EAST AYRSHIRE HEALTH AND SOCIAL CARE PARTNERSHIP

INTEGRATION JOINT BOARD: 21 APRIL 2016

WORKFORCE DEVELOPMENT AND SUPPORT PLAN

Report by Director of Health and Social care

PURPOSE

1. To provide the Integration Joint Board (IJB) with a Workforce Development and Support Plan (incorporating an Organisational Development Strategy for Integrated Teams) as required by the Integration Scheme. To request approval of the said Plan.

BACKGROUND

2. On 1st October 2015 an interim Workforce Plan was received by the IJB and a timetable for engagement and consultation on the Plan was approved. It was noted that a revised Plan would be available in March 2016.

3. This revised Workforce Development and Support Plan has been developed to reflect the outcome of the consultation exercise undertaken. It incorporates the Partnerships OD Strategy for Integrated Teams.

CURRENT ARRANGEMENTS

4. OD activity is ongoing proactively across all Services and all areas of the Partnership including contracted services. With the management structures in place, Heads of Service are undertaking service redesign and implementing a raft of service improvement actions to ensure future delivery which reflects new ways of working required by integration of health and social care provision within the context of reducing budgets. These programmes are reported through the IJB separately.

5. Workforce planning and workforce development issues are being addressed strategically and organically through the provision of Business Partnering support. The nature of organisational development is emergent. The Action Plan within the Workforce Support and Development Plan sets out some of the activity already being undertaken together with planned activity. It is also recognises that new interventions will be identified and actioned on a daily and weekly basis and the approach adopted will ensure that all OD and workforce development needs are suitably addressed as they arise. The Plan includes action to address known pressures proactively.

6. The focus of this plan is the people directly employed in delegated services from NHS Ayrshire and Arran and East Ayrshire Council. Our ambition is to expand the plan to be inclusive of all who provide health and care in our Partnership.
FINANCIAL IMPLICATIONS

7. The Partnership is funding a part time position of dedicated OD lead to support the additional OD needs arising from the integration of Health and Social Care. This post is in place until March 2017. Additional support referred to within the Plan is provided by existing Partnership employees together with HR, OD and Quality Improvement Officers of each of the Parent Organisations.

HUMAN RESOURCE IMPLICATIONS

8. The Plan itself is in place to ensure that Human Resource implications of the service redesign and service improvement activity taking place are planned for proactively and strategically and that employee support and development is available throughout and provided fairly to all employees.

LEGAL/POLICY IMPLICATIONS

9. The production of an OD Strategy for Integrated Teams and a Workforce Development and Support Plan is a requirement of the Joint Working (Public Bodies) (Scotland) Act 2014. To streamline our processes and minimise the number of policies and plans in place the Partnership has integrated these two Plans.

COMMUNITY PLANNING IMPLICATIONS

10. The Workforce Development and Support Plan is in place to enable the Partnership to have the right people with the right skills in the right place at the right time to deliver the Strategic Plan and, through that, the Wellbeing Delivery Plan of the Community Plan whilst also contributing to the Economy and Skills and Safer Communities Delivery Plan outcomes.

EQUALITY IMPLICATIONS

11. The Plan addresses the commitment of the Partnership and both Parent Organisations to ensuring equality in all its activity. The Plan has had an Equality Impact Assessment carried out as reported within the Plan itself.

RECOMMENDATION

12. The Integration Joint Board is asked to:

(i) Receive the report;
(ii) Note and comment on the contents of the report;
(iii) Approve the Workforce Support and Development Plan for the Partnership and the incorporation of the OD Strategy for Integrated teams within it;
(iv) Note that the Plan will be reviewed annually
(v) Otherwise note the content of the report

Eddie Fraser
Director of Health and Social Care
12 April 2016
IMPLEMENTATION OFFICER:
Members requiring further information should contact: Ailie Macpherson, East Ayrshire Council OD Manager 01563 576420
East Ayrshire Health and Social Care Partnership

Workforce Development and Support Plan 2016/18

The right people, in the right place with the right skills at the right time
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1. Message from the Director

The East Ayrshire Health and Social Care Partnership (EAHSCP) is committed to delivering positive outcomes for the wellbeing of our residents. Our commitment to do this is set out in our Strategic Plan 2015 - 2018.

The policy intention of integration of health and social care is to deliver these positive outcomes through improvements to our services and to deliver services which are, responsive, person centred, seamless and inclusive.

