

Scottish Government

Health Workforce Directorate

Workforce Planning Data, Analytics and Insight Unit

Tim Eltringham
Chief Officer
South Ayrshire Health and Social Care Partnership

4 October 2022

Dear Tim,

South Ayrshire HSCP Draft 3 Year Workforce Plan: feedback

Thank you for forwarding a copy of your draft Three Year Workforce Plan to the Scottish Government Workforce Planning Data, Analytics and Insight Unit.

We recognise the considerable work that you and your partners in the various stakeholder groups have undertaken in developing the draft during what remains a challenging operating environment, as we begin the recovery of service capacity.

As outlined in the guidance published under DL (2022) 09 - National Health and Social Care Workforce Strategy: Three Year Workforce Plans - we have undertaken a review of the content of the draft document and are providing the undernoted feedback to you for consideration as you finalise the content of your plan in advance of publication at the end of October.

Members of the Workforce Planning Data, Analytics and Insight Unit have used the indicative content checklist in Appendix 1 of DL (2022) 09 as a baseline to frame the following comments.

- The draft plan reads well, and effectively demonstrates the use of a comprehensive suite of workforce data metrics to analyse future workforce behaviours. We welcomed the steps taken by the partnership to consider the third and independent sector workforce, given the difficulty in securing data on this group;
- The plan made clear linkages to a variety of local strategic planning documents and embedded useful hyperlinks (for example, the Strategic Needs Assessment and the Winter Investment Plan);
- The partnership's identification of short term workforce needs are expressed clearly and the details contained in Appendix 2 linking these to the required financial resource were particularly helpful. We suggest that the table included over pages 14/15 might show a summary figure covering the totality of need within the partnership across the coming year;
- The analysis of medium term workforce needs contains useful information around the types of roles which the HSCP projects it will require, as well as some quantification of this need. We recognise that some of this work is ongoing, and would welcome any additional details as available by end October and in further annual revisions of the plan;

- The analysis of existing vacancies shown in the table on Page 17 was helpful, and we suggest may also benefit from a table format which includes a total figure;
- We noted with interest the analysis of the partnership's workforce age profile, including some concerns around the number of staff over 55 in both the short and medium term. To accompany this analysis, we suggest the workforce plan might also contain estimates of replacement need associated with this (nb you may wish to review the colour scheme in the table on page 11 of the draft as it seems to omit the banding 55-64, particularly in light of the following bar chart which emphasises the growth in this age group);
- The staff wellbeing section is well considered and appears to be based on effective analysis and surveying of existing staff, leavers and new starts;
- The action plan in Section 7 clearly links to the 5 Pillars of the National Health and Social Care Workforce Strategy, although at present there are no associated timescales. The extra detail in Appendix 3 is welcome and again may benefit from some additional identification of individual tasks and timescales.

As noted we appreciate that your workforce plan is part of a local suite of strategic planning work that is already underway and hope that you will consider this feedback as constructive and of value to you and your partners in finalising plans.

Reviewing the plans developed by NHS Boards and Integration Joint Boards (via HSCPs) will enable us to provide Scottish Ministers with further insight, and help them to determine approaches that will:

- Support the health and wellbeing of our workforce during these challenging times;
- In the short term, and in preparation for winter, inform their understanding of the workforce implications of sustained, increased service demand;
- In the medium term, better understand the national implications arising from the local analysis of workforce plans – particularly around population and workforce demography, service redesign and the introduction of new roles.

We recognise that the timescale for publication and associated governance arrangements may limit your ability to make changes to this version. However we would welcome the opportunity for further discussions across the next year to inform subsequent annual revisions to your workforce plan.

Should your governance processes necessitate a delay in publication beyond the indicative date of 31st October 2022 we would appreciate that you advise us of this along with a likely publication date by contacting WFPPMO@gov.scot

Yours sincerely,

Grant Hughes

Grant Hughes
Head of Workforce Planning Data, Analytics and Insight Unit
Directorate of Health Workforce

cc.

James Andrews

Elaine Hill