

Adult social care	
Capacity gap data <ul style="list-style-type: none"> • 165,000 vacancies across all providersⁱ (Skills for Care breaks down the rates for posts at different levels/ employer types and provides other detailed analysis) • Social worker vacancy rate: 9.4%ⁱⁱ; 89% recruited from within the adult social care sectorⁱⁱⁱ • By 2035, sector may need 480,000 extra filled posts^{iv} • Competition for staff from other sectors appears to be cancelling out any gains made by the increased supply of available workers^v 	Reasons for recruitment/ retention challenge <ul style="list-style-type: none"> • Top drivers impacting social workers' desire to stay^{vi}: <ul style="list-style-type: none"> • Feeling positive/ able to cope with work most of the time • Satisfactory one to one supervision/ access to professional development and training • 58 per cent of social workers say caseloads unmanageable and experiencing deteriorating mental health because of their roles^{vii} • Top reasons for staff leaving domiciliary care providers: better pay outside the care sector, better hours/ conditions, feeling burnt out/ stressed^{viii} • 90 per cent of directors agree there has been an increase in the number of people leaving the social care workforce due to the cost of living^{ix}
Tactics to bring more people into local government <ul style="list-style-type: none"> • Ensure the comprehensive 10-year NHS workforce plan includes adult social care • Financial support to costs of overseas recruitment (confirmation of funding for 2023/4 awaited) • Promote a positive image of social care as a rewarding and fulfilling career • Workforce modelling and capacity planning 	Tactics to address retention challenge <ul style="list-style-type: none"> • Knowledge and skills framework for adult social care • Meaningful/ impactful wellbeing support, influenced through National Wellbeing Steering Group • Targeted and/or values-based recruitment • Better pastoral care of overseas recruits • More flexible working that aids wellbeing and retention • Retention payment schemes • Independent review of care worker pay (ie non-LG directly employed workforce) • improve pay and conditions for frontline care workforce (non-LG directly employed), improve career development opportunities^x
Stakeholders <ul style="list-style-type: none"> • ADASS • Skills for Care • DHSC • CQC • Provider representatives / alliances inc. NCF, CPA etc • Trade unions • Think Local Act Personal / Social Care Future • SCIE 	What is the LGA's role? (actions completed/ in train) <ul style="list-style-type: none"> • <i>Lobby to ensure the NHS workforce plan includes adult social care (and limits scope for 'poaching' staff); ensure adult social care workforce funding is appropriately targeted</i> • <i>Conduct Employer's Health Check survey to support councils to understand where to focus efforts</i> • <i>Guidance published to support integrated workforce planning</i> • Production of resources, top tips, tools to support retention and flexible working • <i>Chair / input to the National Wellbeing Steering Group</i> • <i>Support the development and evaluation of Care/Career Academies</i> • <i>Work through the (informal) National ASC Leaders Group to produce joint/shared position statements and papers on workforce priorities</i> • <i>Discuss with professional bodies the potential to increase the proportion of tasks which can be completed by non-qualified social workers</i>

Children's social care	
<p>Capacity gap data</p> <ul style="list-style-type: none"> • 6,522 children and family social worker vacancies^{xi} • Staffing levels in children's social care have increased^{xii} but have not kept pace with increased demand and complexity. • No modelling exists of the number of posts required on the number of posts required to ensure appropriate caseloads in light of current and projected demand • McAlister review highlights impact of 'bureaucracy' on social worker capacity^{xiii} <p>Financial implications</p> <ul style="list-style-type: none"> • £100m/ year spent on agency staff^{xiv} 	<p>Reasons for recruitment/ retention challenge</p> <ul style="list-style-type: none"> • Top drivers impacting social workers' desire to stay^{xv}: <ul style="list-style-type: none"> • Feeling positive/ able to cope with work most of the time • Satisfactory one to one supervision • Access to professional development and training • 58% of social workers say caseloads unmanageable and experiencing deteriorating mental health because of their roles^{xvi} • Agency contracts offer competitive incentives^{xvii} as well as providing flexibility, which is valued • 11.2% of local government children's social workers left their roles in 2020/21: 77% of these left the sector; 23% went to agency roles^{xviii}
<p>Tactics to bring more people into local government</p> <ul style="list-style-type: none"> • Holistic 10-year workforce strategy for children and families • Government consultation on national rules on agency usage • Government-funded training programmes and bursaries 	<p>Tactics to address retention challenge</p> <ul style="list-style-type: none"> • Good practice in health and wellbeing support • Reduction in demand through early intervention/ prevention • Funding for administrative support, capacity for supervision and training • Use of flexible working options • Adherence to Employer Standards for social workers • Government proposals to establish Early Career Framework
<p>Stakeholders</p> <ul style="list-style-type: none"> • DfE • ADCS • Ofsted • Social Work England • Trade unions 	<p>What is the LGA's role? (actions completed/ in train)</p> <ul style="list-style-type: none"> • <i>Lobby for a holistic workforce strategy</i> • <i>Lobby for funding for admin support, supervision capacity and training</i> • <i>Support regions to reduce agency usage</i> • <i>Conduct the Employer's Health Check survey to support councils to understand where to focus efforts</i> • <i>Provision of advice and support to HR professionals on health and wellbeing support, flexible working options, workforce planning and advice</i> • <i>Discuss with professional bodies the potential to increase the proportion of tasks which can be completed by non-qualified social workers</i>