These new ways of working require us to deliver transformational change for the benefit of our residents. As we reshape and redesign our services within the Partnership in order to meet our commitments, our workforce will be required to do different things, to work in new and different ways and to further strengthen our partnership working arrangements. We recognise this is required of all partners across all sectors working in health and Social Care. The focus of this plan is the people directly employed in delegated services from NHS Ayrshire and Arran and East Ayrshire Council. Our ambition is to expand the plan to be inclusive of all who provide health and care in our Partnership.

Our employees, employed by NHS Ayrshire and Arran and East Ayrshire Council, bring together a wide range of knowledge, experience, skills and talents and we are committed to supporting and developing them as they make the transitions to apply their strengths and talents within the Partnership.

In this Workforce Development and Support Plan we have set out the arrangements that we already have, and the arrangements we plan to put in place, to make sure that we have a workforce which is enabled and fit for purpose and able to deliver to meet current and future needs of our residents.
It also sets out steps we will take to anticipate future workforce needs based on legislative requirements, evidence of changes in demographics, the impact of ongoing change implementation and in particular a shift towards the provision of more community based health and care services.

We start from a position of strength. We have robust workforce planning and workforce development arrangements in place in each of the Parent Organisations (NHS Ayrshire and Arran and East Ayrshire Council) which will provide ongoing HR and Organisational and Learning and Development support to employees. This Plan sets out additional support and development activity that will be implemented in support of our new partnership arrangements.

It is recognised that workforce planning and workforce development needs are emergent and dynamic therefore development of the workforce is a core activity embedded within our planning processes and is continuous.

Eddie Fraser
Director East Ayrshire Health and Social Care Partnership
2. Introduction

The Joint Working (Public Bodies) (Scotland) Act 2014 requires the integration of health and social care services for adults with a view to improving service delivery. The Act provided a choice as to whether or not other services be included within the partnerships being created in response to the Act. In Ayrshire, all social work services and a wide range of NHS services have been included within the new partnership arrangements.

A Strategic Alliance comprising NHS Ayrshire and Arran, and North, South and East Ayrshire Councils, working together, developed an Integration Scheme, required by the Act, which set out how the integration of Health and Social Care would be implemented in Ayrshire. As a result, three Partnerships namely:

- North Ayrshire Health and Social Care Partnership (NAHSCP)
- South Ayrshire Health and Social Care Partnership (SAHSCP) and
- East Ayrshire Health and Social Care Partnership (EAHSCP)

have been established in Ayrshire to recognise the different needs and demographics of each area. Each Partnership has a service responsible for delivery of Community Health and Care Services and for Children’s Health, Care and Justice Services. In addition each Partnership has a lead role in pan Ayrshire service delivery as follows:-

- North Ayrshire: Mental Health Services
- South Ayrshire: Allied Health Professional Services and
- East Ayrshire: Primary Care and Out of Hours Community Response

Full details of the Partnership Services delivered by EAHSCP and the Service responsible for delivery are set out in the Strategic Plan at https://www.east-ayrshire.gov.uk/Resources/PDF/H/East-Ayrshire-HSCP-Strategic-Plan-Summary.pdf or by clicking here.

Pan Ayrshire, cross cutting improvement actions are led and managed through the Strategic Planning Operations Group (SPOG) which has established Strategic Service Change Programmes of work to be delivered through dedicated workstreams, working together with colleagues in NHS Ayrshire and Arran Acute services. These programmes will support the creation of a community
health and care infrastructure that minimises the need for unplanned or avoidable hospital services. The pan Ayrshire Programmes can be seen at Appendix 1.
The Integration Scheme requires that Health and Social Care Partnerships develop an Organisational Development Strategy for Integrated Teams and a Joint Workforce Development and Support Plan.

In 2015 a pan Ayrshire Organisational Development (OD) Strategy and a pan Ayrshire Workforce Development Strategy were produced through the Strategic Alliance to commit to a common OD approach within the Partnerships to support consistency and to identify opportunities for joint working and shared learning wherever possible.

EAHSCP has incorporated the Organisational Development Strategy for Integrated Teams activity within this Workforce Development and Support Plan. The East Ayrshire Integration Joint Board (IJB) approved the development of this Plan on 1 October 2015 together with the consultation process which preceded its development.

This Plan supports the delivery of the EAHSCP Strategic Plan 2015 – 2018. It sets out arrangements already in place and action we will take to attract, recruit, motivate and engage, support and develop and thereby retain, our future workforce.

