



Meeting of East Renfrewshire Health and Social Care Partnership	Integration Joint Board
Held on	22 November 2023
Agenda Item	12
Title	Three Year Workforce Plan – Annual Update
<p>Summary</p> <p>The purpose of this report is to present the annual update on the Workforce Plan 2022-25, and the associated action plan.</p>	
Presented by	Julie Fitzpatrick, Interim Chief Nurse
<p>Action Required</p> <p>The Integration Joint Board is asked to note and comment on the report.</p>	
<p>Directions</p> <p><input checked="" type="checkbox"/> No Directions Required</p> <p><input type="checkbox"/> Directions to East Renfrewshire Council (ERC)</p> <p><input type="checkbox"/> Directions to NHS Greater Glasgow and Clyde (NHSGGC)</p> <p><input type="checkbox"/> Directions to both ERC and NHSGGC</p>	<p>Implications</p> <p><input type="checkbox"/> Finance</p> <p><input type="checkbox"/> Policy</p> <p><input checked="" type="checkbox"/> Workforce</p> <p><input type="checkbox"/> Equalities</p> <p><input type="checkbox"/> Risk</p> <p><input type="checkbox"/> Legal</p> <p><input type="checkbox"/> Infrastructure</p> <p><input type="checkbox"/> Fairer Scotland Duty</p>

EAST RENFREWSHIRE INTEGRATION JOINT BOARD

22 NOVEMBER 2023

Report by Chief Officer

THREE YEAR WORKFORCE PLAN – ANNUAL UPDATE

PURPOSE OF REPORT

1. The purpose of this report is to present the Annual Update on the Workforce Plan 2022-25, and the associated Action Plan.

RECOMMENDATION

2. The Integration Joint Board is asked to note and comment on the report.

BACKGROUND

3. The Integration Joint Board at their meeting on 23rd November 2022 received and approved a three year Workforce Plan for 2022-2025. The plan builds on the work of the interim workforce plan covering the period 2021-22 previously shared with the IJB.
4. The Scottish Government provided guidance on the content of the 2022-25 workforce plan. East Renfrewshire workforce plan was approved and published, on the website, by the end of November 2022.

REPORT

5. Section 8 of the workforce plan contains an Action Plan, which sets out a broad range of activities to be progressed during the 3 year period. This report provides an update on the first year of the plan. The local actions are based on the Scottish Governments 5 pillars of workforce planning:
 - Plan ensure a whole system approach to workforce planning
 - Attract improve the recruitment of staff, incorporating equality and diversity working with partners in the NHS and Council.
 - Train ensure career conversations maximise learning and education pathways, develop a digitally enabled workforce
 - Employ focus on retention, fair and consistent treatment, professional registration
 - Nurture focus on staff health and wellbeing and engagement with staff, improving culture, leadership.

Annual Update

6. The three year workforce plan set out the workforce risk /challenges for the three year period. As part of the review of the initial Action Plan it is recognised some important changes have taken place across HSCP during 2022/23 that are reflected in the updated Action Plan.

7. For 2023/24 the financial challenges identified in the IJB budget a funding gap of £7.06 million which necessitates a focus on best value and efficient use of resources. The Savings, Recovery and Renewal programme continues to report to the IJB on a regular basis and provides detail on progress on savings, project work and service redesign. The implementation of the Supporting People Framework from 1st April 2023 prioritised a review of care packages with Operational Teams, to ensure person centred, risk based prioritisation of care to those in greatest need.
8. Action has been taken to limit non-essential spend, to carefully manage recruitment into vacant posts. The HSCP considered all options to minimise the impact the budget savings would have on the workforce and previously avoided offering early retirement/voluntary redundancy in the HSCP. The IJB has agreed to offer this to Council-employed staff subject to business continuity, service impact and financial viability.
9. From the workshop discussions key workforce themes were identified and included;
 - Recruitment and retention continues to be challenging for particular posts
 - Additional cost of regular recruitment particularly across the social care sector
 - Efforts have been made to maximise professional and skill mix to retain essential qualified and experienced staff
 - Progression and education routes are supported to retain staff and deliver optimum services
 - Redirection of workforce to meet unplanned care, demand and support risks e.g. Large Scale investigation
 - Unscheduled care and demand management impacting across services
 - Redesign of services to meet changing demographic needs such as increasing ANP roles
 - Cross sectoral implications on internal and external service delivery necessitates close working with partners
 - Valuing the workforce and supporting wellbeing
10. The HSCP commissions and delivers services in partnership with third and independent sectors. External partners have told us that when we make decisions on the internal workforce this can affect the external workforce. Developing a whole system approach to workforce planning will assist in understanding and reflecting delivery partners' workforce needs and priorities. Partners are keen to work alongside us to address shared challenges and will continue to be part of the Workforce Planning Group meetings.

