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| Meeting of South Ayrshire Health and Social Care Partnership | Performance and Audit Committee |
| Held on | 1st August 2023 |
| Agenda Item: | Item 5 |
| Title: | HSCP 2022-25 Workforce Plan – update |
| Summary: | |
| <p>The purpose of this report is to summarise progress of the HSCP 2022-25 Workforce Plan.</p> | |
| Author: | James Andrew, Organisational Development Coordinator |
| Recommendations: | |
| <p>It is recommended that the Performance and Audit Committee -</p> <ul style="list-style-type: none"> i. Notes the progress of the HSCP 2022-25 Workforce Plan. ii. Agrees the proposal that any future updates focus on a specific theme or sub-group activity. | |
| Route to meeting: | |
| <p>The Scottish Government requested that all Partnerships develop a 2022-25 Workforce Plan. The South Ayrshire HSCP 2022-25 Workforce Plan was approved by the Integrated Joint Board in October 2022 and Performance and Audit Committee in November 2022.</p> <p>Performance and Audit Committee requested an update after 6 months.</p> | |
| Implications: | |
| Financial | <input type="checkbox"/> |
| HR | <input type="checkbox"/> |
| Legal | <input type="checkbox"/> |
| Equalities | <input type="checkbox"/> |
| Sustainability | <input type="checkbox"/> |
| Policy | <input type="checkbox"/> |
| ICT | <input type="checkbox"/> |

HSCP 2022-25 WORKFORCE PLAN

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to summarise progress of the HSCP 2022-25 Workforce Plan.

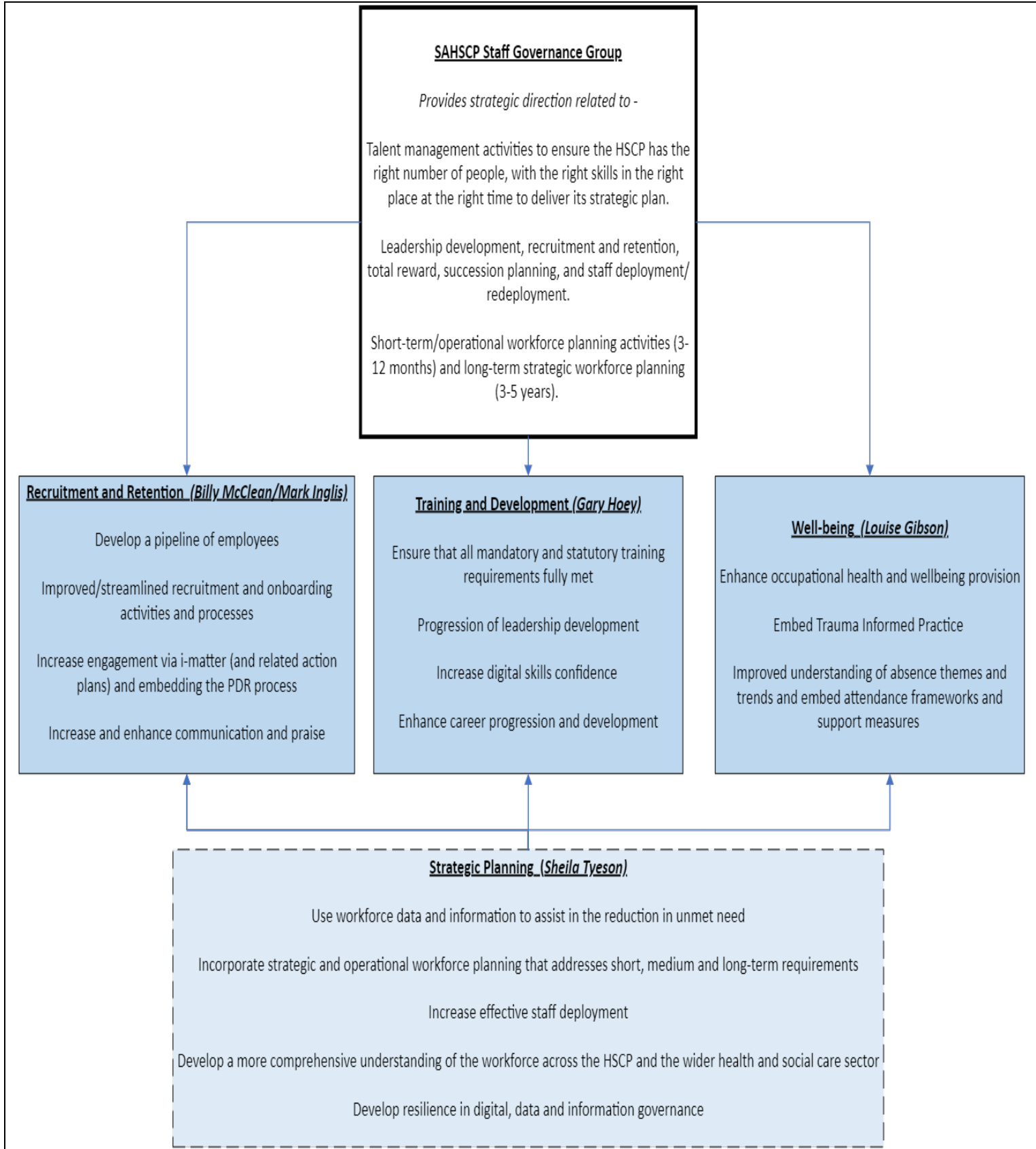
2. RECOMMENDATION

2.1 It is recommended that the Performance and Audit Committee -

- i. **Notes the progress of the HSCP 2022-25 Workforce Plan.**
- ii. **Agrees the proposal that any future updates focus on a specific theme or sub-group activity.**

3. BACKGROUND INFORMATION

- 3.1 The HSCP 2022-25 Workforce Plan was approved by the Integrated 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 the recent 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 HSCP 2022-25 Workforce Plan details a comprehensive action plan across four key themes as per Scottish Government guidance.
- 3.4 To support the action plan, the 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 senior HSCP manager) 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 be better embedded within the other sub-groups to avoid duplication.)
- 3.5 The senior manager of each sub-group will update progress on the Pentana system.
- 3.6 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.



