

PKHSCP 3 YEAR WORKFORCE PLAN - update as at December 2022

Priority Levels:
 1. Critical
 2. Necessary
 3. Dependent on Others

Red	Not on track with major issues	Amber	On track with minor issues
Green	On track	Blue	Complete

	Action	Update as at December 2022	Priority	Area	Responsible Officer	Original Deadline	Revised Deadline	RAG
Plan	With support from partners, improve available workforce data for planning and monitoring purposes	Pan Tayside group looking at improving and standardising workforce data	1	Partnership	Head of Adult Social Work & Social Care	31/03/23	30/09/2023	
Plan	Consider the appointment of a dedicated partnership workforce strategy lead to support workforce planning and to develop and implement workforce solutions	The job requirements for the workforce lead are being considered with partners	1	Partnership	Head of Adult Social Work & Social Care	31/03/23	31/12/2023	
Plan	Develop and implement a Joint Working Agreement to enable integration of services	Framework is in place and being used in IDART and SCOPE teams. Lower level plans are in place for front line teams.	2	Partnership	Chief Officer	31/03/24		
Plan	Using workforce tools and performance information monitor and review demand capacity	District Nurses and Community Hospital wards have completed the Workforce Tool, which supports work to assess whether there are adequate staff on the ground to manage capacity.	2	Partnership	Heads of Service	31/03/24		
Plan	With partners, understand the emerging workforce implications of the new National Care Service as the scope and operating model are determined	HSCP represented at range of national meetings re National Care Service.	3	Partnership	Chief Officer	31/03/25		
Plan	To increase focus on sustainable workforce solutions, all PKHSCP strategic plans/business cases will include a standard section on workforce implications that sets out the impact on staffing of planned changes and the steps that will be taken to ATTRACT, EMPLOY, TRAIN, NURTURE staff to support sustainable delivery.	Templates are being updated to include the workforce pillars in the workforce implications section for strategic plans/business cases.	2	Partnership	Head of Adult Social Work & Social Care	30/06/22	30/06/2023	
Plan	Support professions to undertake the necessary preparation to introduce real time staffing data collection and workforce tools that will be required to support implementation of the Health & Care (Staffing) (Scotland) Act 2019 when enacted	<p>1. Monthly vacancy update data sheets are sent out to all services in HSCP. This data is used to generate a report that enables us to monitor the nurse vacancy factors across P&K. This allows us to highlight hotspots in our services and monitor the trend over a period of time.</p> <p>2. Agency and back nursing usage is monitored and shared weekly with Locality and service manager at the managers huddle. This data is cross referenced against out vaccines again to highlight hotspots in our services and provided mitigation for services that are require high usage of Bank an Agency coverage.</p> <p>3. Bank and Agency escalations are being drafted and nearly completed, this will help staff understand via RAG statuses what is required the most for that service.</p> <p>4. Most clinical nursing areas have run test Workforce tools or are about to over the next 4 to 6 weeks.</p> <p>5. Over the next 6 months NHST will create its own AFC Generic Template Job Description Library. The creation of the generic template job description library is to streamline and consolidate many existing job descriptions into a suite of generic template job descriptions to assist with on-going recruitment.</p>	1	Partnership	Professional Leads	31/03/24		
	Work with partners to provide robust age profile data to support effective planning and to enable a supplementary update to be provided to the Scottish Government in relation to the emerging workforce gap over the planning period	It is proposed to remove this action as it is substantially covered by another action within the plan	1	Partnership	Head of Adult Social Work & Social Care	31/12/22		
Plan	Conduct a needs analysis through engagement with staff, service users, and their families to identify opportunities for Digital/TEC to enhance service delivery and training requirements	Needs analyses are undertaken on an ongoing basis, led by the TEC Strategy Group, PKC and NHST Digital Groups and linking with care group strategies/localities.	1	TEC	Head of Adult Social Work & Social Care	31/03/24		
Attract	Proactive succession planning with staff being nurtured to grow in readiness for career development. We will create career pathways and work with schools, colleges and universities to attract candidates to hard to fill roles	<p>Individual Personal Development Plans are being implemented to support individual career development. Work continues to support HCSWs to move into nursing routes. HART/CAH providers work closely with local schools and colleges to encourage people into careers in social care.</p> <p>Beyond that, work to support adequate succession planning has been hampered by the severity of this year's winter pressures.</p>	1	Partnership	Heads of Service	31/03/24		

