

Meeting of South Ayrshire Health and Social Care Partnership	Integration Joint Board
Held on:	15th November 2023
Agenda Item:	7
Title:	Workforce Plan 2022 -2025
Summary:	
The purpose of this report is to provide an update on the Partnership Workforce Plan 2022-25, and the associated Action Plan.	
Author:	James Andrew, Co-ordinator (OD Change and Improvement)
Recommendations:	
It is recommended that the Integration Joint Board	
<ul style="list-style-type: none"> i. Notes and agree progress on the actions. ii. Agree a further report to a future meeting of the Board providing an update on the Workforce Plan and Action Plan for the period 12th October 2023 to 11th November 2024. 	
Route to meeting:	
The Scottish Government requested that all Partnerships develop a 2022-25 Workforce Plan. The South Ayrshire Partnership 2022-25 Workforce Plan was approved by the Integrated Joint Board in October 2022 and Performance and Audit Committee in November 2022.	
The Plan requires an annual update to be presented to the Integration Joint Board.	
Directions:	Implications:
1. No Directions Required <input type="checkbox"/>	Financial <input type="checkbox"/>
2. Directions to NHS Ayrshire & Arran <input type="checkbox"/>	HR <input type="checkbox"/>
3. Directions to South Ayrshire Council <input type="checkbox"/>	Legal <input type="checkbox"/>
4. Directions to both SAC & NHS <input type="checkbox"/>	Equalities <input type="checkbox"/>
	Sustainability <input type="checkbox"/>
	Policy <input type="checkbox"/>
	ICT <input type="checkbox"/>

WORKFORCE PLAN 2022 - 2025

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to provide an update on the Partnership 2022-25 workforce plan.

