

# WFS Action Plan Update

<b>RAG Status</b>	<b>Completed Action</b>	<b>On target but with minor issues</b>	<b>Missed target requires action</b>
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**Workforce Shortages Across the Health and Social Care Sector Action Plan Update**

**Recommendation 1**  
 The Integrated Care Board (ICB) is recommended to collaborate with Tower Hamlets Together (THT) Board to develop robust and dynamic workforce intelligence for the health and care sector.

Comments from Service:

Action	Owner(s)	Completion Date	Comments	RAG Status
<p>Stage 1: To develop a core data set and reporting template from existing available data sets (NHSE and Skills for Care) across health and care for discussion.</p> <p>Stage 2: To develop a system-wide high-level data set to be provided at Place level. This piece of work is to be part of an agreed uniform approach by all partners within Northeast London (NEL) and will be led from Q3 in 2023-24 by the newly created role of Head of ICS Workforce Planning and Systems following our ICB internal restructure</p>	<p>Francesca Okosi – Chief People and Culture Officer</p> <p>Head of ICS Workforce Planning and Systems</p>	<p>Stage 1: Q4 2023-24            Stage 2: TBC</p> <p>TBC</p>	<p>Broad scoping of data sets is underway, challenges to be overcome including very differing data sets data timeframes for collection and use of estimated data in Skills for care. Learning from developing the BHR academy data set to be taken forward to be consistent at a NEL level. Current capacity constrained by resourcing and Operational Planning submissions.</p> <p>Interim Head of Workforce Planning and systems in place, need to add additional capacity to team</p>	

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			to allow this work to commence and recruitment underway to substantive and one further post Q1 2024-25. When posts in place will develop the plan. This is a longer-term piece of work	
<p><b>Recommendation 2</b></p> <p>The ICB is recommended to collaborate with the THT Board (System) and the local authority’s Health and Wellbeing Board (Place), to undertake investment in developing shared communications and ongoing engagement with the borough’s residents</p>				
Comments from Service:				
<b>Action</b>	<b>Owner(s)</b>	<b>Completion Date</b>	<b>Comments</b>	<b>RAG Status</b>
As part of our ongoing careers ambassador programme across the ICS hosted by Care City to link in and promote Tower Hamlets’ engagement and to support local activity	Francesca Okosi – Chief People and Culture Officer	Ongoing	Programme linked in through our six weekly Building and Accessing Careers group to ensure opportunities for all partners to be supported in developing and delivering local activity, Training hub, Local authority	
<p><b>Recommendation 3</b></p> <p>The ICB and LBTH is recommended to incorporate integration when planning, developing, and implementing its health and care workforce strategy such as service, financial and workforce plans.</p>				
Comments from Service:				
<b>Action</b>	<b>Owner(s)</b>	<b>Completion Date</b>	<b>Comments</b>	<b>RAG Status</b>

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ICB to ensure place representation in developing our integrated workforce strategy and forward plan.	Francesca Okosi -Chief People and Culture Officer	Q2 and Q3 2023-24	Place input into strategy development through sessions in Q2 and Q3 2023-24. Strategy signed off by ICS Board in January 2024, Delivery plan with resourcing ask to be developed Q1 and Q2 2023-24.	
For overall planning ICB developing with all partners an approach to the planning cycle with an initial workshop in July to start to co-design the process.	Joanna Moss, Chief Strategy and Transformation Officer	Q4 2023-24		

**Recommendation 4**  
 The ICB and THT Board to partner with the borough’s wider Health and Care employer stakeholders to review and co-design job roles required to support the demand for health and care services.

Comments from Service:

Action	Owner(s)	Completion Date	Comments	RAG Status
The ICB to share good practice in this area. THT to determine the co-design process and agree this as part of service development and specifications	TBC	Ongoing	Insert any relevant comments	Add colour for RAG status

**Recommendation 5**  
 The ICB and THT Board is recommended to partner up with LBTH’s Education and Careers Service, Adult Social Care service, Primary Care commissioning and BARTS NHS to develop experiential learning opportunities for young people in secondary education.

