

Integration Joint Board

Date of Meeting: 31st May 2023

Title of Report: HSCP Strategic Workforce Planning – Update

Presented by: Geraldine Collier

The Board is asked to:

- Note the content of this report, advising the IJB of the HSCP approach to delivering the commitments and priorities of the Strategic Workforce Plan as agreed at IJB in July 2022 and published in October 2022
- Take the opportunity to ask questions relating to the content of the report.

1. EXECUTIVE SUMMARY

1.1 This report summarises the activities that have taken place since the Strategic Workforce Plan was published in October 2022, outlining the consultative approach taken across the partnership, developing a Workforce planning oversight group and 3 action focused working groups to deliver on the key priorities of the workforce plan:

- Accommodation Group
- Culture and Wellbeing group
- Attracting and Developing the workforce group

1.2 This report aims to provide reassurance to the board of an appropriate framework to develop and deliver the required workforce planning activities to support a sustainable social care workforce.

2. INTRODUCTION

2.1 In line with Scottish Government workforce planning guidance for health and social care, the HSCP have a 3 year Strategic Workforce Plan. This plan supports the tripartite ambition of recovery, growth and transformation of our workforce and details strategic actions and commitments that will be taken to achieve this vision and ambition, using the national Five Pillars of Workforce strategic framework (Strategy (Plan, Attract, Train, Employ, Nurture).

3. DETAIL OF REPORT

3.1 Following agreement and publication of the 3 year Strategic workforce plan an oversight group was established, with meetings being held initially every 6 weeks.

- 3.2 Building on these initial discussions a questionnaire was circulated in March to gather feedback, comments and commitments from the wider group. This informed a workshop, which was held on 20th April to further review, the feedback and actions contained in the plan, grouping them into appropriate themes. Working groups were agreed and streamlined channelling pieces of work into existing groups as appropriate.
- 3.3 The 3 groups going forward are:
- Accommodation
 - Culture and Wellbeing
 - Attracting and Developing the workforce
- 3.3 Terms of reference and membership have now been established for each of these working groups with appropriate leads linking to the Strategic workforce planning oversight group, chaired by Senior Service Planning Manager and supported by the People Partner, linking appropriately to the Strategic plan and associated people plans.
- 3.4 Progress on workforce planning activity will be reported to IJB on 6 monthly basis, with data sets and analysis provided as required.

Workforce Planning Activity

- 3.5 While work has been underway developing a robust framework for delivery of the Strategic workforce plan, it is important to note that all the usual workforce planning activity has been ongoing. Services continually review their service requirements, considering the opportunities for remodelling, development and succession planning.
- 3.6 The development of the framework detailed in this report seeks to capture this activity and streamline it, supporting shared practice and collaboration across services.
- 3.7 Service wide, key development that support improved attraction and recruitment have been:
- Increased promotion and involvement in career fayres
 - Involvement in the existing DYW (developing the young workforce) and Employability partnership meetings/events
 - Supporting HSCP focused recruitment, supporting further development of existing promotional activity. Boosting posts on social media and targeting specific audiences.
 - Agreement to improve the visibility of HSCP adverts, linking and promoting A&B aplace2be and tapping into new advertising sources such as Calmac ferries and local visual marketing.
 - NHS Highland are currently recruiting a Careers Lead to focus on board wide careers development.

4. RELEVANT DATA AND INDICATORS

- 4.1 The Workforce plan is furnished with all the relevant data, indicators and trends pertaining to the workforce plan for the HSCP for further scrutiny and discussion.
- 4.2 A single workforce dataset for the HSCP continues to develop allowing risks across the whole workforce to be mapped and addressed.

5. CONTRIBUTION TO STRATEGIC PRIORITIES

- 5.1 In a move towards a more integrated approach to workforce planning, the three year workforce plan details the workforce actions and risks associated with delivery of the HSCPs joint Strategic Plan.
- 5.2 As the workforce planning process evolves, clearer alignment to the strategic plan will develop to achieve the strategic alignment required between workforce, financial and service planning processes supporting a sustainable social care workforce.

6. GOVERNANCE IMPLICATIONS

6.1 Financial Impact

The resulting action plans detail the costs associated with actions as appropriate.

6.2 Staff Governance

Workforce planning actions and data will feature in the Staff Governance reports or more focused workforce planning reports as appropriate.

6.3 Clinical Governance

The workforce planning process and actions will appropriately link to the clinical governance requirements both now and in the future.

7. EQUALITY & DIVERSITY IMPLICATIONS

The 3 year workforce plan and actions plans will be impact assessed in the normal manner.

8. GENERAL DATA PROTECTION PRINCIPLES COMPLIANCE

Undertaken in compliance with guidance.

9. RISK ASSESSMENT

- 9.1 Recruitment retention and workforce planning have featured in the audit and risk reports with medium to very high risks, particularly in remote areas. The NHS Scotland audit report identifies that “social care workforce planning has never been more important”.
- 9.2 The 3 year workforce plan and the associated action plans highlight the priorities and risks with regard to workforce planning.

10. PUBLIC & USER INVOLVEMENT & ENGAGEMENT

Consultation and engagement is key to the workforce planning process. It is vital that senior and middle managers, trade unions, and third and

independent sector representatives are involved in the process. The IJB will also be engaged as part of the development session on 15th June.

11. CONCLUSIONS

This paper has sought to provide details and reassurance of the Strategic workforce planning framework to deliver the 3 year workforce plan.

12. DIRECTIONS

Directions required to Council, NHS Board or both.	Directions to:	tick
	No Directions required	x
	Argyll & Bute Council	
	NHS Highland Health Board	
	Argyll & Bute Council and NHS Highland Health Board	

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