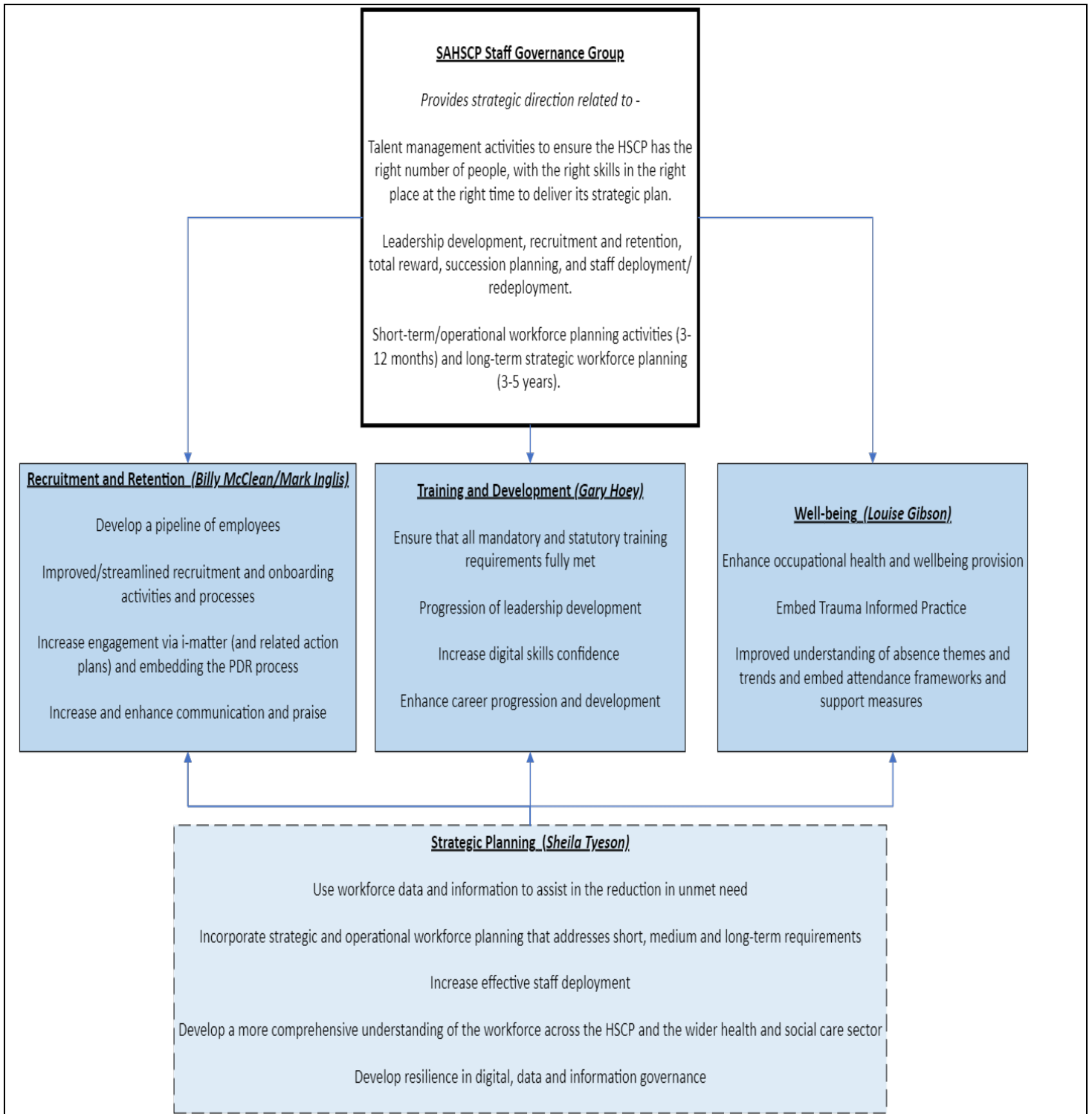
2. RECOMMENDATION

2.1 It is recommended that the Integration Joint Board

- i. **Notes and agree progress on the actions.**
- ii. **Agree a further report to a future meeting of the Board providing an update on the Workforce Plan and Action Plan for the period 12th October 2023 to 11th November 2024.**

3. BACKGROUND INFORMATION

- 3.1 The Partnership 2022-25 Workforce Plan was approved by the Integration Joint Board and the Performance and Audit Committee in October/November 2022 and submitted to the Scottish Government Health and Social Care Workforce Planning and Development Division.
- 3.2 Feedback received from the Scottish Government was positive (see Appendix 1) and a 2023 joint inspection of Adult Services confirmed that *'the workforce plan provided a comprehensive analysis of the current workforce and projected demand. It identified detailed actions to be taken over a three-year period as well as actions to be taken by the end of 2022-23.'*
- 3.3 Section 7 of the Workforce Plan details a comprehensive action plan across the following themes as per Scottish Government guidance – Plan, Attract, Employ, Train, and Nurture.
- 3.4 To support the action plan, the Partnership Director established a senior Staff Governance Group in November 2022 tasked with providing strategic direction and oversight. Four sub-groups were created (each led by a member of the DMT) aligned to the key themes of Recruitment and Retention, Learning and Development, Wellbeing, and Strategic Planning. (In 2023 the Staff Governance Group agreed that Strategic Planning would align with the other sub-groups and underpin their activity).
- 3.5 Membership of all groups consists of a range of expertise across both SAC and NHSAA. Sub-groups meet bi-monthly and provide updates to the Staff Governance Group (which also meets bi-monthly). To ensure consistency and minimise any duplication, the Organisational Development Workforce Lead attends and supports all sub-groups.



3.6 With regards to national reporting requirements, the Scottish Government has confirmed it is currently reviewing the annual update submission process for Partnerships and Health Boards. The Partnership has requested that it is involved in any short life working group.

3.7 An interim approach developed by the Scottish Government, which allowed Partnerships to utilise the NHS A&A Annual Delivery Plans for annual updates,

applied only to unforeseen and emerging challenges not already covered in workforce plans. As the Partnership plan was extensive in scope (as per Appendix 1), none applied.