Health and Care (Staffing)(Scotland) Act 2019

11. The Health and Care Staffing legislation comes into effect in April 2024. The Act aims to enable high quality care and improved outcomes for people using services in both health and social care by helping to ensure safe staffing. Health and social care partners will be required to report annually from April 2025 to Scottish Ministers on their compliance with the Act, high-cost agency and any severe and recurring staffing risks. Health Improvement Scotland are working with health boards to help them prepare implementation of the Act, including the provision of statutory legislative guidance. NHS GGC is currently testing the guidance on all chapters of the Act. East Renfrewshire are represented in strategic meetings set up to take forward necessary work to comply with the Act.

National Care Service

12. The Scottish Government 'valuing the workforce' co-design sessions as part of the five co-design themes of the National Care Service were organised during the summer of 2023. The sessions were designed to explore the workforce experience of the community health and social care with the paid workforce including people working in:
 - health and social care
 - social work
 - voluntary and private sector
 - support workers
 - care managers
 - nurses
 - occupational therapists

13. The views from unpaid carers and people with lived experience of receiving care were also gathered. The key messages from the national sessions reflect the local discussions and included the following themes;
 - The difference between workforce models causes tension between the health, social care and the voluntary sector workforces
 - There is a need for consistent and collaborative approaches to determining eligibility, conducting assessment, and making referrals for social care support
 - Effective multi-disciplinary and multi-agency team working is key for delivering quality services that meet people's needs
 - It is vital the social care workforce experience is improved to attract and retain staff
 - The workforce feel inclusive leadership and shared values within the social care sector support the workforce experience
 - There is a need for more consistent and appropriate training to develop the essential skills for a variety of roles, and ensuring the time for development is also crucial
 - Sharing data and information is important to create more effective service delivery across health, social and voluntary sectors

14. The Scottish Government will utilise the findings to inform the creation of a workforce charter, which will be tested with the workforce. The learning from the events will be used to inform early improvements, as well as the future structures and policies of the NCS, including the National Care Service (Scotland) Bill.

CONSULTATION AND PARTNERSHIP WORKING

15. Following publication of the workforce plan a workshop was held on 14th September 2023 to bring together representatives from HSCP services, Primary Care, Independent/ Voluntary sectors and Trade Union colleagues to review progress to date on the Action Plan. Participants were asked to consider any substantive changes arising over the past year and to identify key priorities and opportunities for the future. The Action Plan attached at Appendix 1 has been updated to reflect the revisions. For partners who were unable to join the workshop the draft action plan has been shared for comment.

16. In recognition of current capacity across HSCP services and wider partners it is proposed that the Workforce Planning Group will meet quarterly to review and update progress on the Action Plan and to consider if any substantive changes are required to the three year Workforce Plan.

IMPLICATIONS OF THE PROPOSALS

Workforce

17. This workforce plan details some of the workforce risks / challenges and opportunities faced by the HSCP the annual update on the action plan presents the short and medium term and sets out actions to address these.

DIRECTIONS

18. There are no directions required at this stage.

CONCLUSIONS

19. The Workforce Plan 2022-25, and the associated Action Plan have been reviewed and revised to reflect the progress, challenges and changing budget position of the IJB during 2022/23.
20. Local work will continue to monitor workforce updates on a quarterly basis and an annual update on the Action Plan will be provided to the IJB.

