

## Workforce Report June 2022

In early 2022 Forum Central surveyed their members to help understand the wider recruitment, retention and workforce issues affecting our third sector health and care workforce and established a HR Network with representatives from across our specialism networks, who fed into the report's recommendations. Since our members were surveyed the overall situation has worsened and for some of our members to the extent that it is approaching crisis.

A variety of complex recruitment and retention issues, staff burnout and financial difficulties are being feedback to us on an increasingly concerning level. We feel the risks are extremely significant.

The report we are launching today [found here](#) summarises the responses from our members, alongside a set of recommendations.

We are sharing this report with our members, our system partners and colleagues to highlight the headline findings, top issues and share our recommendations for system owned actions to be taken in response.

We recognise that our infrastructure capacity to advocate for our members is limited within this area, and would add further recommendation to the report that we need to strengthen this resource in order to engage with this important and growing agenda further on behalf of our members.

We also recognise that there are limitations to the responses of the survey, though feel this symptomatic of the lack of capacity in the sector to undertake the exercise, but are assured this is reflective of our wider membership (with variation) due to ongoing, wider conversations within specialisms and with Forum Central HR Network representatives too.

There were a number of headline findings and a set of 12 recommendations relating to recruitment, onboarding, learning and development, engagement and exit.

The full detail of which can be found in the report and are summarised overleaf.

In Summary, we invite ongoing discussion with our members, colleagues and partners across the health and care system in Leeds on this important agenda. We understand the real constraints that the entire health and care workforce are facing and feel that radical solutions, developed in partnership are needed to mitigate for these issues.

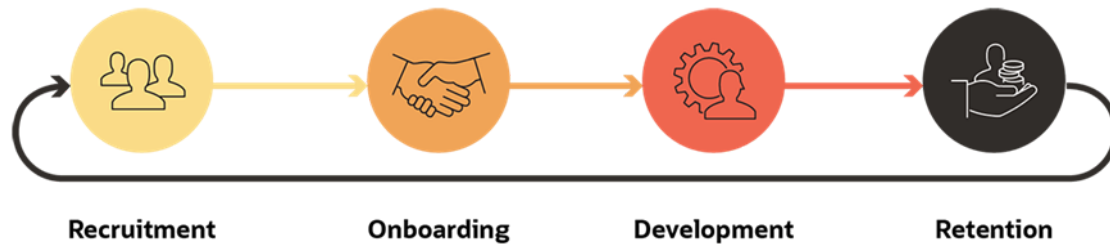
We need to better fund what we do already. Supplementing and reinforcing what's already happening to ensure sustainability, crisis.

## Headline findings & Top issues

- i. 66% reported that staff had left the organisation taking with them valuable knowledge and experience which is difficult to replace
  - ii. 56% reported that staff mental wellbeing is being adversely impacted
  - iii. 54% reported that the complexity of work is increasing in turn causing significant additional strain on delivery and staff coordination capacity
  - iv. 54% reported that the organisation has at least one contract / grant which does not support the increases in pay now anticipated and will need to respond to developing recruitment issues.
- The top issues in terms of HR for organisations, in relation to recruitment, retention, pay and the impact on their Leeds service were:
  - i. 79% reported that recruiting staff with the right skills and experience is more difficult
  - ii. 58% reported that recruitment of staff is taking longer than usual with multiple recruitment cycles needed.
  - iii. 50% reported losing staff to work in different sectors due to pay level and burnout
  - iv. 50% reported finding it increasingly difficult to pay competitive salaries at multiple levels across the organisation.
- The average turnover of staff across the organisations who responded was 17% in the last 12 months.
- The number of new starters employed by organisations as a percentage of headcount in the last 12 months was 16%.
- The current number of vacancies for organisations as a % of head count at the time of the survey was 13%
- Out of the 24 organisations that responded 16 or 66% are not an accredited Real Living Wage employer.

- As an average, 9% of the total workforce across the organisations who responded are paid less than the 20/21 Real Living Wage of £9.50.

## Recommendations



### *Attraction and Recruitment*

1. Leeds to develop plans in line with the Greater London Authority and Greater Manchester Combined Authority to become a Living Wage City Region with commitment by accredited Real Living Wage Foundation members e.g., Leeds City Council and other bodies who commission third sector services in Leeds City to passport Real Living Wage to health and care providers and their staff.
2. Growth of Leeds health and care system recruitment programme activities (such as the Talent Pipeline) to include third sector organisations with a target of at least 50 organisations participating by employing new staff through the scheme during 2023.

### *Onboarding*

3. Expansion of the Leeds One Workforce induction passport scheme to include and support third sector induction process requirements i.e., a multiple and non-statutory employer approach

### *Learning and Development*

4. Establish a shared training offer across statutory and third sector partners, communicated holistically and open to staff, volunteers and carers across all statutory and third sector health and care organisations in the city.
5. Enable third sector organisations to release staff for training opportunities through a funded resource, supporting reporting requirements to enable release of new and existing funds
6. Improve the resourcing and take up of accredited learning, including apprenticeships across third sector health and care organisations, including off job pay.

### *Retention*

7. Increase expenditure on Third Sector in line with Health Leeds Plan (Left Shift Blueprint) -Leeds Workforce Strategies and in the West Yorkshire Fair Work Charter, convened by the WY Mayor, to develop a clear plan for levelling up pay in third sector workforce, even if this produces difficult decisions elsewhere in the Leeds system.
8. Complete and report upon a review of job roles and pay rates between statutory and third sector partners in the city to support planning for recruitment and retention of staff beyond those working in entry level roles.
9. Build towards a fair settlement for sick pay and other key employment benefits such as maternity and pensions between statutory and third sector partners across health and care organisations (i.e. beyond statutory minimums)

### *Engagement and Recognition*

10. Support the development and analysis of staff surveys across third sector health and care employers to inform workforce planning
11. Support the 'post pandemic' re-establishment of third sector wide staff recognition and well-being opportunities via awards, events and shared communications

### *Exit*

12. Research the impact of staff talent movement between organisations, including statutory partners, on third sector staff turnover and organisational resilience