Attract	Promote Perth and Kinross as an employer of choice through agile, flexible and modern recruitment practices that includes positive experiences of service users and staff in recruitment campaigns	Further work to achieve this action will need to be taken forward. PKC have been working on actions to support this with a focus on website content, social media use/presence and additional information associated with specific vacancies such as Sway documents including the role managers and employees can play in the promotion of opportunities	1	Partnership	HR Lead PKC/HR Lead NHST	31/03/24		
Attract	Advertise posts permanently instead of fixed term, wherever possible as we are not attracting applicants for short term employment	Posts are advertised permanently where possible. However ongoing budget constraints means that it can be difficult	1	Partnership	Heads of Service	30/06/22		
Attract	Review the removal and relocation policy to attract suitably qualified candidates for hard to fill roles	NHST has an active Relocation policy, which is due for review in April 2024. This supports expenses associated with the need to relocate for employment purposes, for all health staff except doctors in training. PKC also has a Relocation and Removal Policy for use where recruitment difficulties are experienced. This is currently scheduled for review in 2023	2	Partnership	HR Lead PKC/HR Lead NHST	31/03/24		
Attract	Use National and international recruitment campaigns to bridge skills gaps and create a more diverse workforce that promotes diverse ideas and perspectives	HSCP will monitor any national and international recruitment campaigns and take necessary actions to ensure they have an impact in Perth & Kinross.	3	Partnership	Chief Officer	31/03/24		
Attract	Engage closely with developing the young workforce initiatives such as participating in school work experience week/university open days	It is proposed to remove this action as it is substantively covered by another action within the plan	2	Partnership	Heads of Service	31/03/23		
Attract	Review options to attract staff who may be considering returning after retirement	Retire, Return policy is now in place for NHS and has helped services to bring staff back at their pre-retirement substantive role pay band. This has facilitated increased recruitment and retention via this pathway.	2	Partnership	Head of Health/Head of ASWSC	31/03/23		
Attract	Work with partners to increase housing options for staff working and living in hard to recruit to rural areas in Perth & Kinross	HSCP represented on Local Housing Strategy. Chief Officer has agreed thematic reporting on key issues affecting health and social care to the Council's Housing and Social Wellbeing Committee.	3	Partnership	Chief Officer	31/03/24		
	Collaborative and reciprocal arrangements with Local Higher Education Institutions to promote working in Perth & Kinross	It is proposed to remove this action as it is substantively covered by another action within the plan	3	Partnership	Chief Officer	31/03/24		
Attract	Ensure the valuable contribution of armed forces leavers within the local workforce is recognised, ensuring we are an employer of choice for those wishing to transfer skills or develop new skills in health and social care	There are a number of workstreams that are being taken forward both locally and nationally to ensure NHS Tayside is an employer of choice for Armed Forces Leavers. 1. NHS Tayside engages with the Career Transition Partnership and advertises posts on Forces Friendly Job Portal 2. NHS Tayside encourages clinical and non clinical placements from the Armed Forces 3. NHS Tayside has a policy on reservists and mobilisation 4. A new Military Access Programme is being developed by NES which will develop career pathways for Armed Forces Leavers	3	Partnership	Associate Nurse Director	31/03/23		
Attract	Work with PKC over the period of their 5-year transformation programme to provide opportunities for staff to retrain and develop new skills to transfer to roles in health and social care	HSCP represented on PKC Transformation Board and relevant workstreams to ensure any displaced staff have opportunity to transfer to health and social care.	3	Partnership	Chief Officer	31/03/25		