Comments from Service:

Action	Owner(s)	Completion Date	Comments	RAG Status
The ICB to foster support for this initiative by engaging with Barts Health to access existing programmes and work with the Tower Hamlets	Francesca Okosi – Chief People and Culture Officer	Ongoing	Barts have existing localised programmes linked into Primary Care who in addition have been	

<p>training hub to develop the offer in Primary Care.</p> <p>To feed in and make connections across NEL through the Building and Accessing Careers Group to share and implement good practice and where appropriate partner up.</p>			<p>funded by the ICB to develop a pilot programme and looking to develop further initiatives.</p> <p>Work undertaken across all Local authorities with the ICB to develop a Work well bid to be one of 15 pilots to provide support to those currently not working and to support staff who are unwell to be retained in employment involving Job Brokerage service, employers and local authorities, Outcome to be known late April 2024</p>	
<p><b>Recommendation 6</b></p> <p>London Borough of Tower Hamlets (LBTH) is recommended to incentivise key worker accommodation status, council tax reductions and parking provision for health and care professionals.</p>				
<p>Comments from Service:</p> <p>The council has carried out policies to support individuals and families, especially those with lower income, and protect them from the cost-of-living crisis. These policies can benefit those in need, including key workers – for example, our social housing Allocations Scheme includes the provision to prioritise key workers and a small number of cases are accepted each year. The council has also identified strategic priorities in the strategic plan to prioritise our focus and resources for residents.</p> <p>Housing - Our strategic priorities are to work with developers and builders to deliver a minimum of 1,000 homes per year, tackle overcrowding, homelessness, and rough sleeping among other critical housing priorities. We will encourage RPs and developers to promote Intermediate Housing products targeting and encouraging key workers to utilise this route to affordable home ownership.</p> <p><b>Council tax</b> - As the Strategic Plan envisages, the council has frozen council tax for 2023-24 and we have one of the lowest rates in London. The council also plan to continue to operate a 100% council tax support scheme. Any qualifying low-income households already receive assistance from the council’s council tax reduction scheme. We will ensure that the information on the council tax support scheme is widely available.</p>				

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<p><b>Parking</b> - The council will be refreshing its existing parking enforcement plan in the next 12-18 months. As part of this work, it could be possible to consider how the council can support key workers who need to use their vehicles for work. However, that would need careful consideration, especially when there is severe parking stress in the borough (an average resident bays to permit ratio - 0.99) and poor air quality is a serious public health emergency.</p>				
Action	Owner(s)	Completion Date	Comments	RAG Status
Encourage developers and RPs to promote more widely any intermediate housing schemes among key workers (through discussion and meetings held with developers and RPs).	Rupert Brandon	March 2024	I Developers and RPs are encouraged to use the Council’s Intermediate Housing Register of Interest that is open to all workers either living in the borough or have worked in Tower Hamlets for at least six months. They do not have to be on the Add colour for RAG status Page 30 WFS Action Plan Update 5 Council’s main housing register (permanent affordable rented homes). However, on the main register there is a category for key workers to be banded.	
Ensure that information related to the council’s Council Tax Reduction Scheme is updated and widely available to all residents, including those key workers who may be on low incomes	Chris Boylett	March 2024	The CTR scheme continues to be promoted through the council’s website and at the same time on all Council Tax bills and correspondence. In addition, the Council Tax Cost of Living Support fund will be introduced from 1 <sup>st</sup> April and publicity around this scheme has been planned to run alongside communications issued with the annual council tax bills.	