Climate change	
Capacity gap data <ul style="list-style-type: none"> 92 per cent of council respondents stated that lack of workforce capacity is a barrier to their authority tackling climate change to a great or moderate extent^{xix} and more detailed research has been conducted on additional capacity required to deliver Biodiversity Net Gain duties^{xx} More clarity is needed on the policy landscape (and messy/ uncertain funding) before workforce planning can be undertaken – this could include models whereby technical expertise is shared between councils 	Reasons for recruitment/ retention challenge <ul style="list-style-type: none"> New burdens arising from Environment Act Reaching net zero is not a statutory duty. Councils have therefore not corporately allocated funding for jobs to address the challenge Short-term funding necessitates 12-month contracts (49 per cent^{xxi}) There is uncertainty as to which areas need further development and which should be prioritised (38 per cent) There is difficulty finding candidates with the required skills (37 per cent) – including specialist roles such as ecologists Inability to compete with other employers in terms of salaries (28 per cent)
Tactics to bring more people into local government <ul style="list-style-type: none"> Government, industry and local government to work together to grow the number of ecologists Long-term funding certainty to invest in new capacity and pool technical expertise National Graduate Development Programme type scheme for green jobs (subject to greater policy clarity) Greater use of apprenticeships to train people for green jobs Decrease the amount of competitive funding; grant councils money to pay for long term projects, enabling councils to employ permanently Fund the mission to reach net zero, enabling funding of officers with relevant skills 	Tactics to address retention challenge <ul style="list-style-type: none"> Funding and capacity to enable time for staff to learn and develop new skills on the job e.g train people to be qualified fitters for green energy solutions such as air source heat pumps
Stakeholders <ul style="list-style-type: none"> ADEPT DESNZ, DSIT, DLUHC, DfT The Climate Change Committee The Retrofit Academy Business Services Association Trade unions 	What is the LGA's role? <i>(actions completed/ in train)</i> <ul style="list-style-type: none"> <i>Lobby for long-term funding certainty</i> <i>Lobby for new burdens funding for Biodiversity Net Gain</i> <i>Work with Government and industry to raise awareness of the recruitment/ retention challenge, including through the Local Net Zero Forum (a partnership group between local and central government across Departments)</i>

Corporate services	
Capacity gap data <ul style="list-style-type: none"> No data exists on the number of vacancies in corporate roles or modelling of the number of posts required (although the Local Government Workforce Survey 2022^{xxii} and Local Partnerships research confirm capacity issues) Research to be conducted on capacity and priorities for the future of revenues and benefits services 	Reasons for recruitment/ retention challenge <ul style="list-style-type: none"> Large cohort of experienced senior finance professionals retiring or moving into more flexible interim roles^{xxiii}. Anecdotally, also the case for legal, HR, IT and Comms Specialist knowledge of complex and regulated areas have specific operating models/ financial reporting requirements which can represent a barrier to entry for finance professionals outside the sector^{xxiv}. Anecdotally, also the case for legal, HR, IT and Comms Welfare reform continues to present challenges for Revenues and Benefits service planning: delays/ policy changes to the roll-out of Universal Credit impact on Housing Benefit administration; regular, short notice and complex changes to local discretionary support.
Tactics to bring more people into local government <ul style="list-style-type: none"> Returners programme for finance, IT, legal (subject to DLUHC funding) Finance profession to produce a national workforce strategy Profession to review syllabus for future needs 	Tactics to address retention challenge <ul style="list-style-type: none"> Targeted interventions to help build capacity and effective finance teams to improve and support financial decision making (subject to DLUHC funding) Conduct research and press government for greater clarity and certainty on the role of councils in administering benefits and providing local welfare support Mentoring scheme for CFOs
Stakeholders <ul style="list-style-type: none"> CIPFA/ ICAEW DLUHC LLG FRC DWP WLGA/ COSLA Trade unions 	What is the LGA's role? (actions completed/ in train) <ul style="list-style-type: none"> Conduct research into capacity, priorities and recommendations for the future of revenues and benefits services Lobby/ collaborate with DWP on the future of revenues and benefits services, partner with WLGA and COSLA as appropriate Commissioned Local Partnerships research on local government finance capacity/ capability for DLUHC Mentoring scheme for CFOs Deliver returners programme(s) Contact FRC to seek to support their workforce strategy