Attract	Working collaboratively with PKC, schools, colleges, Higher Education and across the HSCP to enable, inspire and motivate people to aspire towards careers in care (changed from 'Work with PKC, schools, colleges, higher education and Third/Independent Sector partners in a training academy approach to address supply')	Development of Pathways into care programme - This is a programme with levels to support learners who are very new to the work, through to those with a more developed understanding. This programme has been collaboratively developed and is collaboratively implemented with H&SC and council colleagues. The programme offers a range of learning supported in partnership. Digital development of learning to support learning in relation to care. Work with Perth College supporting an annual session for National Certificate Health and Social Care students, and with Dundee University around Communities of Practice with Social Work students. Sessions have been developed and delivered for Talking to Schools about care. This is being reviewed and a programme being prepared for 2023		Partnership	Head of ASWSC/Team Leader L&D	31/03/23	31/03/24	
Attract	Advocate at national level for specific measures to attract key roles into remote and rural areas	Chief Officer represented on national networks and has established communication with Scottish Government, NHS NES and HIS	3	Partnership	Chief Officer	31/03/25		
Attract	Explore new models of employment/student apprenticeships	NHST is involved in conversations with Scottish Government to scope out employment/student apprenticeships. PKC are currently reviewing the delivery model of MAs, Graduate Apprenticeships, Graduate Work Experience and Professional Trainees.	3	Partnership	HR Lead PKC/HR Lead NHST	31/03/24		
Attract	Work with partners to provide support to people in Perth & Kinross who have been long term unemployed back to work in health & social care roles	Initial engagement has commenced in NHST to scope out how to progress this topic. PKC has led care recruitment initiatives and has recently worked with our employability team to deliver Long Term Unemployed placements but more work is required to develop a longer term plan	3	Partnership	HR Lead PKC/HR Lead NHST	31/03/24		
Employ	Work creatively with Community Planning Partners and local employability partnerships to identify creative solutions to support recruitment and retention of health & social care staff	Work ongoing with wider CPP to make social care more attractive and accessible to marginalised groups such as the long term unemployed. The HSCP are now members of the LEP	3	Partnership	Chief Officer	31/03/25		
	Support partners to encourage staff to update their personal details to increase equalities information	It is proposed to remove this action as it is substantively covered by another action within the plan	2	Partnership	Chief Officer	31/03/24		
Employ	To provide equity for all staff, work with partners to address any unequal pay gaps (changed from 'to provide equity for all staff, work with partners to address the gender pay gap in Perth & Kinross')	We are compliant with Fair Work First and expect suppliers delivering public contracts to adopt and demonstrate appropriate fair work practices, for all workers engaged in delivering the public contract.	3	Partnership	Head of Adult Social Work & Social Care	31/03/25		

Train	Provide/promote training and qualifications for advanced professional practice roles	<p>1.Qualified nurses have the opportunity to do further High Education and choose a career pathway that suits them in advanced practice. Work is currently being progressed to establish an Advanced Practice Academy to further develop access to this career pathway for nurses. Nurses who take on the advanced practice role and education can further develop enabling them to move across to nurse consultant roles.</p> <p>2.Due to the redesign of Nursing education to fit with NMC's further nurse vision our NQP are now qualifying with more clinical skills. To enable us to offer our current band 5 work force an opportunity to upskill we are currently looking at a module run by RGU to enable current band 5's the chance to match the skill set of our NQP and feel that this investment will enable all our workforce to be unskilled if they choice to do so or be the first step into an advanced practice pathway. We feel this could be a key aspect in enabling investment in our band 5 nurses as well as interested nurses to work within P&K and improve staff retention</p>	2	Partnership	Lead Nurse	31/03/23		
Train	Build and develop future leaders through leadership programmes, secondment opportunities and reciprocal learning arrangements	<p>A range of leadership training is available to staff across HSCP. Secondment process in PKC recently updated.</p> <p>Chief Officer will take forward an integrated senior management structure in 2023.</p>	2	Partnership	Chief Officer	31/03/24		
Train	Building on the Allied Health Professions approach to promote responsive and flexible workforce, consider the roll out of rotational roles across other staff groups	<p>Review and work continues to look at ways a rotational model could be used for Newly Graduated Practitioner (NGP). This would allow a natural setting to define how nursing roles could develop across existing specialties and could be supported by (NGP) pathways into community nursing.</p> <p>The graduate diploma in integrated community nursing is aimed at nurses working within district nursing, GP nursing (including CTAC services), care homes and prison healthcare. A review into looking at a programme that could be developed to support NGPs to undertake a 2 year supported development programme by undertaking the graduate diploma, alongside Flying Start supported by the NHS Tayside Practice Education Facilitation (PEF) team. This would allow completion of a competency framework for Primary Care Nurse role within 2 years. A potential rotational model would appear to be the best approach.</p>	2	Partnership	Lead Nurse	31/03/24		
Train	Consider the training and support required for managers to ensure pro-active vacancy management	Managers are, in general, well able to manage vacancies pro-actively. Peer support is good, with shared learning and knowledge bases; however, HR processes can be time consuming and prolonged	2	Partnership	Heads of Service	31/03/23		