<p>Consider the feasibility of introducing reduced parking fees for health and care professionals as part of the parking enforcement plan, including benchmarking other local authority’s approach.</p>	<p>Michael Darby</p>	<p>March 2024</p>	<p>Based on the below report it is recommended that parking cannot be incentivised any further than the current provisions in place due to the following implications –</p> <ul style="list-style-type: none"> <li>• Equality Impact</li> <li>• Parking Stress</li> </ul> <p><b>What Parking services offer to Health and Care professionals?</b>            Currently parking services provide the concession of a doctor’s permit or Public Service Permits. Furthermore, London Councils also offer Health Emergency badge which is recognised by all London Authorities.</p> <p><b>What is a Doctors Permit?</b>            This is a permit specifically for doctors to allow them to park within a dedicated bay outside the surgery or clinic they work at.</p> <p><b>What are the Eligibility requirements for a doctor’s permit?</b></p> <ul style="list-style-type: none"> <li>• Must provide a surgery address.</li> <li>• Must provide Insurance certificate under business use.</li> </ul>	
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			<p><b>Health Emergency Badge Scheme (HEB)– London Councils</b>                  The health emergency badge is for people involved in the delivery of primary healthcare attending medical emergencies in patients’ homes.                  All London Boroughs have agreed to the scheme, although it is not a mandatory provision, and it is offered entirely at the discretion of London parking authorities.                  Applications for a HEB can be made through London Councils</p> <p><b>Where can HEB holders park?</b>                  Badge users attending a medical emergency can park in meter, pay and display bays and residents’ bays without paying. If no alternative parking space is available, users can park on yellow lines. At all times badge users must ensure they do not cause an obstruction or endanger other road users. Badge users must not stay longer than necessary.</p> <p><b>Key worker permits</b>                  During the Pandemic, as a temporary measure to support the healthcare workers and emergency services by providing a Keyworker</p>	
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			<p>permit. This permit allowed the keyworkers to park around the borough whilst carrying out their duties. In total we had issued approximately 7000 permits at no cost.</p> <p><b>Cost to the service in maintaining the Keyworkers permit.</b></p> <p>The keyworker permit was offered at no cost, however there was a cost to the council as there was a dedicated resource assigned to deal with all Keyworker permit requests and issues regarding change of vehicles.</p> <p>Furthermore, the service had suffered a significant of revenue loss as a result of this keyworker permit being introduced. The revenue loss was as a result of key workers not paying for charges on street and also, they no longer needed a resident permit.</p> <p><b>See Appendix 1 for tables and further info</b></p>	
<p>Not applicable for the ICB but would want to support and share the development of incentives to other places across the ICB</p>				
<p>Recommendation 7</p>				



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The ICB is recommended to work with the local Higher Education Institutions and develop grant top up funding streams that can support medicine students in the last two year of their study.				
Comments from Service:				
Action	Owner(s)	Completion Date	Comments	RAG Status
The ICB to broker a conversation between Barts Health and Queen Mary University London to explore options	Francesca Okosi – Chief People and Culture Officer	Q3 2023-24	Conversation ongoing to see what is possible	
<p>Recommendation 8</p> <p>The ICB is recommended to collaborate with local FE and HE education institutions with a view to supporting investment for piloting Degree Apprenticeships, and T- level placements to help increase much needed capacity.</p>				
Comments from Service:				
Action	Owner(s)	Completion Date	Comments	RAG Status
<p>The ICB has won a bid with the Department of Education hosted by Barking Havering and Redbridge to employ a T Level co-ordinator for 22 months that will support Education and employers to increase capacity and develop any investment requirements to meet placement capacity across health and social care employers.</p> <p>For degree apprentices to build on existing progress identifying barriers and local solutions to support degree take up through direct entry courses and employer-led apprentice schemes</p>	Francesca Okosi – Chief People and Culture Officer	Q2 -2024-25 to increase placements	System wide approach working with Education institutions to identify demand for September 2024. System wide forum set up and learning and material shared by each provider. In development, case studies being developed to inform employer ask and promote T levels. Focus on Health and care T levels studies but also IT and Business support. Programme to run until March 2025. Ongoing work on degree apprentice pathways building in Nurse Associate to Nurse routes and from pilots in social care	

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			developing a case for developing and establish model in social care with a business case. Innovation pilot to be developed across NEL in conjunction with Care City	
<p>Recommendation 9</p> <p>The ICB and LBTH is recommended to draw on international recruitment options to meet the immediate shortfall for health and care demand whilst developing its growth model from local labour for future demand.</p>				
Comments from Service:				
Action	Owner(s)	Completion Date	Comments	RAG Status
ICB to link into existing programmes from Capital Nurse and Social Care to share learning	Francesca Okosi – Chief People and Culture Officer	TBC	See innovation pilot above also Trusts continue to internationally recruit short term whilst developing pathways as above,	

### Appendix 1 – Parking Response

#### What are the Charges for the Permit?

The permit price is usually worked out by the vehicle’s CO2 emissions. For vehicles registered before 1 March 2001, charges are based on the engine size.

