

Meeting of South Ayrshire Health and Social Care Partnership	Integration Joint Board
Held on:	12th October 2022
Agenda Item:	14
Title:	Workforce Plan 2022-25
Summary:	
<p>The purpose of this report is to present the Workforce Plan 2022-25, and the associated Action Plan.</p>	
Author:	James Andrew, Co-ordinator (OD Change & Improvement), Organisational Development
Recommendations:	
<p>It is recommended that the Integration Joint Board</p> <ol style="list-style-type: none"> i. Agree the Workforce Plan 2022-25, and the associated Action Plan. ii. Agree a further report to a future meeting of the Board providing an update on the Workforce Plan and Action Plan during the period 1st November 2022 to 31st October 2023. 	
Route to meeting:	
<p>A 2020/21 Interim workforce plan was approved by the Board on 28th April 2021.</p> <p>The Scottish Government requested that all Partnerships develop a 2022-25 Workforce Plan. The plan is now being presented to the Board after submission to the Scottish Government Workforce Planning Unit in July 2022.</p>	
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 present a range of workforce data and related information and propose actions that will be taken forward to help ensure workforce planning progresses as per Scottish Government guidance.

2. RECOMMENDATION

2.1 It is recommended that the Integration Joint Board

- i. **Agree the Workforce Plan 2022-25, and the associated Action Plan.**
- ii. **Agree a further report to a future meeting of the Board providing an update on the Workforce Plan and Action Plan during the period 1st November 2022 to 31st October 2023.**

3. BACKGROUND INFORMATION

- 3.1 A Partnership workforce plan was published in 2019, for the period 2019-2022
- 3.2 In 2020, the Scottish Government requested that all Partnerships and Health Boards submit their workforce plans for review and align timescales thereafter.
- 3.3 The Partnership submitted an Interim 2020/21 workforce plan which was approved by the Scottish Government.
- 3.4 In the 2021 Audit Scotland Best Value report, it was recommended that South Ayrshire Council *'should improve and embed workforce planning, so that service workforce plans are developed consistently across the council. The plans should include clear links to the council's priorities and to its strategic change programme.'*
- 3.5 The Scottish Government provided guidance on the content of the 2022-25 workforce plan. A draft plan was submitted to the Scottish Government Workforce Planning Unit in July 2022.
- 3.6 The Unit originally advised feedback would be provided in August 2022, allowing any required changes to be made so that plans could proceed via internal governance and be published by 31st October 2022.
- 3.7 Formal feedback has yet to be received, although informal feedback has been positive. The Unit has now confirmed that due to the delay, timescales for publication and associated governance arrangements will limit an ability to make changes to the draft version, The Unit will welcome further discussions across the next year to inform subsequent annual revisions to workforce plans.

- 3.8 On that basis, the workforce plan (Appendix 1) is now being submitted to the Board for approval, to allow the plan to be published by October 31st.
- 3.9 As originally stated to the Scottish Government when the draft plan was submitted, a streamlined version of the workforce plan will be published on the Partnership website.
- 3.10 Representatives from the Partnership Department Leadership Team will attend strategic workforce planning training in October 2022, with a range of managers and Service Leads attending further training in November 2022. These sessions are being delivered by the Local Government Association in conjunction with the Improvement Service.
- 3.11 Development of a ‘Staff Governance’ group is underway, which will oversee progress of the workforce plan and ensure it remains relevant and considers any further employee-related developments.

4. REPORT

- 4.1 Section 7 of the workforce plan contains an Action Plan which sets out a broad range of activities that will progress during the next 3 years.
- 4.2 The activities fall within the following themes –
- Embedding and supporting evidence-based workforce planning within service planning and business transformation.
 - Progressing a range of activities that will develop a ‘pipeline’ of employees and enhance recruitment to attract the best candidates into health and care employment in South Ayrshire.
 - Supporting employees through education and training to equip them with the skills required to deliver the best quality of care, and to ensure continuity of service in key roles.
 - Making the Partnership an “employer of choice” by ensuring staff feel valued and rewarded.
 - Creating a workforce and leadership culture with a heightened focus on the health and wellbeing (physical, mental, and financial) of employees.

5. STRATEGIC CONTEXT

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

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 proposed 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 Detail whether there are any equality implications arising from the contents and recommendations of the report. If there are none state this here. If there are equality implications or you think there are likely to be complete an equalities impact assessment. Contact the IJB Administrator for details.

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 SAHSCP's Strategic Planning Advisory Group, Partnership Forum, and Integrated Joint Board.
- Liaison with Scottish Care and Voluntary Action South Ayrshire.

7.2 Partnership working activities include –

- A survey of all Service Managers, with a focus on pipeline/future workforce and recruitment and retention.
- Sessions with Partnership leadership to establish key workforce theme and actions.
- A survey of Third and Independent service providers to establish their recruitment priorities and how SAHSCP can assist sector-wide recruitment, alongside a range of partner engagement forums.

- Benchmarking and liaison with workforce planning colleagues within a Pan-Ayrshire context.
- Input and guidance from the SAHSCP's Workforce Planning Implementation Group.

8. RISK ASSESSMENT

8.1. The risks associated with rejecting the recommendations are –

- Failure to meet actions that reflect current Scottish Government workforce planning guidance.
- Failure to meet Scottish Government feedback received in relation to the 2020/21 Interim Plan.
- Failure to meet the recommendations related to workforce planning contained with the 2021 South Ayrshire Council Best Value report.
- Failure to meet key aspects of the Partnership 2021-31 Strategic Plan.

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

REPORT AUTHOR AND PERSON TO CONTACT

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BACKGROUND PAPERS

[2019-2022 Workforce Plan](#)

[2021 South Ayrshire Council Best Value Report](#)

[2021-22 Interim Workforce Plan](#)

[Feedback provided by the Scottish Government on the 2021-22 Interim Workforce Plan](#)

27th September 2022