3.7 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 HSCP has requested that it is involved in any short life working group.

3.8 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 HSCP plan was extensive in scope, none applied.

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 activities which will hopefully allow the Committee to note the progress being undertaken within a workforce planning context.

| Sub-group | Action /Theme | Progress |
|---------------------------|----------------------------|---|
| Recruitment and Retention | Employability and Pathways | <ul style="list-style-type: none"> • Report provided by SAC Employability and Skills confirming strategy in line with reduced MA budget. • Ongoing input into the NHS Employability Steering Group. • A collaborative working group established with the University West of Scotland (UWS). |
| | Induction | <ul style="list-style-type: none"> • Joint review/mapping of current 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 onboarding process from 7 weeks to 3 weeks. • Recruitment Lead role to be hosted within HR for wider HSCP requirements. • Ongoing attendance (and evaluation of success) at a range of in-person recruitment events. • Focus on development of videos (with possible UWS input) within services to aid recruitment. • Commencement in July of a short life working group focusing on the viability of the international health and social care visa. • Sub-group visibility of development/procurement of Oracle Fusion recruitment module. |
| | Engagement/PDR | <ul style="list-style-type: none"> • Active PDR sampling exercise underway across six key teams. • 2023 i-matter survey issued across HSCP, and analysis and action plan to commence once results available. • HSCP Communications developing a strategy that will identify and promote a range of recognition opportunities, local and national. |

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| Learning and Development | Mandatory/Statutory training | <ul style="list-style-type: none"> • OD and Practice Development Team to help increase Coast/Managers' Scorecard usage and awareness. • Mapping of training activity within an internal/external and strategic/operational context. |
| | Career Pathways | <ul style="list-style-type: none"> • Career pathway model agreed, with work commencing in Q3/4. • Utilisation of graduate apprenticeships within AI/Data and Business Management. |
| | Leadership Development | <ul style="list-style-type: none"> • Short life working group planned to focus on a wider training needs analysis (links to mapping as above). |
| | Digital Skills | <ul style="list-style-type: none"> • HSCP digital programme manager and SAC OD co-ordinator considering digital skills gaps and strategy. • Potential pilot within an HSCP service focused on increasing essential digital skills for work. • Review/refresh of digital champions – specific focus on M365. |
| | Succession Planning | <ul style="list-style-type: none"> • SAC SP template presented to Staff Governance Group in June, with further discussion at DMT in August. |
| | Stakeholder Inclusion | <ul style="list-style-type: none"> • VASA to feedback training considerations at next sub-group meeting. |
| Wellbeing ¹ | Occupational Health provision | <ul style="list-style-type: none"> • SAC HR contact will ensure sub-group given visibility and opportunity to input in SAC OH re-tender process to commence 2024. |
| | 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 mitigation actions. |
| | Benchmarking | <ul style="list-style-type: none"> • Sub-group representation confirmed on the national Society of Personnel and Development (SPDS) wellbeing group. |
| Strategic Planning ² | Analysis | <ul style="list-style-type: none"> • Ongoing refinement, improvement, and reporting of service/workforce data. • Consideration of safe staffing number requirements. • Closer alignment of SAC and NHS data using recognised data tools. |

¹ Due to resource capacity, the Wellbeing sub-group paused in April, and will resume in July.

² As per paragraph 3.5, the Strategic Planning actions will underpin the work within the 3 main sub-groups.

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| | | <ul style="list-style-type: none"> • Development of a data strategy, using feedback and information from HSCP data workshops. |
| | Embedding | <ul style="list-style-type: none"> • SAC WFP template presented to Staff Governance Group in June, with further discussion at DMT in August. • WFP training completed for Service Leads/Managers. |
| | Digital Telecare | <ul style="list-style-type: none"> • Progressed within the HSCP Digital Board but will have wider impact on service delivery. |

4.2. As progress across the action plan will be confirmed to the IJB via an annual update in October 2023, and actions are recorded and updated on Pentana, it is proposed that any future update at Performance and Audit Committee, if required, focuses on a key theme or sub-group, allowing a fuller discussion and 'deeper dive' into specific actions being undertaken.

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 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 Not applicable – an EQIA accompanied the HSCP 2022-25 Workforce Plan.

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 Strategic Planning Advisory Group, Staff Governance Group, Partnership Forum, and Integration Joint Board.
- Liaison with Scottish Care and Voluntary Action South Ayrshire via the Staff Governance Group and sub-group membership, and commissioned services via a range of engagement forums.

8. RISK ASSESSMENT

8.1. Not applicable.

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BACKGROUND PAPERS

[HSCP 2022-25 Workforce Plan](#)

[Care Inspectorate and Healthcare Improvement Scotland – Joint Inspection of Adult and Community Health and Care Services](#) - page 29

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