- 3.8 There are close links between the Council and Partnership workforce plans. A key action within the Council plan is the completion by all Service Leads of workforce and succession planning templates utilising a range of criteria from the Local Government Association. The Staff Governance Group has agreed that this process will also be adopted by Partnership services. In a similar vein, proposals will be put to the Council Executive Leadership Team to adopt a similar governance and oversight process undertaken by the Partnership.
- 3.9 There will be a specific focus on workforce planning within South Ayrshire Council (and therefore the Council element of the Partnership) as the Accounts Commission has indicated that workforce planning will be the focus of Best Value thematic work in 2024 and will be covered in all council annual audit reports (initial timescale is Autumn 2024), followed by a national thematic report.
- 3.10 Partnership workforce data is provided via SAC and NHSAA human resource/payroll reports. The implementation of SAC's new Oracle Fusion system has initially focused on transactional and operational requirements and no replacement reporting suite is available (although this will be progressed). Organisational Development is therefore currently unable to provide comprehensive workforce data and analysis across the Partnership.

4. REPORT

- 4.1 The scale and range of workforce planning activity across the HSCP is significant and ongoing. The table below focuses on a selection of key activities which will hopefully allow the Board to note the progress being undertaken within a workforce planning context.

Action /Theme	Progress
Sub-group - Recruitment and Retention	
Employability and Pathways	<ul style="list-style-type: none"> The Partnership has directly funded 7 MA places to supplement pathway opportunities. Ongoing input into the NHS Employability Steering Group. A collaborative working group established with the University West of Scotland (UWS). Current development of a National Progression Award (age 16-19 offered apprenticeship, 19+ guaranteed interview) to be piloted within Girvan to target geographical skills gaps.
Induction	<ul style="list-style-type: none"> Joint review/mapping of current induction processes to commence in Q3 by the recruitment and retention and learning and development sub-groups.

Recruitment	<ul style="list-style-type: none"> • Successful short life working group focused on Care at Home recruitment, resulting in reducing the onboarding process from 7 weeks to 3 weeks. • ‘Recruitment Lead’ role to be hosted within SAC HR for wider Partnership requirements. • Ongoing attendance (and evaluation of success) at a range of in-person recruitment events. • Utilisation of national health and social recruitment campaign materials. • Commencement in July 2023 of a short life working group focusing on the viability of a corporate sponsorship license and the international health and social care visa (due to report back to the Staff Governance Group in October 2023). • Sub-group visibility of development/procurement of SAC Oracle Fusion recruitment module.
Engagement/PDR	<ul style="list-style-type: none"> • PDR sampling exercise completed across key SAC and NHSAA teams. • 2023 i-Matter survey issued, and analysis and action plans currently being developed. • Promotion of SAC Employee Opinion Survey to commence Q4. • Partnership communications strategy to incorporate the identification and promotion of a range of recognition opportunities, local and national.
Sub-group – Learning and Development	
Mandatory/Statutory training	<ul style="list-style-type: none"> • SAC Organisational Development and the Partnership Practice Development Team undertaking a range of sessions to embed SAC COAST/Managers’ Scorecard to ensure accurate reporting of learning and development. • Analysis of SVQ completion/gaps.
Career Pathways	<ul style="list-style-type: none"> • Career pathway model in development, with work commencing in Q3/4. • Training and qualification requirements linked to progression currently being confirmed across services. • Partnership enrolment into the Data Science graduate apprenticeship programme at Glasgow Caledonian University.
Leadership Development	<ul style="list-style-type: none"> • Consideration of an aligned Leadership/Management training programme (similar in scale to Ayrshire and Arran Improvement Foundation Skills) via a training needs analysis. • Ongoing delivery and development of NHS A&A Bitesize Leadership Programme (now on the 3rd Cohort).
Digital Skills	<ul style="list-style-type: none"> • Partnership Digital Programme Manager and SAC OD Co-ordinator considering digital skills gaps and strategy. Partnership currently developing its wider digital strategy and will incorporate the Council’s proposed digital skills competency framework. • Potential pilot within a Partnership service focused on increasing essential digital skills for work, utilising support from SAC digital skills graduate interns. • Review/refresh of digital champions – specific focus on M365.

