

## ***Integration Joint Board***

**Date of Meeting: 29<sup>th</sup> May 2024**

**Title of Report: HSCP Strategic Workforce Planning – Update**

**Presented by: Geraldine Collier**

### **The Board is asked to:**

- Note the content of this report, advising the IJB of the HSCP approach to delivering the commitments and priorities of the Strategic Workforce Plan as agreed at IJB in July 2022 and published in October 2022
- Take the opportunity to ask questions relating to the content of the report.

## **1. EXECUTIVE SUMMARY**

- 1.1 This report summarises the activities that have taken place since the last update report in May 2023, against the Strategic Workforce Plan published in October 2022.
- 1.2 To monitor and direct the Workforce planning activities there is a Workforce planning oversight group with 3 action focused working groups delivering and discussing the key priorities of the workforce plan:
  - Accommodation Group
  - Culture and Wellbeing group
  - Attracting and Developing the workforce group
- 1.3 This report aims to provide reassurance to the board of an appropriate framework to develop and deliver the required workforce planning activities to support a sustainable social care workforce.

## **2. RECOMMENDATIONS**

- 2.1 Note the content of the report

## **3. DETAIL OF REPORT**

- 3.1 In line with Scottish Government workforce planning guidance for health and social care, the HSCP have a 3 year Strategic Workforce Plan 22-25. This plan supports the tripartite ambition of recovery, growth and transformation of our workforce and details strategic actions and commitments that will be taken to achieve this vision and ambition, using the national Five Pillars of Workforce strategic framework (Strategy (Plan, Attract, Train, Employ, Nurture)). Following agreement and publication of the 3 year Strategic workforce plan an oversight group was established, with meetings being held every 6 weeks.

- 3.2 progressing the workforce Planning activity are 3 working groups:
- Accommodation
  - Culture and Wellbeing
  - Attracting and Developing the workforce
- 3.3 Recently we have also established a weekly workforce monitoring group, as a sub set of SLT, where vacancies are discussed alongside, proposed / agreed establishment changes to ensure partnership oversight of this activity for scrutiny and joined up working.

### **Workforce Planning Activity 2023/24**

- 3.4 This year there has been an increased focus on joining our workforce planning processes and there were joined up meeting with each of the managers. This will evolve through the workforce planning cycle.
- 3.5 We have been focusing on:
- Training the responsible officers in the process and workforce planning practice,
  - Closer alignment to the strategic, financial planning processes
  - Encapsulating safe staffing developments
  - Developing performance dashboards and activity.
- 3.5 This activity sits alongside the usual workforce planning activity that all managers consider, continually reviewing their service requirements, considering the opportunities for remodelling, development and succession planning.
- 3.6 Annual meetings have now taken place with all 3<sup>rd</sup> tier managers and service workforce plans are being developed with associated risk ratings and escalations. This activity will be concluded by end of the summer when all workforce action plans will be collated to inform the annual update of the 3 year workforce plan. This update will be provided to IJB in November 2024.
- 3.7 As an HSCP we continue to support:
- Increased promotion and involvement in career fayres
  - Involvement in the existing DYW (developing the young workforce) and Employability partnership meetings/events
  - Supporting HSCP focused recruitment, supporting further development of existing promotional activity. Boosting posts on social media and targeting specific audiences.
  - improved visibility of HSCP adverts, linking and promoting A&B aplace2be.
  - Inclusion in the Board and Council employability activity when considering how best to attract, develop and maximise the workforce.

- 3.8 The HSCP recognise the workforce challenges around attracting and retaining the workforce which is a key strategic aim which our Transformation agenda has at the forefront of planning to ensure sustainability of services going forward. The next iteration of the Joint Strategic plan will have improved alignment to the workforce strategy.

#### **4 RELEVANT DATA AND INDICATORS**

- 4.1 The Workforce plan is furnished with all the relevant data, indicators and trends pertaining to the workforce plan for the HSCP for further scrutiny and discussion.

#### **5 CONTRIBUTION TO STRATEGIC PRIORITIES**

- 5.1 In a move towards a more integrated approach to workforce planning, the three year workforce plan details the workforce actions and risks associated with delivery of the HSCPs joint Strategic Plan.
- 5.2 As the workforce planning process evolves, clearer alignment to the strategic plan will develop to achieve the strategic alignment required between workforce, financial and service planning processes supporting a sustainable social care workforce.

#### **6 GOVERNANCE IMPLICATIONS**

##### **6.1 Financial Impact**

The resulting action plans detail the costs associated with actions as appropriate.

##### **6.2 Staff Governance**

Workforce planning actions and data will feature in the Staff Governance reports or more focused workforce planning reports as appropriate.

##### **6.3 Clinical Governance**

The workforce planning process and actions will appropriately link to the clinical governance requirements both now and in the future.

#### **7. EQUALITY & DIVERSITY IMPLICATIONS**

The 3 year workforce plan and actions plans will be impact assessed in the normal manner.

#### **8. GENERAL DATA PROTECTION PRINCIPLES COMPLIANCE**

Undertaken in compliance with guidance.

#### **9. RISK ASSESSMENT**

- 9.1 Recruitment retention and workforce planning have featured in the audit and risk reports with medium to very high risks, particularly in remote areas. The NHS Scotland audit report identifies that “social care workforce planning has never been more important”.

9.2 The 3 year workforce plan and the associated action plans highlight the priorities and risks with regard to workforce planning.

## 10. PUBLIC & USER INVOLVEMENT & ENGAGEMENT

Consultation and engagement is key to the workforce planning process. It is vital that senior and middle managers, trade unions, and third and independent sector representatives are involved in the process.

## 11. CONCLUSIONS

This paper has sought to provide details and reassurance of the Strategic workforce planning framework to deliver the 3 year workforce plan.

## 12. DIRECTIONS

Directions required to Council, NHS Board or both.	<b>Directions to:</b>	tick
	No Directions required	x
	Argyll & Bute Council	
	NHS Highland Health Board	
	Argyll & Bute Council and NHS Highland Health Board	

## 14. PREVIOUS REVIEW OF THE REPORT

NIL

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