Economic development	
<p>Capacity gap data</p> <ul style="list-style-type: none"> No data exists on the number of vacancies in economic development roles or modelling of the number of posts required <p>Note that:</p> <ul style="list-style-type: none"> The structure, role and functions of economic development teams vary by type of authority and for other historical reasons CEDOS^{xxv} have identified a likely need for change in operation and range of services offered Requirements to bid for/ report against multiple sources of Government funds adds to capacity challenge. The absorption of the LEP role into councils in their new ‘lead authority’ role for economic growth may lead to further capacity challenges. 	<p>Reasons for recruitment/ retention challenge</p> <ul style="list-style-type: none"> Loss of staff to the private sector for increases in salary of 50 – 100 per cent^{xxvi} Many economic development roles are on fixed term contracts to manage time limited funds – recruitment into short term roles increasingly difficult to recruit to^{xxvii} Short deadlines for funding lead to poaching from other authorities^{xxviii}
<p>Tactics to bring more people into local government</p> <ul style="list-style-type: none"> Making better use of the Apprenticeship Levy and increased flexibility in its use Work with local universities to promote recruitment to roles in the sector 	<p>Tactics to address retention challenge</p> <ul style="list-style-type: none"> Longer lead-in times for UKSPF projects
<p>Stakeholders</p> <ul style="list-style-type: none"> CEDOS DLUHC DBT The What Works Centre for Economic Growth (managed by the Centre for Cities) No 10 Delivery Unit (planning own work to explore capacity/ capability of councils to deliver economic growth funds) Trade unions 	<p>What is the LGA’s role? (actions completed/ in train)</p> <ul style="list-style-type: none"> <i>Commissioned Shared Intelligence to review future skills needs of economic development teams building on the CEDOS work.</i> <i>Support councils to make better use of the Apprenticeship Levy and lobby for more flexibility</i>

Libraries and leisure services	
<p>Capacity gap data</p> <ul style="list-style-type: none"> • A workforce survey is underway. • No data currently exists on the number of vacancies in library/leisure roles or modelling of the number of posts required. <p>Note that workforce is generally low paid and part-time (this means good entry points for young people entering the workforce, carers, and those with family responsibilities). For sport, 45% of the paid workforce are 16-24. 21% are 25-34).</p>	<p>Reasons for recruitment/ retention challenge</p> <p>Anecdotal feedback from Heads of service suggests reasons include:</p> <ul style="list-style-type: none"> • Payscales – more attractive salaries available outside the sector even at more senior levels • Limited career progression opportunities within services due to static workforces. Even when senior managers are retiring post pandemic (library services have an ageing workforce), management levels are being stripped out so there are still few opportunities • Lower graded staff unwilling to take on extra shifts etc due to petrol costs etc
<p>Tactics to bring more people into local government</p> <ul style="list-style-type: none"> • Government commitment that new strategies on libraries and sport will include actions on workforce issues (by Sept 23) • Professional bodies are developing workforce and skills strategies • Modern/ good practice recruitment processes • Use of apprenticeships and other Kickstarter programmes • Focus on value and impact of roles not just competencies and pay in recruitment 	<p>Tactics to address retention challenge</p> <ul style="list-style-type: none"> • Flexible working • Offer Training and career development opportunities and apprenticeships to upskill staff • Promote membership of professional networks and vocational networks –this brings opportunities for sometimes free skills development and also provides a support network for individuals. • Developing leadership and management to be more proactive around building a more inclusive workforce • Promote and support cross sector working and learning and opportunities – building more flow within the wider sector – sharing experiences and skills.
<p>Stakeholders</p> <ul style="list-style-type: none"> • DCMS • CLOA • CILIP and CILIP networks • CIMSPA • Libraries Connected • Trade Unions • Arts Council England • DLUHC • DfE • Trade unions 	<p>What is the LGA's role? (actions completed/ in train)</p> <ul style="list-style-type: none"> • <i>Workforce mapping survey to inform Government strategies</i> • <i>Training for new managers and aspiring leaders (ACE and Sports England funding)</i> • <i>Compile/ publish recruitment/ retention/ apprenticeship case studies</i> • <i>Disseminate recruitment good practice</i>

