

Midlothian Integration Joint Board



14th October 2021, 2.00pm

Workforce Plan

Item number: 5.8

Executive summary

The purpose of this report is to highlight the workforce planning currently underway to support the development of the new Workforce Strategic Plan 2022-2025.

The report also aims to raise awareness of the new initiatives and actions being undertaken to reduce the challenges that specific service teams are having in relation to their workforce.

Board members are asked to:

- . Note the current strategic workforce planning.

Acknowledge and provide any comment/feedback on the actions and initiatives that are being implemented to address the challenges that specific workforce teams are experiencing.

Midlothian Integration Joint Board

Workforce Plan

1 Purpose

- 1.1 The purpose of this report is to highlight the workforce planning currently underway to support the development of the new Workforce Strategic Plan 2022-2025
- 1.2 The report also aims to raise awareness of the new initiatives and actions being undertaken to reduce the challenges that specific service teams are having in relation to their workforce, to improve service delivery, and mitigate risks of this re-occurring in the future.

2 Recommendations

2.1 As a result of this report Members are asked to: -

Note the current strategic workforce planning.

Acknowledge and provide any comment/feedback on the actions and initiatives that are being implemented to address the challenges that specific workforce teams are experiencing.

3 Background and main report

- 3.1 The Midlothian Interim Workforce and Development Plan 2021/22 was submitted to Scottish Government on 30th April 2021 and the IJB agreed to implement this plan at the IJB Meeting on 16th June 2021.
- 3.2 In line with the priorities outlined in the Interim Workforce and Development Plan 2021/22 further workforce planning is currently underway to support the development of the Workforce Strategic Plan 2022-2025. This will ensure the right people, are in the right roles, with the right skills at the right time and to maximise the potential of individual members of the workforce. This will enable the partnership to continue to achieve its strategic and operational priorities and support the partnership in successfully delivering the new Strategic Plan 2022-2025.
- 3.3 A Workforce Strategic Planning Group has been established which will support the development of the Workforce Strategic Plan 2022-2025. The membership includes a wide range of stakeholders including community partners, local employers and union representatives.

- 3.4 Key strategic priorities in terms of staff wellbeing have been identified from the recent staff survey. Plans to address these will be included in the new Strategic Workforce Plan.
- 3.5 Currently there are a number of workforce challenges that are impacting on specific service teams across Midlothian HSCP. These can primarily be attributed to:
- The impact of Covid-19;
 - lack of available workforce for social care locally;
 - type of role where vacancies are highest.

The workforce teams that are impacted the greatest are care at home, care homes and nursing staff where there are high absence levels.

3.2 Managers in Midlothian HSCP have a robust approach to absence management and are supported in this by both Midlothian Council and NHS Lothian policies and procedures. Absence management is being managed and monitored through the team managers, service managers and through the staff governance meetings. The service managers are working closely with HR colleagues to seek support and solutions to manage the absences effectively and efficiently. This has included dedicated training sessions on the absence management policies to all team supervisors in the service and more accurate data on absence to identify trends and themes. Managers also engage with Partnership and Staff Side representatives in a pro-active manner to resolve issues in a timely manner.

3.6 To increase recruitment and support the existing staff, there are a number of positive actions and initiatives currently underway:

- The new staff wellbeing lead for the HSCP commenced in post at the beginning of September. They are holding focus groups with care staff and managers to seek feedback and develop solutions on how staff can be supported to be well at work. They are prioritising the teams with high absence rates.
- A communication was sent to all council staff (via email) on the option of a move to working in Care at Home permanently, temporarily or as a casual staff member. There has been a good response with over 20 enquires and a number of interviews taking place.
- Rapid induction training has been successfully set up and delivered by the HSCP learning and development team to ensure staff can quickly receive the mandatory training and support required.
- There is ongoing recruitment to vacant posts through external adverts to the wider population. Additionally there is potential for the HSCP to be part of wider recruitment campaigns both within Midlothian and for health and social care staff as part of Scottish Government plans. Feedback from existing staff in these teams to provide support in these vital roles.
- A new initiative is being explored with Midlothian Council Communications Department to increase the local workforce over winter. This would involve a communication to ascertain if appropriate people might be willing to provide short term support to a neighbour.

4 Policy Implications

- 4.1 There is an Interim Workforce Plan 2021-22 in place and work is currently underway to develop a 3-year Workforce Plan for 2022-2025.
- 4.2 [The Health and Care \(Staffing\) \(Scotland\) Act 2019](#) introduced into legislation guiding principles for those who commission and deliver health and care services, which explicitly state that staffing is to provide safe and high quality services and to ensure the best health care or care outcomes for service users.
- 4.3 A range of local and national policies support the direction of the IJB to support people to live at home independently for as long as possible, and to receive high quality safe person-centred care. Having well-staffed services such as Care at Home and Care Homes impacts positively on reducing delayed discharges and ensuring that people can live independently in their own homes for as long as possible.

5 Directions

- 5.1 This report is relevant to Direction 15 Care at Home “Implement a multifaceted workforce plan that includes council and external providers by July 2021” However workforce has relevance to a number of directions to ensure services have appropriately trained staff.

6 Equalities Implications

- 6.1 People with protected characteristics, including older people and people with disabilities, who rely on care and support to enable them to live safely and well in their own homes may be disproportionately affected if workforce planning is not undertaken effectively.

7 Resource Implications

- 7.1 The current resource implications are around managing the budgets and high absence rates where cover needs to be provided and therefore incurring over time and additional hours to the service budget. These are being closely managed and monitored through the service’s team managers, accountants, service managers and the finance governance group.

8 Risk

- 8.1 There are 2 key risks to consider should the mitigating actions not have sufficient impact:
- Risk to service delivery with high absence and vacant posts
 - Risk of increasing financial costs of covering absence across the services with locum, bank and agency staff

9 Involving people

- 9.1 There is ongoing involvement with staff who work in the key service areas.
- 9.2 Carer focus groups will be established by the Wellbeing Lead to provide support, and forums for discussion.

10 Background Papers

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Appendices: