Oct-23	50,309	45,031	4,335	943
Total WTE Growth (Oct-19 – Oct-23)	6,910	6,867	53	-10
	15.9%	18.0%	1.2%	-1.0%
Total WTE Growth (Oct-22 – Oct-23)	2,082	2,477	-349	-47
	4.3%	5.8%	-7.4%	-4.7%

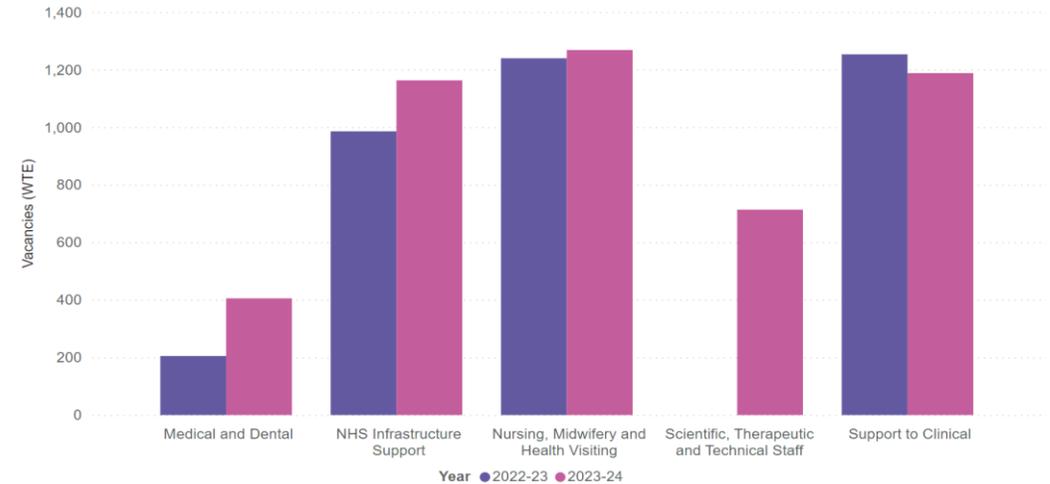
To note: We are looking to build on the drivers for workforce changes incl. Vaccination Staff in future versions.

# NCL Vacancy Rate – By Staff Group

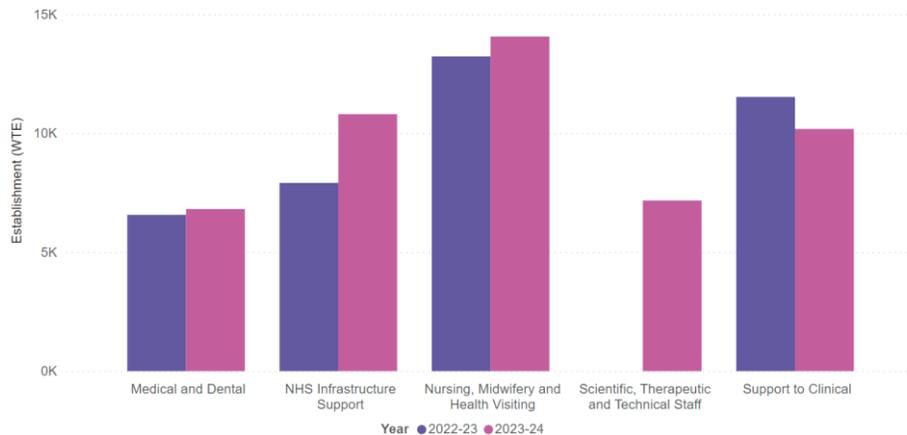
NCL Vacancy Rate by Staff Group (Oct)



NCL Vacancy by Staff Group (Oct)



NCL Establishment by Staff Group (Oct)



The Medical and Dental vacancy rate (5.8%) is significantly lower than all other staff group. The next lowest is Nursing, Midwifery and Health Visiting (9.0%).

NHS Infrastructure Support (10.8%) and Support to Clinical (11.7%) held the highest Vacancy Rate in October.

Nursing (1,268 WTE) and Support to Clinical Staff (1,188 WTE) had the largest number of vacancies in October.

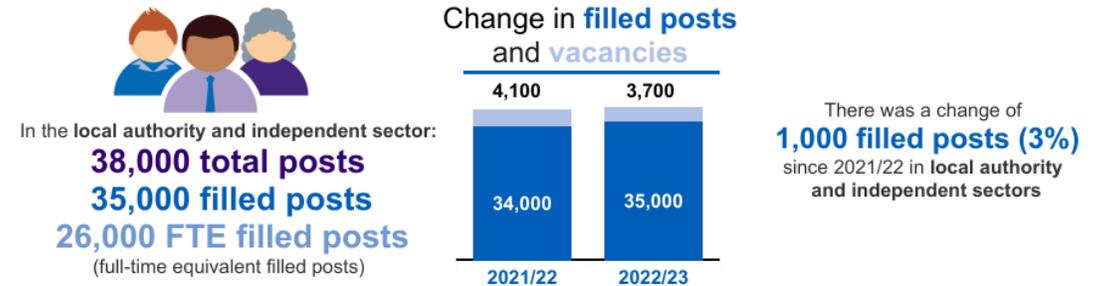
*No vacancy data available for Tavistock and Portman*  
**Establishment is calculated as: Vacancy + Substantive Staff in Post.**  
**Vacancy Rate is calculated as: Vacancy / (Vacancy + Substantive Staff in Post).**