NHS Ayrshire and Arran and East Ayrshire Council already have in place robust arrangements for workforce planning and workforce development and these existing arrangements will continue and form part of the arrangements contained within this Plan to support and develop of our people.

Adopting an Organisational Development approach means that, through Business Partnering arrangements, the recruitment and support and development of our workforce is activity embedded within our strategic planning arrangements.

Support provided by the EAHSCP Business Support team, working together with the Partnership OD Lead, the OD Lead of NHS Ayrshire and Arran, the OD Manager of East Ayrshire Council and HR and Improvement Teams from both Parent Organisations enables us to be proactive in identifying workforce needs, drawing on established good practice and the strengths and talents of our people, as we implement service redesign and change.

Our context is one of transformational change. Our drivers include ongoing reform at a national level including the Scottish Governments reform agenda informed by the Christie Commission, the introduction of the Community Empowerment (Scotland) Act 2015 and the plan to develop a Strategy that will build on the 2020 vision for health and social care in Scotland.
This Plan will be implemented to take account of the emergent needs of the workforce in response to change and to engender in employees the ability to work within a change environment and be flexible.

3. Delivering our Vision

The vision for the Partnership, developed in consultation with employees of the Partnership, is:

*Working together with all of our communities to improve and sustain wellbeing, care and promote equity*

Values

Partners have aligned NHS and Council values with the policy intentions of health and social care integration to create a set of values for the Partnership. This is displayed in the graphic below.
Equality

The Commitments set out in our Strategic Plan and the approach we have adopted to Workforce Development are designed to engender a culture which promotes equality, values diversity and protects human rights and social justice and tackles discrimination. This is reflected in our Vision and Values and applies equally to our residents and our workforce.
4. Who we are and what we do

As at March 2016 the workforce of EAHSCP comprised 2455 people.

Within this there are 15 joint posts, employed across East Ayrshire Council and NHS.

The remaining workforce of 2440 is employed by their respective parent organisations as shown in the chart below:

A further breakdown of the workforce per Service and in respect of Gender and Age can be found in Appendix 2.

In addition to the direct workforce of the Partnership, services are provided through contracted services managed within the Partnership e.g. GPs, Dentists, Optometrists and Community Pharmacists.

Services are also provided within the Partnership context by colleagues in the 3rd sector and independent sector and we will work with our partners to ensure that their workforce planning and workforce development arrangements are fit for purpose to support appropriate service delivery by them in the future.
5. Our Approach

The Partnership recognises that in order to meet the outcomes of the Strategic Plan it is necessary that we have:-

| The right people with the right skills in the right place at the right time |

To meet this objective we have committed to ensure that we attract, recruit, motivate and engage, support and develop and thereby retain the right and the best people to deliver services for our residents.

Action we will take to deliver this objective is set out in the Action Plan at Appendix 3.

These improvement actions will be delivered through the implementation of existing good practice of the Parent Organisations HR and Organisational Development arrangements and additional initiatives identified to develop our future workforce in the context of integration.

We are recruiting a dedicated Workforce Planning Manager for the Partnership in recognition of the importance of a strategic and structured approach, using all relevant data, to identify and address future workforce pressures.

Our Workforce Planning activity will inform future targeted improvement action in the recruitment and retention of our workforce. Further detail of our arrangements for Workforce Planning are detailed in the following Section
Organisational Development

An organisational development approach is embedded within all planning and workforce development activity of the Partnership.

Organisational Development leads are working in Partnership with Heads of Service and Senior Managers to identify and plan appropriate OD interventions which are integral to ongoing service redesign, service improvement activity, development of integrated teams, collaborative and joint planning and joint working with Partners and Stakeholders and change management.

All OD interventions are designed to deliver improvement and are delivered from a strengths based and asset based perspective.

The IJB and leaders working within the Partnership will actively promote an organisational culture which values partnership working, recognises and values the contribution of the workforce, and values and promotes transparency and openness to innovation, continuous learning and improvement.

