



## **PERTH & KINROSS INTEGRATION JOINT BOARD**

**30 June 2021**

### **2021/22 PKHSCP Interim 1 Year Workforce Plan**

**Report by Chief Officer / Director Integrated Health & Social Care**  
(Report No. G/21/95)

#### **PURPOSE OF REPORT**

The purpose of this report is to ask the Integration Joint Board to approve the PKHSCP 1 Year 2021/22 Interim Workforce Plan.

#### **1. RECOMMENDATION(S)**

- 1.1 This report recommends that the Integration Joint Board;
- approves the PKHSCP 1 Year 2021/22 Interim Workforce Plan;
  - supports the appointment of a 2 Year Fixed Term Workforce Planning Lead for PKHSCP to support the development of the PKHSCP 3 Year Workforce Plan;

#### **2. BACKGROUND**

- 2.1 The Perth & Kinross IJB Strategic Risk Register recognises availability of workforce as one of the biggest risks to the delivery of the aims of integration and of IJB's strategic objectives. The development of a 3 Year Workforce Plan is critical. In 2016, as part of the documents required to support establishment, the Integrated Joint Board, approved the PKHSCP Workforce and Organisational Development Strategy and noted the commitment to develop a 3 Year Workforce Plan. In 2019, work on the development of the 3 Year Workforce Plan commenced despite an underlying lack of workforce planning capacity. However during 2020 this was paused due to the Covid-19 Pandemic.
- 2.2 In recognition of the pandemic, the Scottish Government required that for a 1 Year Workforce Plan for 2021/22 be submitted by 30<sup>th</sup> April 2021. This was to provide a cohesive picture of workforce need across all NHS Boards and HSCP's including the independent sector, voluntary sector and GP's. Detailed guidance and a template were issued to all NHS Boards and HSCP's.

2.3 The Draft PKHSCP 1 Year Interim Workforce Plan has been developed in partnership with a range of key stakeholders to ensure that it presents a cohesive picture of health and social care workforce challenges and opportunities. We have engaged with staff side colleagues through the PKHSCP Workforce Planning Group and the PKHSCP Partnership Forum. We have therefore developed it in a way that provides a strong foundation for the extensive work required over coming months to develop our three-year plan. We have:-

- ✓ Met with Service Leads across PKHSCP to understand the immediate workforce challenges arising in sustaining and remobilising services over the next 12 Months
- ✓ Engaged with Third and Independent Sector Partners to better quantify their immediate workforce challenges and update our understanding of the more medium term challenges and opportunities.
- ✓ Engaged with our Lead GP and researched existing data to better understand workforce issues within the wider Primary Care landscape and will continue this work with our GP Cluster Leads to consider the more medium term challenges and opportunities across the Primary Care workforce.
- ✓ Harnessed the expert input from professional leads across Nursing, AHP's, Medical Staffing, Primary Care etc and the insight of staff side representatives to develop an overview of the organisations immediate workforce risks the actions being taken to mitigate potential gaps and the opportunities to maximise workforce supply in the longer term.

2.4 Our work to develop this 1 Year Interim Workforce Plan has been limited by the availability of workforce data. We will work with HR Leads/Business Information Leads in Perth and Kinross Council and in NHS Tayside at the earliest possible stage to scope the workforce data required to support the development of the 3 Year Workforce Plan.

2.5 Our work continues to be limited by the availability of workforce planning resources either within PKHSCP or within NHS Tayside and Perth and Kinross Council. We will work collaboratively with our partner bodies to establish options for securing workforce planning resources to support the development of the 3 Year Workforce Plan. This will include consideration of a 2 year fixed-term dedicated Workforce lead as a test of change.

2.6 Our work to develop a 3 Year Plan will also more effectively capture workforce education and training needs which are expected to be significant and with a requirement for additional investment.

### 3. PROPOSALS

The 2021/22 PKHSCP Interim Workforce Plan is attached at Appendix 1.

The aims and ambitions set out in this plan are fundamentally built on the aims and objectives set within the Workforce plans of both NHS Tayside and Perth and Kinross Council. In particular for 2021/22:-

**Supporting Staff and Psychological Wellbeing-** we are very aware of the emotional and physical toll the pandemic has had on our committed, hard-working and versatile staff. As well as the intensity of the work, many staff have had to adjust to new work arrangements. We are committed to ensuring that as managers and colleagues we offer personal and direct support to our staff. We are therefore bringing forward a range of supports and interventions to support our workforce health and wellbeing needs, including their physical and psychological needs.

**Building in Agility** – During the pandemic it has been, and will continue to be, critical to have the ability to move resources to areas with the greatest need, often at short notice, and utilise the many skills and talents across the organisation to make a meaningful difference. Flexible and remote working is here to stay and PKHSCP will be fully engaged in PKC's plans to build agility.

**Evolving Our Talent** – Knowing our people and their skills, experience, values and aspirations will enable us to retain, develop and mobilise our talent across the organisation. This will also help to identify any skills gaps so that we can focus on developing our own staff or recruiting to these areas and creating a pipeline of future talent. Both NHS Tayside and Perth & Kinross Council are committed to developing effective ways to manage and develop talent and improve succession planning. We will embrace the support available from both partners during 2021/22 to consider an integrated long term approach to talent management and succession planning including leadership and training programmes and development of career pathways.

**Refreshing Our Employment Offer** – The pandemic has raised awareness of the critical role that health and social care staff play in everyday life. Inspiring a future generation of health and social care professionals will be a cornerstone of the 3 Year Workforce Plan. During 2021/22, PKHSCP will embrace the support being offered by PKC and NHS Tayside to refresh the PKHSCP employment offer to attract staff to care roles within PKC and across the third and Independent Sector. We hope to be supported to consider national programmes such as Kick Start as well as over 25 Apprenticeships. We will also benefit from the enhanced use of Exit Interviews across NHS Tayside to enhance employee experience and maximise attraction and retention.

### 4. CONCLUSION

The 2021/22 Interim Workforce Plan has been submitted to the Scottish Government and we await feedback. Implementation of the 2021/22 Action

Plan will be a key priority for PKHSCP and will be overseen by the Executive Management Team supported by Professional Leads through the PKHSCP Workforce Planning Group.

Arrangements are being made for the refresh of the PKHSCP Workforce Planning Group which will be chaired by the Chief Officer and which will oversee implementation of the 1 Year Plan and the development of the 3 Year Workforce Plan.

#### **Appendix1 PKHSCP 2021/22 Interim Workforce Plan**

##### **Author(s)**

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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.