



PERTH & KINROSS INTEGRATION JOINT BOARD

27 JUNE 2022

PKHSCP 3-YEAR WORKFORCE PLAN 2022-2025

Head of Finance & Corporate Services/Interim Head of Adult Social Work & Social Care

(Report No. G/22/98)

PURPOSE OF REPORT

The purpose of this report is to seek the IJBs approval to the PKHSCP 3 Year Workforce Plan 2022-2025.

1. RECOMMENDATION(S)

The Integration Joint Board is asked to:

- 1.1. Approve the PKHSCP 3 Year Workforce Plan 2022-2025;
- 1.2. Request that the Chief Officer submit the plan to the Scottish Government by 31 July 2022;
- 1.3. Agree that high level progress updates will be provided to the IJB every 6 months
- 1.4. Note the proposal to appoint a programme manager to support implementation, working with a range of partners to secure delivery and ongoing monitoring and review;

2. BACKGROUND

Delivering on the commitments contained within the PKIJB Strategic Commissioning Plan relies on having a workforce of the right size, with the right skills in the right place. This is becoming increasingly challenging. As identified in the IJB's Strategic Risk Register, we are already experiencing and foresee ongoing recruitment challenges within our Health and Social Care sector. There is a need for growth in some service areas to respond to a growing older population and increasing demand for services and there is also a corresponding necessity to meet changing needs and demands through new models of care and different ways of working. The data set out in the 3-year Workforce Plan clearly shows that we have an ageing workforce and in

Perth & Kinross a reducing working age population along with significant difficulties in recruiting to key roles in health and social care. This, compounded by rurality, impact of the Covid 19 Pandemic and a fatigued workforce, has led to considerable challenges in delivering services and recruiting suitable, able, skilled and experienced staff.

As well as posing challenges, the pandemic also brought a pace and scale of innovation never before experienced as staff across health and social care embraced new technologies, service innovations and ways of working.

The aim of the 3 Year Workforce Plan is to understand our current workforce, the key challenges being faced and to set out the actions we need to take to sustain and build on the rapid innovation over the last 2 years to meet our future goals and aspirations.

The plan covers the entire Partnership workforce including people employed by our statutory bodies (NHS Tayside and Perth & Kinross Council) those working in GP Practice, people working in the Third and Independent sectors as well as the important volunteer workforce and unpaid carers.

3. CURRENT POSITION

The plan sets out Partnership-wide strategic actions as well as actions required at staff group level. The plan has been developed in conjunction with professional and HR leads from both partners. The plan is structured in a way that ensures any person working in health and social care can see what it means for them.

At the heart of the plan is our commitment to provide staff with a working environment that provides strong and compassionate leadership, promotes wellbeing and supports them to grow and develop their skills and knowledge. Financial resource and the size of the wider workforce available to Perth & Kinross are finite. While the plan examines workforce requirements by profession, it also emphasises the importance of collaborative leadership and maintaining the right culture. This is fundamental to the pillars of attract and retain and to the delivery of high quality services.

The plan is fully compliant with Scottish Government Workforce Planning Guidance and is to be submitted to the Scottish Government by 31 July 2022 to support their formal consideration of the scale of the workforce challenge and the actions required at national level.

The need for dedicated workforce planning expertise across all HSCPs and IJBs is recognised in the Scottish Government National Health & Care Workforce Strategy. The appointment of a dedicated programme manager will provide additional capacity to support the implementation and ongoing development of the plan.

The plan contains a range of actions all of which are considered essential however a level of prioritisation will be undertaken by the Executive Management Team.

4. FINANCIAL IMPLICATIONS

A review is underway of the strategic and operational actions set out in the plan to determine where it may be necessary to provide investment in the short term to increase the sustainability of the workforce for the longer term.

5. RISKS

The IJBs Strategic Risk Register identifies insufficient workforce as a high red risk. The development of a robust 3 Year Workforce Plan is the key improvement action required to mitigate this.

6. CONCLUSION

Our people are our greatest asset in health and social care. Most people come to work because they care and have a strong sense of purpose and want to improve the lives of others. This 3 Year Workforce Plan focuses on supporting and nurturing our current staff as well as attracting new staff to PKHSCP. It is fundamental to closing the gap between demand and capacity and to deliver real and tangible change at the scale required to meet the specific challenges for Perth and Kinross. The IJB is asked to approve the plan and support the governance and reporting arrangements which are proposed to give a high priority to successful implementation.