Nurture	Create an agile, efficient, and modern recruitment experience that supports managers to attract, recruit and retain the right talent through utilisation of digital technologies, promotion of employer benefits and through employer branding ensuring that Perth and Kinross is an employer of choice	NHST is fully digital with the job train platform. If requested jobs are also advertised on social media, twitter, linked in and facebook. Hybrid working is under discussion at present. Work needs to commence on employer branding for the partnership. PKC recruitment is processed through MyJobScotland and the Talentlink platform. PKC information on MyJobScotland has been updated to make benefit information clearer and additional material such as Sway documents used for specific vacancies. Managers have guidance on how to maximise the use of Talentlink. A SLWG is reviewing how use of Talentlink can be further developed to increase automation and, where possible, move more control of the process to managers. The resourcing content of the PKC website has been updated to include specific BSL content and is being reviewed to simplify the structure of information and therefore accessibility for potential candidates.	1	Partnership	HR Lead PKC/HR Lead NHST	31/03/24		
Nurture	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 (changed from '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')	Integrated management structure implemented in two teams and planned for further teams in near future. Job families being used to support movement across service areas.	1	Partnership	Chief Officer	31/03/23	31/03/24	
Nurture	Ensure all staff operate in a working environment that enables them to adhere to Professional and Clinical guidance	Appropriate risk assessments and professional codes of conduct are in place, with robust processes in place to manage breaches and issues. Ongoing monitoring of workload by line managers is in place. Training needs are identified through supervision and annual appraisal	1	Partnership	Head of Health/Head of ASWSC	31/03/23		
Nurture	Provide trained staff protected time to complete relevant clinical and leadership functions of their roles and increase healthcare workers to fill the gaps	Limited by clinical demand and availability of backfill; however staff are openly and regularly encouraged to participate in these functions. Participation in clinical and leadership functions is further monitored via supervision. Nurses are calculated at 22.5% over what's needed to support this on an ongoing basis, although this has yet to be implemented for AHP colleagues.	2	Partnership	Head of Health/Head of ASWSC	31/03/23		
Nurture	Celebrate achievements and contributions for existing staff and services, not just new initiatives	Good news stories and staff achievements are shared across HSCP and acknowledged by senior management. We continue to roll out Care Opinion to gather people's experiences which allows us to celebrate good practice	2	Partnership	Chief Officer	31/03/23		
Nurture	Developing a Trauma Informed workforce supported through the Expert advisory group and implementation of 'Transforming Psychological Trauma: A knowledge and skills Framework for the Scottish workforce', and the Scottish Psychological training plan and Trauma informed Toolkit	Newly appointed Trauma Approach Coordinator, commences 20th February - who will have a lead role in developing a Trauma Informed Workforce.	2	Partnership	Heads of Service	31/03/23		
Nurture	Ensure menopause policies of PKC and NHS Tayside are widely understood and used across the workforce to support staff	NHST has launched a Menopause policy for all health employees. A communication highlighting the Menopause policy to raise wider awareness and understanding among all employees and to outline support and reasonable adjustments that are available; and subsequently reduce peri-menopause, menopause and related sickness by supporting employees to remain in work and retaining their valuable skills and experience, will be launched shortly. PKC has published menopause guidance which has been updated. We have also recently held menopause awareness sessions with plans to hold more with specific sessions for managers and men.	3	Partnership	HR Lead PKC/HR Lead NHST	31/03/23		
Nurture	Consider the flexible working options that can be offered to both existing and new staff to support recruitment and	Flexible working options offered where appropriate.	2	Partnership	Heads of Service	31/03/24		