RECOMMENDATIONS

21. The Integration Joint Board are asked to note and comment on the report.

REPORT AUTHOR AND PERSON TO CONTACT

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November 2023

BACKGROUND PAPERS

IJB Paper: 23.11.2022 – HSCP Workforce Plan
https://www.eastrenfrewshire.gov.uk/media/8436/IJB-Item-11-23-November-2022/pdf/IJB_Item_11_-_23_November_2022.pdf?m=638036934524770000

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Section Eight:

Key Priorities & Action Plan

8.1 Key Priorities

Our key priorities for the 2022-25 plan are:



Plan

Setting out the workforce implications for the partnership working with external providers and partners to redesign local services and contributing to wider pieces of redesign work across NHS GGC. Building expertise and increasing capacity in the community and reshaping our services to work more flexibly.



Attract

Ensuring that we develop and implement the workforce plan to recruit a highly skilled and motivated workforce who care.



Train

Ensure our staff have the skills required to meet the needs of our population and develop the health and social care workforce for the future.



Employ

Over the medium term ensuring we have sufficient workforce to meet the demographic challenges of our local area in particular the growing young and elderly populations and deliver the agreed pathways and services.



Nurture

To provide continued support and intervention to support the health and wellbeing of our staff and ensure that our staff feel valued and listened to.

Theme	Service Area	Action	Lead	Timescale	Update
P L A N	Finance and Resources	Review Finance and Resource Services.	Chief Finance Officer	December 2024	As part of 2023/24 savings a number of areas of have been reviewed with 0.3m savings target. Further work is ongoing to look at service redesign following outcome of voluntary redundancy/retirement trawl and as part of wider service redesign
	Finance and Resources	Review Business Support Service.	Governance and Systems Manager	December 2024	Formal structural review of business support has not yet commenced. This will be scheduled following the voluntary retirement/redundancy scheme introduced in September 2023. Progress has been made in upskilling staff to reduce single point of failure and ensure flexibility of the workforce to support increasing demand
	Adult Services: Learning Disability and Recovery	Progress Learning Disability Hosted Services Community Living Learning Disability Change Fund Redesign Programme.	Service Manager	April 2024/25	Recruitment of staff to support people most at risk of crisis as part of wider Board wide Programme.
	Adult Services: Learning Disability and Recovery	Establish and develop Learning Disability Hosted Services Health Check Team.	Service Manager	March 2024	Recruitment of staff to deliver health checks to GGC LD population as per directive from Scottish Government has commenced.
	Adult Services: Learning Disability and Recovery	Community Pathways – development of service to support the continuation of Community Living Change Fund re-design programme	Service Manager	July 2024	Development of service to support the continuation of Community Living Change Fund re-design programme.

P L A N	Adult Services: Learning Disability and Recovery	Progress development of Addictions Services.	Senior Manager Mental Health and Recovery	March 2024	Continued development aligned to MAT standards
	Adult Services: Learning Disability and Recovery	Progress local Mental Health Services Redesign. Contribute to Board wide Mental Health redesign, as part of MFT.	Senior Manager Mental Health and Recovery	August 2024	New roles have been developed to address local need including pharmacy and ADHD service. Impacts of national recruitment shortages affecting team. Ongoing work to strengthen service wide leadership. Working with all HSCPs on Board wide programme
	Adult Services: Communities and Wellbeing	Progress Intensive Services Redesign: Care at Home Older Peoples Day Services	Senior Manager Intensive Services	December 2024	First phase of realignment of frontline staff work patterns commenced and due completion by end November 2023 Planning for new service management structure for Care at Home and service redesign Day Support has gained 'in principle' agreement from deputy Chief Executive service redesign ongoing but will be limited due to current budget constraints
	Adult Services: Communities and Wellbeing	Develop Intensive Support Service at Bonnyton House Care Home	Senior Manager Intensive Services	Ongoing	MDT resource to wrap around Intermediate care placements now in situ and contributing to facilitation of discharge and prevention of admissions.
	Adult Services: Communities and Wellbeing	Take forward Primary Care Improvement as part of GMS contract	Primary Care Transformation Manager	Ongoing	Continue to implement the PCIP, focusing on: recruitment to the Vaccination Transformation Programme (VTP), retention and recruitment issues within many of the MOU services, reviewing some skill mix of our workforce across Pharmacotherapy and CTAC, and supporting student placements.