These interventions include:

- The development of collaborative leaders
- Building and developing high performing integrated teams
- Delivering change
- Employee engagement
- Adopting a strengths based approach to people development
- Supporting employee wellbeing
- Developing enabling managers
- Recognising and valuing success
A range of OD tools, techniques and interventions are engaged to support workforce development including:

- Appreciative inquiry
- Improvement science and utilisation of small steps of change
- Managing transitions model for change management
- Project management
- Adopting a coaching approach to development
- Collective leadership
- Action Learning Sets and Quality Forums
- Partnership self-evaluation tools
- IIP Knowledge Transfer Health Checks
- Team building and
- Personal profiling including DiSC profiling, MBTi and VIA strengths profiling

This proactive and integrated approach to the development of leaders, managers and our people supports a learning culture which engenders a culture of continuous improvement and develops engaged, competent and confident employees.
6. Workforce Planning

Each of the Parent Organisations has in place existing arrangements to address workforce planning to ensure that:

- The partnership is viewed as an employer of choice and attracts high quality suitably skilled and motivated employees
- We identify potential gaps and are proactive in taking measures to address these

Workforce Planning is a dynamic process and whilst service improvement plans will articulate needs and pressures identified as services are redesigned and transformational change programmes implemented, workforce needs will be emergent and continue to be addressed in real time. In some areas National reviews and initiatives to address known pressures are underway and we will have due regard to these.

Each Service within the Partnership has a programme of transformational change within which workforce planning and workforce development is addressed.

A Workforce Planning Manager employed within the Partnership will provide a strategic overview of workforce planning needs and will coordinate and support the integration of the NHS Ayrshire and Arran and East Ayrshire Council workforce planning activity to inform the workforce planning arrangements set out in Service Improvement Plans.

Some of the known workforce challenges currently being addressed within Service areas are:

**Community Health and Care Services**

1. Continued provision of a suitably skilled and diverse personal carer workforce
2. Improving the gender balance within the personal carer workforce
3. Sustaining suitable numbers of Mental Health Officers
4. Addressing the National shortage of qualified District Nurses
5. Having regard for the workforce implications of the implementation of the House of Care model to help support those with long term conditions.
Primary Care and Out of Hours Community Response

1. A national shortage of GP’s
2. The implications of revisions to GP contracts
3. Attracting sufficient GP cover for the Ayrshire Doctors On Call (ADOC) Service
4. Supporting increased use of Advanced Nurse Practitioners in Primary Care

Children’s Health, Care and Justice

1. Retention of qualified Social Workers in the south of the authority, especially within Children and Families Social Work
2. Recruitment of qualified social workers and health professionals to Kilmarnock Prison
3. Ensuring succession planning of qualified social workers
4. Implementing changes to the role of health visitors following a national review
5. Taking account of the possible impact of any changes to the remit of school nurses arising from a national review

The Partnership is an active member of the Ayrshire Education Partnership where, in collaboration with other Partners, work is ongoing with the University of the West of Scotland and Ayrshire College to identify and address gaps and put in place measures to ensure that we have a suitably skilled and qualified workforce for current and future roles within the Partnership.

The Partnership is exploring opportunities for positive action to be taken to support recruitment of a diverse workforce and to address the balance of the workforce particularly in relation to age and gender.

Appendix 3 of this Workforce Development and Support Plan includes actions which will be taken to address workforce challenges identified together with OD interventions and workforce development activity to support effective delivery and achievement of outcomes.
6. **Workforce Development**

All employees working within the Partnership have access to mandatory and statutory training including health and safety training, professional and technical training, corporate learning and development and tailored learning and development provision.

Provision is also made to support employees in specialist roles to have in place the necessary qualification and accreditation and meet ongoing Professional CPD requirements through their own Professional Bodies.

The Partnership Management Team includes Professional Leads for Social Work, Nursing, Allied Health Professionals and General Practitioners.

Every employee has access to an annual performance review – EAGER or PDR through eKSF – to ensure their particular development needs are identified and addressed in respect of current and future role requirement. Each has the support of their line manager and of the relevant Professional Lead to ensure that they are suitably qualified, skilled, trained and developed to fulfil the requirements of their role.

Organisational Development support is provided to the Partnership, all Services, managers and employees to support delivery of change, the development of high performing teams and continuous improvement.

The Business Partner approach deployed by the Human Resources Services available to the Partnership (Employee Relations and Organisational Development) ensures that support and development needs of the workforce are addressed as an integral part of the service redesign and transformational change process. This ensures a timeous and proactive response to identified need.

From Induction to Preparation for Retirement we will augment the existing provision of each of the Parent Organisations to take account of the management of integrated teams and the new partnership arrangements.

Managers of Integrated teams have already been inducted in the Policies and Procedures of their Partner Organisation and provided with training as required in the implementation of core Corporate Policies including Sickness Absence Management and Disciplinary Policies and Procedures.
7. **Impact Assessment**

To ensure that we are aware of the impact of the Strategy on all employees and can address any potential issues for specific groups and individuals, an Equality Impact Assessment (EIA) has been undertaken.