Planning	
<p>Capacity gap data</p> <ul style="list-style-type: none"> No data exists on the number of vacancies in local government planning roles or modelling of the number of posts required (Local Government Workforce Survey 2023 confirms nearly three-fifths of councils have recruitment difficulties^{xxxix}) <p>Note that:</p> <ul style="list-style-type: none"> Skills and experience are as big an issue as resources^{xxx} Additional capacity will be needed to address forthcoming planning reforms 	<p>Reasons for recruitment/ retention challenge</p> <ul style="list-style-type: none"> Public sector planning not valued/ seen as an attractive career^{xxxix} Competing with private sector in a small pool including cannibalisation (eg Homes England/ PINS)^{xxxix} More people retiring than entering profession^{xxxix} Lack of funding to employ staff numbers required^{xxxix} Anecdotally, planners are increasingly moving to consultancy/ agency roles where they feel less visible in the context of politically-charged decisions
<p>Tactics to bring more people into local government</p> <ul style="list-style-type: none"> Government commitment to a comprehensive resources and skills strategy for the sector Town planning apprenticeship pilot Pathways into planning programme (awaiting DLUHC response) Councils' own graduate/ apprentice schemes Career grades 	<p>Tactics to address retention challenge</p> <ul style="list-style-type: none"> Resources to upskill officers to implement planning reforms Fast-tracking experience on a risk-based approach Survey of planners' wellbeing (RTPI) Develop new digital tools to help make planning processes more efficient
<p>Stakeholders</p> <ul style="list-style-type: none"> DLUHC RTPI Trade unions 	<p>What is the LGA's role? (actions completed/ in train)</p> <ul style="list-style-type: none"> <i>Deliver town planning apprenticeship pilot and consider potential for scaling up</i> <i>Work with Government to better understand scale and nature of workforce capacity gaps in local government planning services</i> Deliver Pathways into planning programme Lobby for resources to deliver planning reforms

Public health	
<p>Capacity gap data</p> <ul style="list-style-type: none"> • A shortfall of 5,000 health visitors^{xxxv}: there has been a loss of almost 40% of health visitors in England since 2015^{xxxvi} • Falling numbers in the specialist and core public health workforce, including public health analysts and intelligence professionals. • No other data exists on the number of vacancies in public health teams or modelling of the number of posts required (79 per cent of English health visitors think there are insufficient filled student health visitor places to maintain workforce supply needs)^{xxxvii} <p>Note that:</p> <ul style="list-style-type: none"> • OHID are conducting stocktake of capacity and capability needs of the sector • Multiple types of roles in public health makes mapping more complex 	<p>Reasons for recruitment/ retention challenge</p> <ul style="list-style-type: none"> • Staff are still being redeployed from the health visiting profession to support other parts of the healthcare system^{xxxviii} • During the pandemic, supply was partly met with public health specialists returning or delaying retirement, re-deploying staff and capitalising on a broader skills mix. • Public health staff experienced a ‘once in a lifetime’ career episode, which led to burnout and stretched specialist capacity across the system and increasing the risk of people leaving the workforce prematurely or reducing their input. • Anecdotally, some health visitors have taken roles with private providers/ NHS due to better terms and conditions
<p>Tactics to bring more people into local government</p> <ul style="list-style-type: none"> • Ensure that the comprehensive 10-year NHS workforce plan includes allied health professions • Think more broadly beyond academic qualifications to create career pathways into senior public health roles to plug unfilled vacancies. 	<p>Tactics to address retention challenge</p> <ul style="list-style-type: none"> • Promote and support cross sector working and learning and opportunities
<p>Stakeholders</p> <ul style="list-style-type: none"> • DHSC • ADPH • OHID • Institute of health visitors • Health Education England (responsibility for LA-commissioned services but more focused on NHS) • Trade unions 	<p>What is the LGA’s role? (actions completed/ in train)</p> <ul style="list-style-type: none"> • <i>Lobby to ensure the NHS workforce plan includes public health nursing such as health visitors, school nurses;</i> • <i>Lobby for additional resources through the public health grant.</i> • <i>Input into the OHID stocktake of capacity and capability</i>