P L A N	Public Protection and Children's Services	Take forward workforce actions associated with The Promise Scotland and Whole Family Support Funding	Senior Manager Children's Services	September 2024	<p>Workforce Values - Value based recruitment process and workforce development plan within children services. Promoting values within a caring culture. Interviews including lived experience.</p> <p>Trauma Informed – Embedding trauma informed practice across our workforce. A trauma coordinator is now in post as part of the National Trauma Training Programme.</p> <p>Workforce Support – Review of supervision policy, focus on supportive relationships with high quality supervision that support relational based practice</p> <p>Ongoing Relationships - Promote and ensure workforce are supported to have ongoing supportive relationships with care experienced young people. Throughcare/aftercare support services located within intensive services</p>
	Public Protection and Children's Services	Implement Board-wide review of school nursing	Senior Manager Children's Services	April 2024	<p>5 school nurses in post delivering three pathways</p> <p>Ongoing consideration of service specification and performance monitoring</p>
	Public Protection and Children's Services	Progress Neurodevelopmental Redesign	Senior Manager Children's Services	April 2024	<p>Progress recruitment to ND pathway funding available</p> <p>Action of ND locality implementation group</p> <p>Focus on Engagement with Tier 1 and Tier 2</p>

P L A N	Public Protection and Children's Services	Review out of school supports provided for children with additional support needs	Senior Manager Children Services	September 2024	Current 1 year review team in place, focused on review and best value Review of skilled workforce. Gaps within service due to recruitment concerns External scoping in progress.
	Public Protection and Children's Services	Consider resource allocation to health visiting, which at current level does not allow full delivery of the universal pathway	Senior Manager Children Services	April 2024	Consideration of options In line with current pathway Escalation required to the board and HSCP
	Children's and Adult services	Prepare workforce for introduction of NQSW Supported Year	Learning and Quality Assurance Manager	December 2024	Appoint NQSW Lead to establish learning hub and core systems and processes to meet statutory requirements
	Pharmacy	Contribute to the development of the 5 year strategy for Primary care Pharmacy Services (NHSGGC).	HSCP Lead Pharmacist	April 2024/25	Involvement in consultation stages of strategy development, and local discussion on the 6 key priorities being proposed.
	HSCP wide	Support development of role of Healthcare Support Workers	Lead AHP	September 2024	Some progress has been made but limited due to budget availability to support staff through postgraduate education and into an Advanced Practice role. Identifying positive opportunities. Recognise budget constraints.
	HSCP wide	Look at developing Nursing Advanced Practitioner roles within the HSCP	Senior Nurse	September 2024	Progress with ANP aligned to Primary Care as part of PCIP. Plan to further increase number by at least one for senior clinical decision making and support into Care Homes.

Theme	Service Area	Action	Lead	Timescale	Update
A T T R A C T	HSCP wide	Work with HSCP Comms Lead, NHS & Council Partners to improve recruitment	HR Business Partner	March 2024	Opportunity to include external partners in joint recruitment opportunities being explored eg care at home
	Adult Service Communities and Wellbeing	Develop and maintain ongoing recruitment activity to recruit to Care at Home posts.	Senior Manager Intensive Services	Ongoing	Recruitment plan now in situ to support ongoing recruitment previously paused to allow for care at home defined establishment and service redesign.
	HSCP wide	Develop targeted approach to recruitment ensuring promotion of East Renfrewshire as a good place to work using social media. For high volume recruitment open events.	HR Business Partner and Senior Managers	March 2024	Consider recruitment options for each post being advertised. Link in with local recruitment events to promote East Renfrewshire HSCP. Promote use of social media to a wider distribution pool.
	HSCP wide	Develop actions to fill difficult posts outlined within the workforce plan	HR Business Partner and Senior Managers	March 2024	Work with relevant Senior Managers to understand recruitment difficulties and develop specific action plan and explore options for these.
	HSCP wide	Work with Council and NHS partners to improve ethnic minority recruitment	HR Business Partner and Senior Managers	March 2024	Continue to work with the relevant equality and diversity teams from both Council and NHS.
	HSCP wide	Work with employability partners	All Managers	September 2024	Work is underway to link employability and third sector partners to support employability and volunteer routes for people with additional support needs.