Succession Planning	<ul style="list-style-type: none"> SAC succession planning template presented to Staff Governance Group in June and agreement to undertake across Partnership services by November 2023.
Stakeholder Inclusion	<ul style="list-style-type: none"> VASA training considerations and feedback considered.
Sub-group - Wellbeing¹	
Occupational Health and Wellbeing Provision	<ul style="list-style-type: none"> SAC Human Resources will ensure sub-group given visibility and opportunity to input in SAC occupational health re-tender process (commencing 2024.) More effective communication and oversight of wellbeing activities across the wider Partnership.
Trauma Informed	<ul style="list-style-type: none"> Mapping exercise currently being undertaken by the Trauma Informed Officer on the range of wellbeing support available to SAC and NHSAA employees.
Absence	<ul style="list-style-type: none"> Clarity being sought from senior SAC and NHSAA HR Advisors on absence data across the Partnership to help identify trends and determine mitigations.
Benchmarking	<ul style="list-style-type: none"> Sub-group representation confirmed on the national Society of Personnel and Development (SPDS) Wellbeing portfolio group.
Strategic Planning²	
Analysis	<ul style="list-style-type: none"> Ongoing refinement, improvement, and reporting of service/workforce data. Consideration of Safe Staffing Act requirements in relation to commissioned services. Development of a data strategy, using feedback and information from data workshops.
Embedding	<ul style="list-style-type: none"> SAC workforce planning template presented to Staff Governance Group in June and agreement to undertake across Partnership services by November 2023. Strategic workforce planning training (via the Local Government Association) delivered to Service Leads/Managers.
Digital Telecare	<ul style="list-style-type: none"> Primarily progressed within the Partnership Digital Board but will have wider impact on service delivery. Service Review/Improvement Charter underway in relation to the Emergency Response Team and Telecare.

5. STRATEGIC CONTEXT

5.1 The actions within the workforce plan predominately align to Strategic Objective 5 – ‘*We are an ambitious and effective Partnership*’.

¹ Due to resource capacity, the Wellbeing sub-group paused in April, and resumed in September. It will be proposed to the Staff Governance Group that absence management oversight responsibility leaves this group, allowing its focus to be on wider well-being strategy. The Partnership DMT will consider further approaches to absence management and absence levels.

² As per paragraph 3.5, the Strategic Planning actions will underpin the work within the 3 main sub-groups and is no longer a distinct sub-group.

6. IMPLICATIONS

6.1 Financial Implications

6.1.1 No immediate implications applicable as the workforce plan is a strategic document. However, where any activity within the Action Plan requires further consideration from a financial perspective, this will be considered by the Staff Governance group and via existing governance mechanisms related to staffing and establishment changes. It is only as the activities develop and are explored further will implications be known.

6.2 Human Resource Implications

6.2.1 Not applicable, however the delivery of the workforce plan is based upon owners of actions within the Action Plan having sufficient resource to undertake their specific activities.

6.3 Legal Implications

6.3.1 Not applicable.

6.4 Equalities implications

6.4.1 None stated.

6.5 Sustainability implications

6.5.1 Not applicable.

6.6 Clinical/professional assessment

6.6.1 Not applicable.

7. CONSULTATION AND PARTNERSHIP WORKING

7.1 Consultation activities include –

- Consultation with the Partnership Strategic Planning Advisory Group, Partnership Forum, Staff Governance Group, and Integration Joint Board.
- Liaison with Scottish Care and Voluntary Action South Ayrshire.

7.2 Partnership working activities include –

- Completion of workforce and succession planning templates, which includes a maturity matrix exercise which is recommended as a ‘round-table’ exercise with key team members to ensure a rounded view on service workforce planning.

8. RISK ASSESSMENT

8.1. The risks associated with rejecting the recommendations are –

- Failure to meet the actions contained within the Health and Social Care workforce plan approved by the Scottish Government and the Integrated Joint Board.
- Failure to meet the recommendations related to workforce planning contained with the 2021 Council Best Value report, and indicative requirements for the 2024 thematic Best Value.

8.2. In terms of the IJB Risk Management Strategy, this is categorised as medium risk.

REPORT AUTHOR AND PERSON TO CONTACT

Name: James Andrew (Co-ordinator, Change and Improvement)

Phone number: 01292 559371

Email address: james.andrew@south-ayrshire.gov.uk

BACKGROUND PAPERS

[HSCP Workforce Plan 2022-25](#)

Appendix 1 – Scottish Government Feedback

27th September 2023