Nurture	Implement the Equality and Human Rights Commission Report 9 June 2022 recommendations to improve staff experience of ethnic minority workers.	A separate action plan is under development.	2	Partnership	Chief Officer	31/03/24		
Nurture	Introduce a systematic approach to understand the reasons why people change or leave roles to improve retention	Exit interviews and process for monitoring themes in place across HSCP services.	2	Partnership	Chief Officer	31/03/23		
Nurture	We will take forward leadership development and commit to the fundamental components of compassionate leadership in our staff engagement including: - attending - through active listening and communication - understanding - through engagement and discovery - empathising - through connection, trust and emotional support, and - helping - through intelligent and thoughtful action	A series of five Perth and Kinross Offer Sessions led by the Chief Officer have taken place in exploring our values and behaviours and being developed into a rolling programme of local staff engagement sessions. What Matters to You? and Locality Integrated Working sessions have also completed. PKC Leadership Framework which includes core competencies being rolled out across HSCP	2	Wellbeing	Chief Officer	31/03/24		
Nurture	Promote the wellbeing framework and continue to adopt a people first approach to wellbeing, empowering staff to be proactive in managing their own health and wellbeing.	HSCP and Partners Wellbeing Group now established and meeting monthly. Driver diagram and action plan created. Wellbeing Champions connections made with National Lead and also NHST roles.	2	Wellbeing	Lead AHP	31/03/23		
Nurture	Encourage employees to take on the role of wellbeing champion to promote health and wellbeing across the Partnership.	Actively pursued and business of the Wellbeing Group. Growing more Wellbeing Champions is on the Action Plan of the P&K Wellbeing Group. The current Wellbeing Champion Training offered to NHST staff is only open to NHST staff at present and conversations are occurring regarding this. We have detail of who all the current NHST Wellbeing Champions are within P&K and therefore know which areas to target for uptake, workloads allowing, as there is an active expectation to these roles. There is currently an NHST waiting List for the courses.	2	Wellbeing	Lead AHP	31/03/23		
Nurture	Employ specific resources to enable a targeted approach to health and wellbeing to promote the wellbeing resources available and to work with managers to reduce sickness absence levels.	All resources (nationally and locally) promoted via the Wellbeing Group activity	2	Wellbeing	Lead AHP	31/03/23		
Nurture	Enabling learning to support skilled and confident workers who flourish (changed from 'understand and evaluate learning requirements to identify areas for growth')	Working with partners, teams and services on understanding and supporting learning - continuing to develop frameworks in service areas - SCOPE, Drug and Alcohol, Suicide Prevention, Carers, ASP etc. Review being undertaken to consider the collection of learning needs and wants from conversations with the workforce and survey	2	Skills & Knowledge	Head of ASWSC/Team Leader L&D	31/03/24		
Nurture	Provide the requisite learning and development for new roles	Working collaboratively in supporting development of Care pathways, Learning frameworks, LWC. NQSW Pilot	2	Skills & Knowledge	Head of ASWSC/Team Leader L&D	31/03/23		
Nurture	Provide and encourage learning and development for new ways of working across the partnership	There is a range of learning opportunities on www.pklearning.co.uk . Working with specialities to develop learning frameworks is ongoing. Locality learning in relation to culture and in support of WMTY ethos. Supporting continuous evaluation of learning sessions. Development of collaborative learning spaces - Carers, forums. Working in collaboration across P&K and beyond	2	Skills & Knowledge	Head of ASWSC/Team Leader L&D	31/03/23		
Nurture	Embed collective and compassionate leadership at all levels and ensure access to learning and development to develop leadership.	Leadership, and leadership development is encouraged at all levels. Work is ongoing to mitigate the constraints effected by ongoing workforce recruitment issues and service demand to enable access to training and promote an open and supportive culture.	2	Skills & Knowledge	Heads of Service	31/03/24		
Nurture	Grow our commitment to support wellbeing and engagement using learning and development	On going work to support wellbeing - reflections, emotional agility sessions, offer of debriefing, development of our partnership spaces for listening, connecting with listening service, coaching. Supporting and facilitating partnership collaboration, workshops, service development - e.g. Complex care - PBS framework	1	Skills & Knowledge	Head of ASWSC/Team Leader L&D	31/03/24		

Nurture	Work with partners, including Schools, Universities, Professional bodies, SQA, to enhance our learning offer and create learning spaces fit for the purpose of the learner and stage of development	On going with Dundee, Stirling, RGU, OU, Edinburgh in relation to SW practice, communities of practice, shared learning spaces. SSSC - NQSW Pilot, Healthcare improvement Scotland - Day Opportunities Collaborative, Perth College supporting learning for NQ level in Social care, Careers in Care - sharing across schools in Perth, Improvement Service partnership to support Trauma Informed Practice Approach, SQA in supporting SVQ, next External verification in April 2023. DJCAD and V&A discussions re support for learning in relation to transformative learning, Scottish Drugs Forum in the support of the development of a learning framework to support P&K workforce.	1	Partnership	Head of ASWSC/Team Leader L&D	31/03/24		
Nurture	Enabling workforce development through team working and development, reflective practice, supervision, yearly appraisal and development discussion. Engage fully with the Perth and Kinross Offer employee experience programme	Regular supervision and annual appraisals are in place across services. Perth and Kinross Offer sessions were rolled out in each locality and specifically for HSCP staff in the latter part of 2022, these were well received with particular comment on the attendance of senior management.	1	Skills & Knowledge	Heads of Service/Organisational Development	31/03/23		