Theme	Service Area	Action	Lead	Timescale	Update
E M P L O Y	HSCP wide	Ensure governance process is in place to ensure professional registration	Governance and Systems Manager Learning	Ongoing	Short Life Working Group reviewed current arrangements. Recommendations to be implemented
	HSCP wide	Ensure that Career Conversations are embedded into the KSF and Quality Conversations process	HR Business Manager	April 2024	Dedicated working group to consider and support managers to embed quality conversations into staff review meeting and annual KSF meetings.
	HSCP wide	Develop HSCP wide exit process to improve retention	HR Business Partner	April 2024	NHSGGC has updated their exit process and this will be promoted across the HSCP. The Council are currently developing an exit process and once agreed this will be promoted HSCP wide.

Theme	Service Area	Action	Lead	Timescale	Update
T R A I N	HSCP wide	HSCP Learning and Development System	Learning Development and Quality Assurance Manager	To be revised	Learning management system put on hold due to budget pressures. Agreement needed by DMT on revised timescales
	HSCP wide	Implementation of the NES Trauma training framework	Learning Development and Quality Assurance Manager	April 2024	4 Level 3 Trainers accredited. 100 staff trained in Level 3 to date. Launch event taken place.
	HSCP wide	Creation of a new pathway for Newly Qualified Social Workers to ensure they meet the new requirements for the supported year	Learning Development and Quality Assurance Manager	April 2024	Money awarded by Scottish Government to appoint a post to lead on the development of the pathway, including the creation of a learning hub.
	HSCP wide	Promote Leadership Development	Learning Development and Quality Assurance Manager	To be revised	Commissioning of specialist leadership programme put on hold due to budget pressures. To be revisited.
	HSCP wide	Implement refreshed succession planning process.	HR Business Partner and Learning and Development Quality Assurance Manager	March 2024	Programme of work to address forthcoming natural turnover in MH&R at early stages including partnership with staffside colleagues, focus on development career progression opportunities for existing team members.
	Pharmacy	Development and Implementation of a Practice Educator role to advance the practice of lesser experienced Pharmacists to increase clinical capacity.	HSCP Lead Pharmacist	January 2024.	Programme development should be completed by end of October with implementation by January 2024 subject to funding being secured for this role.

Theme	Service Area	Action	Lead	Timescale	Update
N U R T U R E	Adult Services: Communities and Wellbeing	Establish continued links with Wellbeing Network which includes local communities (Voluntary Action)	Health and Wellbeing Lead Officer	Ongoing	Wellbeing programme made significant progress, with range of wellbeing activities available across partnership workforce
	Adult Services: Communities and Wellbeing	Facilitate the improvement of mental and physical wellbeing within the community through Voluntary Action Group	Health Improvement Lead and Health and Wellbeing Lead Officer	Ongoing	Wellbeing programme made significant progress, with range of wellbeing activities available across partnership workforce
	HSCP wide	Implement NHS GGC Blended Working model and Councils The Way We Work model within the HSCP	Systems and Governance Manager	March 2023 Completed.	As part of HSCP recovery programme – Covid restrictions were removed from HSCP buildings in August 2022. A phased return to work was implemented for staff who had been working at home during the pandemic. The hybrid working policies/guidance were used to support the return to the workplace.
	HSCP wide	Develop and Promote HSCP Peer Support Network	Health Improvement Lead and Health and Wellbeing Lead Officer	March 2024	Lead officers now completed training, with planned implementation and roll-out.
	HSCP wide	Continue to develop Health and Wellbeing Group to promote and encourage local initiatives for staff	Health and Wellbeing Lead Officer	Ongoing	Group continues to meet monthly, with planned development session to review group representation, remit and priorities for 2024.
	HSCP wide	Continue to promote iMatter to engagement, and ensure action plans are developed in teams across partnership.	HR Manager & All Managers	Ongoing	For 2023 iMatter survey, the HSCP increased the EEI score and plan to remind managers at the mid point review stage to update their action plans.

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