



PERTH AND KINROSS INTEGRATION JOINT BOARD

29 MARCH 2023

3-YEAR WORKFORCE PLAN UPDATE

**Report by Chief Officer
(Report No. G/23/39)**

PURPOSE OF REPORT

This report provides an update on progress against the actions within the 3-Year Workforce Plan for health and social care in Perth and Kinross.

1. RECOMMENDATIONS

It is recommended that the IJB:

- (i) Notes the progress towards the achievement of actions within the 3-Year Workforce Plan

2. BACKGROUND

The 3-year Workforce Plan for Health and Social Care was approved by the IJB in June 2022. The plan sets out what is required to have a workforce of the right size, with the right skills, in the right place, at the right time. The workforce challenges are immense and are not only being experienced locally but in health and social care across the country.

The plan sets out Partnership-wide strategic actions as well as actions required at staff group level. It should be noted that there are several actions which are not directly within our control. Where this is the case, we have set out an intention to raise issues to the appropriate arena.

Feedback from the Scottish Government on the 3-year plan was positive, '*...a well organised and reasonably detailed description of main challenges...*' with a small number of areas for further development; these focus on improving data, demonstrating the links with other partnerships across Tayside and further consideration of the impact that digital solutions could have on future workforce requirements.

3. GOVERNANCE ARRANGEMENTS

A Steering Group has been established, consisting of Service Leads for staff groupings. The Group meets monthly to review the action plan, resolve problems as they arise and consider whether any revisions to the plan are required. The Terms of Reference ensure regular updates to the health and Social Care Management Team and the Perth and Kinross Partnership Forum. Six-monthly updates will be provided to the IJB in March and September each year.

Following review of the actions it is proposed that five actions are removed or amended as they overlap, and four actions will be amended as follows:

- To provide equity for all staff, work with partners to address the gender pay gap in Perth & Kinross changes to *'to provide equity for all staff, we will work with partners to address any unequal pay gaps'*,
- Understand and evaluate learning requirements to identify areas for growth changes to *'enabling learning to support skilled and confident workers who flourish'*,
- Work with PKC, schools, colleges, higher education and Third/Independent Sector partners in a training academy approach to address supply changes to *'working collaboratively with PKC, schools, colleges, Higher Education and across the HSCP to enable, inspire and motivate people to aspire towards careers in care'*,
- Create a Partnership wide framework to improve flexibility across the Partnership, ensuring we have the right people in the right place with the right skills at the right time changes to *'create a Partnership wide framework to improve flexibility and passporting of skills across the Partnership, ensuring we have the right people in the right place with the right skills at the right time'*.

4. PROGRESS UPDATE

Progress on partnership-wide strategic actions are included at Appendix 1, progress on staff group level actions are at Appendix 2. Overall, positive progress is being made and this update shows those areas where we are making steady progress and those where a further layer of challenge in progressing actions has been experienced, such as where this year's winter pressures have got in the way.

Key highlights in this 6-month update include:

Recruitment

Social care was identified as being a particularly challenging area for recruitment with consistently high numbers of vacancies. A specific plan for social care has been implemented. Actions which have been taken include:

- enhancing the use of social media – using Facebook, Twitter etc to circulate vacancies together with blogs and videos of positive stories of people currently working in social care
- advertising on billboards, buses, bus stops, bin lorries
- stalls at community events
- social care stall at the Job Centre
- information sessions at local schools and colleges

This has contributed to over 80 people applying for HSCP social care posts, which is considerably more people than we would normally have applying for these posts.

The Nursing Directorate and Allied Health Professions Directorate of NHS Tayside have been actively supporting International Recruitment and have successfully appointed employees from outwith the UK to posts locally. NHS Tayside HR have supported all aspects of this approach and our Professional Education teams have created a range of resources to support new employees.

NHS Tayside is in the process of establishing an Agenda for Change Generic Template Job Description Library. NHS Tayside holds over 5,000 job descriptions in the Job Evaluation TURAS system and, this includes health posts within the Health & Social Care Partnerships. The creation of the library is to streamline and consolidate many existing job descriptions into a suite of generic template job descriptions to assist with ongoing recruitment. There has been a call out for nominations from professional groups representatives to support this piece of work by participating in a short life working group and this will include Nursing and Allied Health Professional representation.