Regulatory services	
Capacity gap data <ul style="list-style-type: none"> No data exists on the number of vacancies in regulatory services roles, although anecdotal evidence indicates there are widespread challenges with recruiting. Local Government Workforce Survey 2022 showed two-fifths of councils have difficulty recruiting environmental health officers and building control officers; and a fifth have problems retaining them^{xxxix}. There is no modelling of the number of posts required in these services. Essentially, the more officers there are, more of the wide range of statutory duties can be proactively supported. Workforce surveys have previously indicated that the number of trading standards professionals has reduced by around half since 2022, with a smaller reduction in environmental health. 	Reasons for recruitment/ retention challenge <ul style="list-style-type: none"> Cross-government task group identified: <ul style="list-style-type: none"> Ageing workforce Loss of officers to other sectors and agencies, exacerbated by COVID-19 Limited pool of professional capacity available Lack of funding for training posts, an impact of the reduction to services' budgets following cuts to council funding Lack of management time to mentor new officers Increasing generalist roles, decreasing specialist expertise Reduction in EH university courses offered/numbers accessing them. SSC wrote to ministers to highlight uncoordinated creation of new enforcement duties, creating additional capacity issues for already stretched services.
Tactics to bring more people into local government <ul style="list-style-type: none"> Awareness raising of regulatory services/ careers (CTIS/ CIEH/BSR) CIEH Apprenticeship toolkit. CTSI have recently developed a trading standards specific apprenticeship, while plans are also being developed for a licensing apprenticeship. 	Tactics to address retention challenge <ul style="list-style-type: none"> Funded apprenticeship schemes covering salaries of regulatory apprentices. More cost recovery mechanisms to bring additional resources into the service Promote leadership development scheme within existing workforce (by CTSI/ CIEH) Review of resourcing in local EH/TS services (FSA)
Stakeholders <ul style="list-style-type: none"> DEFRA/ DB&T/ Home Office/ DLUHC/ DfT Food Standards Agency Health and Safety Executive / Building Safety Regulator Animal and Plant Health Agency Office for Product Safety and Standards Chartered Institute of Environmental Health Chartered Trading Standards Institute Institute of Licensing Trade unions 	What is the LGA's role? (actions completed/ in train) <ul style="list-style-type: none"> <i>Lobby for more cost recovery mechanisms.</i> <i>Lobby for funding for EH and TS apprenticeships and sustained investment in building control</i> Facilitate regional/joint approaches to apprenticeship schemes (as in current North East approach to Trading Standards) - subject to identification of funding

Waste	
Capacity gap data <ul style="list-style-type: none"> • There is limited data on capacity gaps or modelling of the number of posts required • There have been snapshot surveys at points where council contractors have had challenges in recruiting and retaining HGV drivers • The Local Government Workforce Survey 2022 reported a fifth of councils with recruitment difficulties^{xl}. 	Reasons for recruitment/ retention challenge <ul style="list-style-type: none"> • Inadequate skills in the workforce generally, and periods where this is acute • Competition with the private sector for those professional waste management skills and experience that do exist, for instance with waste contractors or consultancies.
Tactics to bring more people into local government <ul style="list-style-type: none"> • Awareness of local government as a sector, and the role in helping promote waste minimisation and a circular economy as important to carbon reductions 	Tactics to address retention challenge <ul style="list-style-type: none"> • Remove costs of renewal for certificate of professional competence for HGV drivers • Greater secondments with private sector
Stakeholders <ul style="list-style-type: none"> • DEFRA • DfT • NAWDO • ADEPT • ESA • Packaging producers • Trade unions 	What is the LGA's role? <ul style="list-style-type: none"> • <i>Lobby for removal of CPC costs</i> • <i>Representations on the proposed reforms to the waste sector, which are putting a range of pressures on local authorities</i>