Author(s)

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1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

Strategic Implications	Yes / None
HSCP Strategic Commissioning Plan	Yes
Transformation Programme	Yes
Resource Implications	
Financial	Yes
Workforce	Yes
Assessments	
Equality Impact Assessment	Yes
Risk	Yes
Other assessments (enter here from para 3.3)	
Consultation	
External	Yes
Internal	Yes
Legal & Governance	
Legal	None
Clinical/Care/Professional Governance	Yes
Corporate Governance	None
Directions	Yes
Communication	
Communications Plan	Yes

1. Strategic Implications

1.1 Strategic Commissioning Plan

The development of the 3 Year Workforce Plan 2022: 2025 has been underpinned by the IJB Strategic Plans for Older People, Learning Disabilities/Autism, Community Mental Health & Wellbeing and the Primary Care Improvement Plan.

2. Resource Implications

2.1 Financial

The report sets out that there will be an assessment undertaken against all of the actions within the plan to identify where short term investment may be required to deliver long term, workforce sustainability.

2.2 Workforce

The report sets out the workforce challenges over the next 3 years and the plans to be implemented to maximize workforce sustainability.

3. Assessments

3.1 Equability Impact Assessments

Our Workforce Plan has been prepared using an equalities approach to ensure that we can provide appropriate support to people in our current workforce and also attract people to work in health and social care who might not otherwise consider a career in this sector. The following have been assessed as relevant with positive outcomes expected following implementation:

- Developing non-registered support roles to allow people to gain entry level positions
- Developing career pathways to give people opportunities to grow, evolve and remain with the partnership as their career develops
- Considering flexible working options for current and potential staff to attract more people into the sector
- Embrace the opportunities that arise from hybrid working to attract more people into our roles
- Developing young workforce initiatives to make working in health and social care an attractive career option for young people
- Considering options to attract people who may consider returning after retirement
- Developing options for staff to work flexibly as they approach retirement or seek new opportunities to avoid losing them from the profession
- Develop working patterns that attract and retain staff with childcare responsibilities, considering availability of local childcare
- Supporting people leaving the armed forces to take up jobs in health and social care
- Ensuring competitive rates for pay for social carers employed in the Third and Independent sector
- Reviewing our removal and relocation policy to attract more people to come and work in Perth & Kinross
- Considering ways to address accommodation shortages, particularly in rural areas to support staff looking to work in these areas
- Advertising posts on a permanent basis, rather than fixed term, where possible to provide financial stability for staff
- Ensuring menopause policies are widely understood and applied to support staff
- Implementing the Equality and Human Rights Commission June 2022 report recommendations to improve staff experience of ethnic minority workers
- Supporting partners to encourage staff to update their personal details to increase equalities information
- To provide equity for all staff, work with partners to address the gender pay gap in Perth and Kinross

These actions support equality and fairness for our workforce, ensuring that all current and potential staff are treated with dignity and respect; ensuring that we are receptive to those with unique characteristics and are support and include them.

3.2 Risk

The IJBs Strategic Risk Register identifies insufficient workforce as a high red risk. The development of a robust 3 Year Workforce Plan is the key improvement action required to mitigate this.

4. **Consultation – Patient/Service User first priority**

4.1 External

The Strategic Delivery Plans that underpin the 3 Year Workforce Plan 2022:2025 has been considered in full by the Patient Service User representatives on relevant strategy groups and by the IJB Strategic Planning Group.

A full update on the development of the 3 Year Workforce Plan 2022:2025 was provided to the IJB Board in June 2022.

4.2 Internal

The PKHSCP Executive Management Team along with the PKHSCP Partnership Forum have provided oversight of the development of the 3 Year Workforce Plan. The plan sets out the wide range of stakeholders involved in the development of the plan.

5 **Directions**

Directions require to be issued to NHS Tayside and Perth & Kinross Council in respect of the 3 Year Workforce Plan.

6. **Communication**

A plan has been developed to ensure effective communication with staff and other stakeholders.

7. **Appendices**

Appendix 1 PKHSCP 3 Year Workforce Plan 2022:2025