Developing roles

Psychiatry of Old Age in-patients have commenced the employment of Associate Practitioners. These staff have skills and experience in specific areas of clinical practice. Although they are not registered practitioners, they have a high level of skill through their experience and training.

The NHS Tayside Nursing Directorate and AHP Directorate have been actively supporting the creation of Advanced Practitioner opportunities across all services and are developing Competency Frameworks. This provides both opportunities to support development of new roles and attract applicants to these highly attractive emerging posts. There is also scope to develop in-house Academy Models, offering the opportunity to develop from within our existing workforce.

The opportunity to develop within the existing ASWSC workforce continues. For example, there are currently 5 people in the HSCP undergoing training for the professional Social Work qualification.

The Nursing Directorate and AHP Directorate have been actively supporting the principles of supporting our Healthcare Support Workers using the

opportunities that the NES Development and Education Framework for Healthcare Support Workers brings, such as developing new Assistant Practitioners roles, Fast Track into Nursing Opportunities.

Our P&K Trauma Approach Co-ordinator started in the role in February.

The Scottish Government, COSLA and partners have a shared ambition for a trauma informed workforce and services across Scotland and have invested in the development of the National Trauma Training Programme led by NHS Education for Scotland (NES). The P&K Trauma Approach Co-ordinator will work collaboratively to co-produce, develop and implement a local strategy and action plan that embeds the principles of Trauma Informed Practice across all staff and services within Perth & Kinross.

Data

A pan-Tayside data group has been established to co-ordinate and collate workforce information to meet the requirements of the Workforce Planning Groups and the local Workforce Strategies. This will ensure that data, analysis and benchmarks are available to support workforce planning by employers.

Monthly vacancy update data sheets are completed by all services in P&K HSCP and used to generate a monthly report that enables us to monitor the nurse vacancy factors across the HSCP. This is enabling us to highlight hotspots and monitor the trend over a period of time.

Agency and bank nursing usage is monitored and shared weekly with Locality and service managers. This data is cross referenced against out vacancies, again to highlight hotspots in our services and provide mitigation in those areas that require high usage of bank and agency coverage.

Most clinical nursing areas have tested workforce tools as a lead-in to this going live. Allied Health Professions have also been involved in supporting workforce template activity, based on the Common Staffing Method, and have been supported in running test activity by Healthcare Improvement Scotland. Part of this approach involves a data collection "snapshot" task which assists in producing a data informed report about that service and its workforce status, which can be utilised to support service provision discussions.

5. CONCLUSION

We continue to experience increasing demand and the consequent challenges to capacity across the Partnership. The Workforce Plan and progressing the actions are crucial to ensuring that we can deliver our Strategic Plan priorities and support the people of Perth & Kinross.

Overall, good progress is being made across the plan.

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NOTE: No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information), were relied on to any material extent in preparing this report.

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)	None
Consultation	
External	None
Internal	Yes
Legal & Governance	
Legal	None
Clinical/Care/Professional Governance	Yes
Corporate Governance	None
Directions	None
Communication	
Communications Plan	None

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

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.

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 Equality Impact Assessment

Our Workforce Plan was prepared taking account of our duties to promote equalities and human rights. It includes action to promote our public sector equality duties and to provide appropriate support for people who are protected under the Equality Act. This includes people with protected characteristics within our current workforce and also to attract people with protected characteristics to take up work in health and social care who might not otherwise consider or be able to pursue a career in this sector. The following are some of the actions which have been assessed as relevant with positive outcomes expected following implementation:

- Improving our equalities data
- advancing equality of opportunity and inclusive workplaces
- developing non-registered roles and career pathways to support people into a career in health and social care,
- developing young workforce initiatives to make working in health and social care an attractive career option for young people,
- considering flexible working opportunities,
- ensuring competitive rates of pay for social carers employed in the Third and Independent sector.

3.2 Risk

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

2. CONSULTATION

Internal

The Workforce Plan has been developed through several working groups representing the range of professions in the HSCP. The plan has been discussed and commented on in a range of locality and professional fora including the HSCP Staff Partnership Forum. Trade Unions have also had the opportunity to comment.

3. APPENDICES

- Appendix 1 PKHSCP Workforce Plan Partnership Actions - progress update
- Appendix 2 PKHSCP Workforce Plan Staff Group Actions - progress update