#### Current Charges (23/24) -

<b>BUSINESS AND DOCTOR SURGERY CHARGE (£)</b>			
<b>BAND /VEHICLE TYPE</b>	<b>3 Months</b>	<b>6 Months</b>	<b>12 Months</b>
Electric	44.00	66.00	109.00
A	287.00	425.00	685.00
B	302.00	451.00	725.00
C	329.00	484.00	774.00
D	361.00	531.00	856.00
E	375.00	554.00	896.00
F	391.00	578.00	935.00
G1	409.00	603.00	976.00
G2	439.00	653.00	1,080.00
Multi vehicle Permit	456.00	686.00	1146.00

**New Charges 24/25**

These charges are coming into effect from 01/04/24

<b>BUSINESS AND DOCTOR SURGERY CHARGES (£)</b>				
<b>BAND / VEHICLE TYPE</b>	<b>CO2 EMISSION (G/KM)</b>	<b>3 MONTHS</b>	<b>6 MONTHS</b>	<b>12 MONTHS</b>
Band 1	<=100	312.00	462.00	745.00

Band 2	101-150	358.00	527.00	842.00
Band 3	151-185	408.00	603.00	974.00
Band 4	186 >	478.00	710.00	1,174.00
Multi Vehicle Permit	N/A	516.00	747.00	1,247.00

BUSINESS AND DOCTORS SURGERY ELECTRIC VEHICLE CHARGES (£)							
BATTERY SIZE (KWH)	BAND	2023/24	2024/25	2023/24	2024/25	2023/24	2024/25
		3 Months		6 Months		12 Months	
1-59	1	N/A	48.00	N/A	72.00	N/A	119.00
60-79	2	N/A	68.00	N/A	92.00	N/A	139.00
80 and above	3	N/A	88.00	N/A	102.00	N/A	159.00

**Current Stats**

The below table shows the current active number of doctors surgery permits.

Zone	Permit Type	Surgery	Post Code	Ward
B2	Doctors Parking Permit	Harley grove Medical Centre	E3 2AT	Bow West
B1	Doctors Parking Permit	Ruston Street Clinic	E3 2LR	Bow East
B2	Multi-Vehicle Doctor Permit	Wellington Way Health Centre	E3 4NE	Bromley North
B2	Multi-Vehicle Doctor Permit	Wellington Way Health Centre	E3 4NE	Bromley North
A1	Doctors Parking Permit	Harley grove Medical Centre	E3 2AT	Bow West
A1	Multi-Vehicle Doctor Permit	Sutton Wharf Health Centre	E2 0FA	Bethnal Green East

**Parking Stress.**

Currently in Tower Hamlets we have approximately 24,500 bays available for resident permit holders to park.

The below table outlines the number of permits and spaces available by zone –

Zone	No. of permits	No. of Bays where residents can park	No. of permits per space
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A1	795	916	0.87
A2	500	540	0.93
A3	1551	1711	0.91
A4	2352	2689	0.87
A5	222	251	0.88
A6	412	413	1.00
B1	2436	2534	0.96
B2	2773	2809	0.99
B3	3893	3739	1.04
B4	125	344	0.36
C1	813	750	1.08
C2	360	503	0.72
C3	3107	2775	1.12
C4	1728	1075	1.61
D1	2086	2169	0.96
D2	1108	1319	0.84
Total	24261	24537	0.99

There is an average of one permit per space. If the council were to incentivise parking provisions for health and care professionals, it could reduce the number of available parking spaces and increase the level of parking stress within the borough.

Whilst we recognise the need to encourage more health and care professionals into the borough, we need to be mindful of a large number of car free developments. Currently eligibility for a permit is restricted to those with Disabilities, Permit Transfer Scheme and Decanted residents, legally this cannot be expanded to those with keyworker status.

### **Equality Impact Assessment**

Looking into the Equality Impact there is no groups of people to consider directly based on the recommendation by overview and scrutiny.

However, health and care professionals involve a wide range of services i.e. doctors, carers, pharmacists, dentists and more. Under equalities This would require us to incentivise all types of health and care professionals. Furthermore, this may result in pressure from other groups i.e. Police or Teachers as they are considered key workers.

### **Legal Advice**

Section 149 Equalities Act 2010 states:

***“(1) A public authority must, in the exercise of its functions, have due regard to the need to-***

***(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it...***

***(7) the relevant protected characteristics are – age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation”***

*In ensuring that its duty under s.149 is met in the context of the creation and implementation of this potential policy, the council will have to ensure that the criteria for the application of the policy is done ‘to advance equality of opportunity’ between all of those with, and without, the protected characteristics. Again, the policy cannot be applied so that it benefits only a particular sector of the community: all of those within the list of protected characteristics will have to be considered (and any potential unfairness discussed and mitigated via an Equality Impact Assessment) then the policy created and applied fairly across all residents impacted by it.*

With all the above taken into account a decision to introduce a policy to enable individuals who need a car for their work to obtain an on street- parking permit in a car free development would be open to challenge by judicial review.