

Meeting of South Ayrshire Health and Social Care Partnership	Integration Joint Board		
Held on	28 April 2021		
Agenda Item:	6		
Title:	Interim Workforce Plan 2021-22		
Summary:			
<p>The purpose of this report is to present the draft Interim Workforce Plan 2021-22 (Appendix 1) for consideration by members of the Integration Joint Board.</p>			
Author:	James Andrew - Workforce Lead		
Recommendations:			
<p>It is recommended that the Integration Joint Board considers and approves the Interim Workforce Plan for submission to the Scottish Government for review.</p>			
Route to meeting:			
<p>The workforce plan has been developed through thorough internal consultation and has been to the HSCP's DMT, and Strategic Planning Advisory Group (20th April) before being recommended to the IJB.</p>			
Directions:		Implications:	
1. No Directions Required	<input checked="" 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"/>

Interim Workforce Plan 2021-22

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to present the Partnership Interim Workforce Plan 2021-22, attached as [Appendix 1](#), for consideration by members of the Integration Joint Board.

2. RECOMMENDATION

- 2.1 It is recommended that the Integration Joint Board considers and approves the Interim Workforce Plan 2021–22.**

3. BACKGROUND INFORMATION

- 3.1 The IJB Strategic Plan 2018-22 has a strategic objective to develop a Workforce Plan and implement agreed action items ([Appendix 2](#)).
- 3.2 A Workforce Plan was developed and approved by the IJB in [May 2019](#), and an implementation group set in place to take forward a range of actions.
- 3.3 An outcome of the National Health and Social Care Plan (formally released in December 2019) was the alignment of all Partnership and Health Board workforce plans to commence in 3-year cycles from March 2022.
- 3.4 The impact of COVID on the workforce and service delivery (and associated activity such as Remobilisation Plans) has accelerated the Scottish Government's requirement to more fully understand workforce planning activity within health and social care across Scotland. On that basis, the Scottish Government provided an update in 2020 stating an Interim Workforce Plan (covering the period 2021-22) would now be an expectation (albeit not a legal requirement) on all Partnerships and Health Boards, and in early 2021 confirmed the submission date as 30th April 2021.
- 3.5 In Autumn 2020 the Scottish Government progressed a small short-life working group to develop the Interim Plan template. South Ayrshire HSCP, through existing workforce planning networks such as the Society of Personnel and Development Scotland (SPDS) and key contacts within COSLA, was keen to be involved in the development and progression of workforce planning activities. On that basis, South Ayrshire HSCP made a pro-active approach to be part of the working group and was invited to participate. This has allowed South Ayrshire HSCP to help influence the structure of the Interim Plan.
- 3.6 Guidance notes developed by the working group accompanied the Interim Plan, setting out clear expectations of content. The Interim Plan is specifically designed to be 'high-level', and whilst it should take cognisance of Remobilisation Plans, it is designed to confirm wider workforce planning considerations.

- 3.7 To further ensure consistency in submissions, the Scottish Government has set a page limit of 12 pages, in a set format. This reinforces the content will be more strategic in tone and recognises the current time pressures on health and social care management teams and planners.
- 3.8 After submission to the Scottish Government, the Interim Plan will be reviewed by the Government's Health and Social Care Workforce Planning Unit, who then will engage with South Ayrshire HSCP and issue formal feedback letters, allowing agreement of the content of the final version through existing local governance mechanisms. In essence, what is being sent to the Scottish Government is a draft version for their comment, however it was felt important the IJB have sight of the Interim Plan before submission. That final version will likely allow for South Ayrshire HSCP branding and a foreword from the Director of Health and Social Care for public release.
- 3.9 It is noted that timescales are tight (the Scottish Government delayed confirmation of the submission date), and there will be minimal opportunity to amend the Interim Plan before submission on the 30th April. There may however be some small changes to the plan prior to submission (for example NHSA&A are still to provide some further data/information) but substantively it will not change.
- 3.10 The development of the Interim Plan has consisted of a range of activities and input from services across the Partnership, including a series of workshops with senior management teams. These workshops have provided information that has not only informed the Interim Plan, but which will be valuable in the development of the 2022-25.

4. REPORT

- 4.1 The Interim Workforce Plan provides an overview of the Partnership's workforce strategy and highlights a range of activities and priorities that influence, and are influenced by, workforce planning.
- 4.2 The Interim Plan covers the following -
- Partnership Working/Collaboration
 - Stakeholder Engagement
 - Supporting Staff Physical and Psychological Wellbeing
 - Short-Term Workforce Drivers (Living with COVID)
 - Medium-Term Workforce Drivers
 - Supporting Workforce Transformational Change
- 4.3 In addition, mention is made of development and progression of a South Ayrshire HSCP People Plan. It is recognised that although there are separate Organisational Development/People Plans across SAC and NHSA&A, an overarching HSCP-specific People Plan would be beneficial, and increase a sense of identity and set out what HSCP employees can expect from the HSCP and its leaders, and the expectation on employees. The People Plan will be developed alongside the implementation of the 2022-25 Workforce Plan.

5. STRATEGIC CONTEXT

- 5.1 The Predominant Strategic Plan Objective that the Workforce Plan furthers is - ***'We will manage resources effectively, making best use of our integrated capacity'***.

6. IMPLICATIONS

6.1 Financial Implications

- 6.1.1 There are no financial implications arising from the consideration of this report.

6.2 Human Resource Implications

- 6.2.1 There are no human resource implications arising from the consideration of this report.

6.3 Legal Implications

- 6.3.1 There are no immediate legal implications arising from the consideration of this report.

6.4 Equalities implications

- 6.4.1 There are no equalities implications arising from the consideration of this report.

6.5 Sustainability implications

- 6.5.1 There are no sustainability implications arising from the consideration of this report.

6.6 Clinical/professional assessment

- 6.6.1 There is no clinical/professional assessment required.

7. CONSULTATION AND PARTNERSHIP WORKING

- 7.1 Consultation with key managers and services across the Partnership was undertaken as part of the development of the Interim Workforce Plan, and the final version considers comments, suggestions, feedback and amendments from managers through the preliminary drafts shared with them.

8. RISK ASSESSMENT

- 8.1. The Interim Workforce Plan supports the Strategic Plan Objectives. As previously highlighted by Audit Scotland, Partnerships must be able to demonstrate what skills are required to ensure they can deliver services in the right place at the right time, and not being able to recruit and retain the workforce they need is a risk.

- 8.2. Failure to implement a Workforce Plan poses a reputational risk considering all other Partnerships and Health Boards will be submitting their Interim Workforce Plans.

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BACKGROUND PAPERS

None

09/04/21