



PERTH AND KINROSS INTEGRATION JOINT BOARD

Wednesday 5 June 2024

3-YEAR WORKFORCE PLAN UPDATE

**Report by Chief Officer
(Report No. G/24/66)**

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 Integration Joint Board (IJB):

- (i) Notes the progress in the implementation of the 3-Year Workforce Plan
- (ii) Requests an update in 12 months

2. BACKGROUND

The 3-year Workforce Plan for the Perth and Kinross Health & Social Care Partnership (HSCP) 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 significant and are not only being experienced locally but in health and social care across the country.

The plan sets out Partnership-wide 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 will raise issues to the appropriate arena, regionally or nationally.

3. GOVERNANCE ARRANGEMENTS

A Workforce Steering Group has been established consisting of Service and Professional Leads for staff groupings, Human Resources, Trade Union and Scottish Care representatives. The group meets regularly to review the action plan, resolve issues as they arise and consider whether any revisions to the plan are required.

The Terms of Reference has been reviewed and revised April 2024. Regular updates are provided to the HSCP senior management team and to the Partnership Forum.

4. PROGRESS UPDATE

- 4.1 Following a review of the action plan, medium term actions/priorities have been identified and aligned to the 'Five Pillars of Workforce' (Plan, Attract, Train, Employ and Nurture) Appendix 1.

Directly reporting into the Workforce Steering Group, four subgroups have been established consisting of Service and Professional Leads and key stakeholders for staffing groups:

- Education and Development
- Safer Staffing
- Recruitment/Retention and Attraction
- Staff Health and Wellbeing

- 4.2 The Health and Care (Staffing) (Scotland) Act 2019 was enacted from 1 April 2024, along with the commencement of monitoring and governance with first Board reports due to Scottish Government by 31 March 2025.

To meet legislative requirements where there are speciality specific Staffing Level (workload) tools, these must be applied once per financial year as a minimum along with professional judgement following Common Staffing Methodology to support workforce planning. A pan NHS Tayside Staffing Level (workload) tool run schedule is in place along with a local programme of education and training to support teams.

- 4.3 A Workforce Planning Programme Manager commenced in post in February 2024, to work collaboratively to develop and implement the Workforce Plan across teams and services within Perth and Kinross.

- 4.4 A Locality Integrated Teams Working Group has been established consisting of Locality Managers and key stakeholders. The group is focussing on engagement with teams and implementation of Six Steps Workforce Planning Methodology, to ensure a consistent response to workforce requirements. Integrated Teams consisting of professions including Social Workers, District Nurses, Allied Health Professionals (AHP) and Older People's Mental Health Nurses will be implemented in sub-localities to increase effectiveness, efficiency and reduce duplication. These teams will support older people and people with a physical disability and/or long-term condition.

- 4.5 In the past 12 months the Band 4 Assistant Practitioner role has been developed and implemented.

There are now 4 Assistant Practitioners in post who are working on the development of their skills in Occupational Therapy, Physiotherapy and District Nursing assessments. This has been challenging, with no pre-existing framework or training plan but their role has already proved to be invaluable in

responding to the increasing complexity of people's needs in the community, supporting more integrated models of working and mitigating the impact of hard to fill AHP and Nursing posts

- 4.6 Advanced Practice is developing across Perth and Kinross HSCP. We continue to define the advanced practice role across all professional groups in relation to pillars of practice. We are standardising competency frameworks and connecting into the national streams to enhance this approach. We are currently developing a HSCP Primary Care Advanced Nurse Practitioner (ANP) competency framework to support this work.

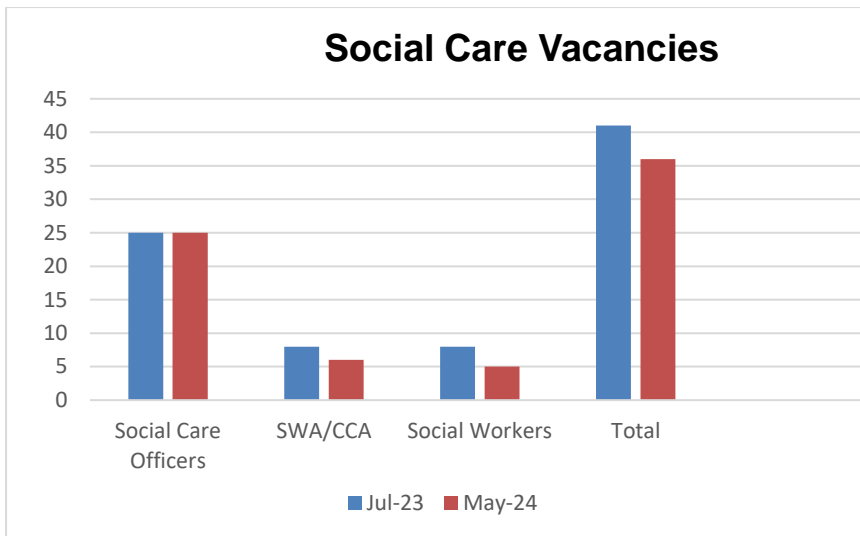
There are currently 10.4 wte ANPs and 2 wte Lead ANPs working across the HSCP. ANP role development is fundamental to complimenting existing multidisciplinary teams, supporting the delivery of new models of care and enhancing integration and co-ordination between primary and secondary care.