-
- i [The state of the adult social care sector and workforce 2022 \(skillsforcare.org.uk\)](https://skillsforcare.org.uk)
 - ii [The state of the adult social care sector and workforce 2022 \(skillsforcare.org.uk\)](https://skillsforcare.org.uk)
 - iii [The state of the adult social care sector and workforce 2022 \(skillsforcare.org.uk\)](https://skillsforcare.org.uk)
 - iv [The state of the adult social care sector and workforce 2022 \(skillsforcare.org.uk\)](https://skillsforcare.org.uk)
 - v [The state of the adult social care sector and workforce 2022 \(skillsforcare.org.uk\)](https://skillsforcare.org.uk)
 - vi [The Standards for Employers of Social Workers: National report summary 2021 | Local Government Association](#)
 - vii [Social workers case loads putting vulnerable at risk - Campaign Collective](#)
 - viii [Adult social care workforce survey: December 2021 report - GOV.UK \(www.gov.uk\)](#)
 - ix [ADASS Autumn survey, November 2022](#)
 - x [Written evidence submitted by Skills for Care to LUHC select committee, 2021](#)
 - xi [Children's social work workforce, Reporting Year 2021 – Explore education statistics – GOV.UK \(explore-education-statistics.service.gov.uk\)](#)
 - xii [Children's social work workforce, Reporting Year 2021 – Explore education statistics – GOV.UK \(explore-education-statistics.service.gov.uk\)](#)
 - xiii [Final Report - The Independent Review of Children's Social Care \(childrensocialcare.independent-review.uk\)](#)
 - xiv [Final Report - The Independent Review of Children's Social Care \(childrensocialcare.independent-review.uk\)](#)
 - xv [The Standards for Employers of Social Workers: National report summary 2021 | Local Government Association](#)
 - xvi [Social workers case loads putting vulnerable at risk - Campaign Collective](#)
 - xvii [Children's social care 2022: recovering from the COVID-19 pandemic - GOV.UK \(www.gov.uk\)](#)
 - xviii [Children's social work workforce: attrition, caseload, and agency workforce, Reporting Year 2021 – Explore education statistics – GOV.UK \(explore-education-statistics.service.gov.uk\)](#)
 - xix [Climate Change Survey 2021 | Local Government Association](#)
 - xx [ALGE-ADEPT-Report-on-LPAs-and-BNG-2022.pdf](#)
 - xxi [Climate Change Survey 2021 | Local Government Association](#)
 - xxii [Local Government Workforce Survey 2022, Local Government Association](#)
 - xxiii [Local government finance – capacity and capability study \(localpartnerships.org.uk\)](#)
 - xxiv [Local government finance – capacity and capability study \(localpartnerships.org.uk\)](#)
 - xxv [Future of Economic Development Research - CEDOS - Chief Economic Development Officers Society](#)
 - xxvi [Future of Economic Development Research - CEDOS - Chief Economic Development Officers Society](#)
 - xxvii [Future of Economic Development Research - CEDOS - Chief Economic Development Officers Society](#)
 - xxviii [Future of Economic Development Research - CEDOS - Chief Economic Development Officers Society](#)

xxix [Local Government Workforce Survey 2022](#), Local Government Association

xxx [Survey of planning departments 2019 | Local Government Association](#)

xxxi [Survey of planning departments 2019 | Local Government Association](#)

xxxii [Survey of planning departments 2019 | Local Government Association](#)

xxxiii [Survey of planning departments 2019 | Local Government Association](#)

xxxiv www.london.gov.uk/what-we-do/regeneration/advice-and-guidance/helping-london-authorities-deliver-placeshaping-capacity-survey

xxxv [State-of-Health-Visiting-Survey-2021-FINAL-VERSION-25.11.21.pdf \(ihv.org.uk\)](#)

xxxvi [State-of-Health-Visiting-Report-2022-FINAL-VERSION-13.01.23.pdf \(ihv.org.uk\)](#)

xxxvii [State-of-Health-Visiting-Report-2022-FINAL-VERSION-13.01.23.pdf \(ihv.org.uk\)](#)

xxxviii [State-of-Health-Visiting-Survey-2021-FINAL-VERSION-25.11.21.pdf \(ihv.org.uk\)](#)

xxxix [Local Government Workforce Survey 2022](#), Local Government Association

xl [Local Government Workforce Survey 2022](#), Local Government Association