You are viewing data for **North Central London**

### Key findings 2022/23 📄

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This page contains information about the **local authority** and **independent** sectors only



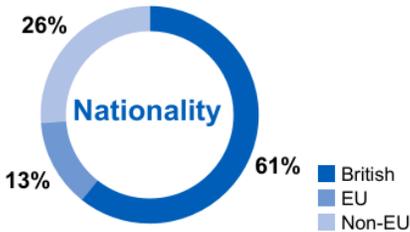
### Average hourly pay for care workers

Local authority

**£14.76**

Independent sector

**£10.77**



### Key Risks:

- High turnover rate of 20%
- Ageing workforce: 32% over 55
- Low independent sector average pay v other sectors
- Requirement to increase workforce in line with ageing NCL population

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### Workforce projections 2022/23 📄

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This model projects the size of the workforce if it grows proportionally to the number of people aged 65 and over in the population. Population information has been taken from [poppi.org.uk](http://poppi.org.uk). Please note that demand due to replacing leavers will be in addition to the figures shown below.

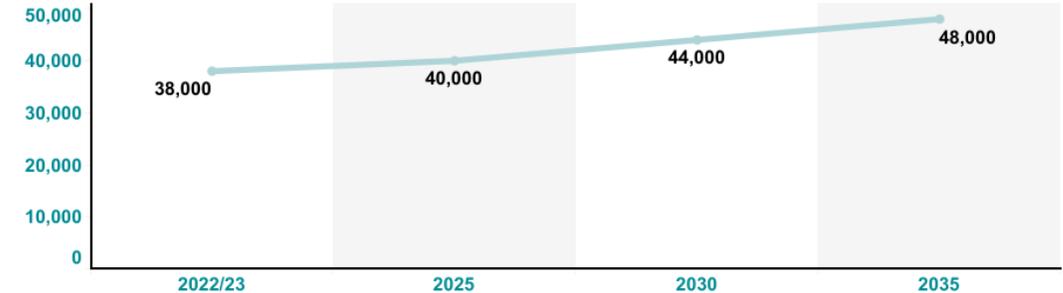
This workforce includes adult social care total posts employed by local authorities and the independent sector only.

If the adult social care workforce grows proportionally to the projected number of people aged 65 and over in the population then the number of total posts needs to **increase by +27%** (10,000 additional posts).

This would take the number of **total posts in 2035** to around **48,000**.



### Projected number of total posts in adult social care required by 2035



# Safe Staffing information

An update on how safe staffing levels are managed within in NCL

# Safe Staffing in NCL

- All NHS Trusts are required to determine safe and effective staffing establishments to deliver high quality care to our patients through the use of evidence based tools, assessing clinical outcomes and professional judgement, as described in the [National Quality Board's 2016 Guidance](#).
- As an integral part of developing their Sustainability and Transformation Plans in 2016, local health and care systems were required to develop local plans for how they develop, support and retain a workforce with the rights skills, values and behaviours in sufficient numbers and in the right locations. This guidance continues to apply to ICBs and in NCL there is a comprehensive programme to support the nursing and midwifery workforce and the challenges around recruitment and retention to ensure we have the right staff to deliver safe and effective care.
- Trusts are required to confirm their staffing governance processes are safe and sustainable through their *Annual Governance Statement* signed off by the Chief Nurse and Medical Director
- Safe Staffing is reported through NCL ICB Quality and Safety Committee. Workforce and Staffing is one of the 4 quality pillars in NCL ICB.

# NCL Capital Nurse Workforce Programme

In NCL the Capital Nurse Workforce Programme supports safe and effective staffing through a number of targeted projects:

## Recruitment to vacancies

The nursing workforce in NCL has increased by 424 fulltime nursing posts in the past 12 months. We collaborate across the ICB to enable this increase through:

NCL Graduate Guarantee Scheme

International Recruitment

Nursing Associate Programme

Local Internationally Educated  
Transition programmes

Return to practice programme

Development of a pipeline into nursing –  
As part of the 50k more Nurses  
Programme the Capital Nurse programme  
has:

Improved HCSW recruitment and  
retention – in NCL we have reduced  
our HCSW vacancy rate from 12.5% in  
Oct 2022 to 9% in October 2023

Developed career pathways from  
HCSW to RN

Supported the training of NAs through  
a collaborative recruitment and  
placement programme – 95  
placements being offered in March  
2024

Improving retention and staff experience -  
to ensure we have a stable and safe  
workforce

All trusts are required to meet the 5 high  
impact actions for improving staff retention –  
this is being supported by the NCL retention  
lead and steering group

The NCL programme is focussing on offering  
flexibility to ward based workers and ensuring  
staff have access to supervision and support  
when working in NCL

Current scoping for the support and  
supervision for staff has identified a number  
of offers: PNA, PMA, Action learning sets,  
access to psychologists (in critical care)