- 4.7 Occupational Therapy and Physiotherapy services within the HSCP recently completed a workforce review exercise which involved data collection on activity for a period of two weeks. This data will be used to inform a redesign of the AHP model to maximise effectiveness and efficiency.
- 4.8 AHPs were invited to attend Succession Planning workshops delivered by colleagues from HR, to assist in adopting a proactive approach to staff retention whilst also providing development opportunities in preparation for career succession and service stabilisation.
- 4.9 AHPs were invited to attend Succession Planning workshops delivered by colleagues from Human Resources, to help assist in adopting a proactive approach to staff retention whilst also providing development opportunities in preparation for career succession and service stabilisation.
- 4.10 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.

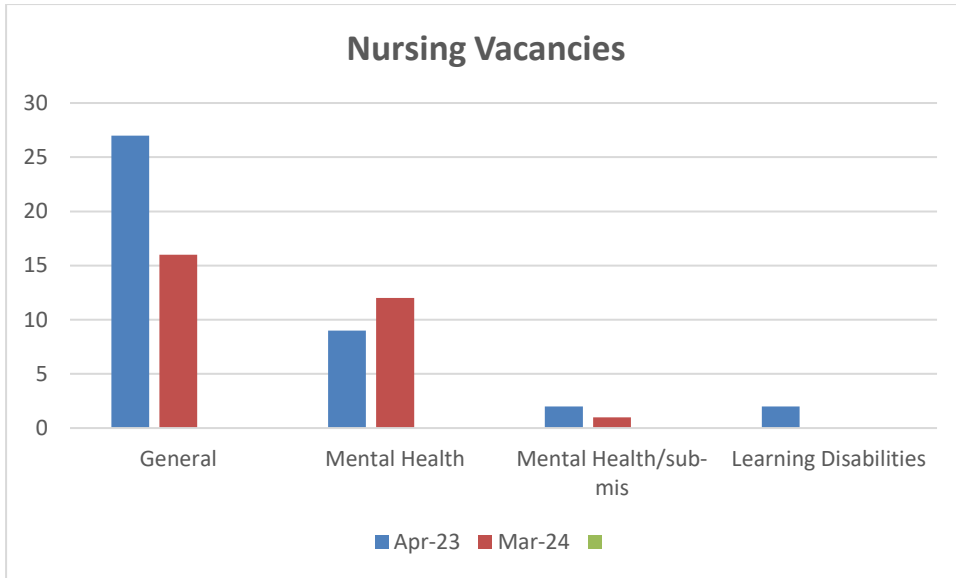
5. RECRUITMENT AND RETENTION

- 5.1 Social Care recently held a recruitment campaign which utilised multiple social media platforms and billboards, achieving a reach of 18,516, despite this, recruitment remains challenging.

Social Care vacancy data for internal posts shows a slight decrease in vacancies between July 2023 and May 2024 from 41 to 36.



- 5.2 To meet the change in registration requirements for Newly Qualified Social Workers (NQSWs) from October 2024. Perth and Kinross HSCP have been one of the ten national early implementation pilot sites to test the NQSW Supported Year Framework and to evaluate its impact. At the time of applying to become a pilot site in 2021 Perth and Kinross HSCP had 13 NQSW's which has increased to 25. Funding has also successfully been secured from SSSC for Learning and Development hours within Children, Families and Justice Services to support wide implementation of the framework.
- 5.3 Perth and Kinross HSCP is participating in a national project being delivered by NHS Education for Scotland's Centre for Workforce Supply Social Care, Scottish Government, COSLA and Social Care Providers to identify opportunities to internationally recruit Social Care Workers. Six staff have been recruited from the Philippines and are arriving shortly. This experience has helped develop an ethical pathway for overseas recruitment which can be used in future if required.
- 5.4 To support workforce retention and recruitment both internal and commissioned Care at Home providers have embraced the 'What Matters to You' approach to support and encourage meaningful conversations and encourage positive behaviours between staff. Following extensive consultation with teams, improvement plans have been created to improve relationships and ensure development ideas from staff are heard and acted upon.
- 5.5 Combined, these actions across the Statutory and Independent Sectors have reduced the number of Care at Home hours of unmet need from 1,500 to 1,000 per week.
- 5.6 Nursing vacancy data shows a decrease in vacancies between April 2023 and March 2024 from 40 to 29.



5.7 Perth and Kinross HSCP will welcome and support 28 Newly Graduated Practitioners into inpatient and community teams, including for the first time Community Mental Health and Prisoner Healthcare.

5.8 Agency and bank nursing usage is monitored and shared weekly with Locality and Service Managers. This data is cross referenced against our vacancies, again to highlight hotspots in our services and provide mitigation in those areas that require high usage of bank and agency coverage. The Health and Care (Staffing) (Scotland) Act 2019 requires all health boards to report quarterly to the Scottish Ministers on the use of high – cost agency staff. This first report submission is due 31st July 2024.

5.9 There are currently 10 wte Occupational Therapy (OT) vacancies. This is a significant increase since May 2022 when the service was fully staffed. This is due to a number of issues including some vacancies being held to provide opportunities for redeployment. A whole system redesign of the operational model is proposed.

6. CONCLUSION

There has been significant progress in implementing the 3-Year Workforce Plan and the actions have had a positive impact in reducing the impact of vacancies. However, we continue to experience significant challenges regarding workforce. Progressing the actions are crucial to ensuring that we can deliver our Strategic Plan priorities and support the people of Perth and Kinross.

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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.

Annexe

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

Strategic Commissioning Plan

- 1.1 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

Financial

- 2.1 Implementation of strategic and operational actions set out in the plan are monitored and regularly reviewed 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.

Workforce

- 2.2 The report provides an update on the 3-Year Workforce Plan as previously set out and the review of short-medium term actions.

3. Assessments

Equality Impact Assessment

3.1 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

Risk

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

4. 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.

2. APPENDICES

Appendix 1: 5 Pillars Workforce Plan