It found that there are no differential or negative/adverse impacts in relation to any of the nine protected characteristics (age, disability, gender reassignment, race, religion or belief, marriage and civil partnership, pregnancy and maternity, sex or sexual orientation).

The EIA concluded that the Strategy will have a positive impact on all groups as the processes for attracting and recruiting employees to the Council and for engaging with and supporting and developing them are ensure fairness and equal access to opportunities.
8. **Consultation and Engagement**

The Participation and Engagement Strategy of the Partnership identifies 5 levels of engagement: inform, engage, involve, consult and empower.

This applies equally to employees and to the communities we serve.

In the development of this Plan a full consultation exercise was undertaken with:

- Heads of Service
- The Strategic Planning (SP) Group (through the scheduled SP workshop)
- Managers and Employees
- Third sector Partners

The feedback received during the consultation has informed the content of this Plan. In addition this Workforce Plan has been informed by current workforce planning activity in both the NHS Ayrshire and Arran and East Ayrshire Council.
9. Monitoring, measuring and evaluating

East Ayrshire Health and Social Care Partnership is committed to agreeing and delivering its Workforce Plan in consultation with a wide range of stakeholders.

The Plan will be subject to monitoring and reporting on a regular basis and progress will be reported annually to the East Ayrshire IJB to ensure it continues to align with the Strategic Plan.

In view of the emergent and responsive nature of OD interventions and workforce development, monitoring and measuring the impact of these interventions is continuous. Monitoring and measuring our OD actions is built in to our feedback measures following one off events and through more formal review of project and programme work undertaken to support change. All of this feedback is used to provide learning in order to deliver continuous improvement and meet the changing needs of our workforce and our residents.

In addition, we will utilise the existing review measures available within the Parent Organisations, such as

- The NHS Staff Survey and Council Employee Attitude Survey
- imatter team feedback
- Consultation and Engagement events
- Feedback from Development Events, Team Meetings 1:1 meetings, EAGER and PRD meetings, through Ideas for Change and informally

We also plan to introduce Pulse Surveys. These short surveys will enable us to understand the ongoing needs of the workforce and to test the extent to which the intent of the culture of partnership and collaborative working is being implemented.

A wide ranging consultation exercise was undertaken in the development of this Plan. We will continue to consult our workforce as we review and renew our Strategic Plan and this supporting Workforce Plan to ensure that we are meeting their needs.

This Plan will be reviewed annually and updated to take account of future changes and priorities, including the ongoing changes to the profile of the EAHSCP workforce, their development needs and succession planning as services change to meet service demand. The work of the HR and OD sub group of the Strategic Alliance, which supported the development of the Integration Scheme and establishment of the Partnership, came to an end with the sign off of the Integration Scheme.
In order to monitor the effectiveness of HR and OD Support an Ayrshire Strategic Workforce Group has been established. This Group will monitor the effectiveness of OD and Workforce Development Support Ayrshire wide and continue to provide a forum to deliver consistency of approach across the three Partnership. It will also support shared learning and identify opportunities for shared delivery as appropriate.

It is recognised that significant organisational development activity and workforce development activity will be progressed though not included in this Plan due to the rate and pace of change being implemented.
11. Appendices
Appendix 1

SPOG Workstreams

![Diagram of Strategic Service Change Programmes]

Legend:
- Planned Care: Improving Access and Telehealth are intrinsic to all programmes
- Indicates the provision of recommendations, advice or guidance
- Information flow
Appendix 2

The current Partnership workforce

The table below shows the workforce broken down by employing organisation and service area. The Community Health and Care Service has the greatest number of employees with 1327 people. Children’s Health, Care and Justice has 364 people. East Ayrshire is the lead partnership in Ayrshire and Arran for the leadership, management and development of Primary Care and Out of Hours Community Response services and employs 564 people directly across ADOC, Dental Health and Out of Hours Social Work and District Nursing. The Primary Care and Out of Hours Community Response Service also manages the provision of contracted services including GPs, Dentists, Optometrists and Community Pharmacy.

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<td>Children’s Health, Care and Justice</td>
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Gender Profile

The gender profile for the EAHSCP shows that it is predominately female.

There is a variance between the NHS and Council gender profile with the Council having a greater percentage of female employees.

- NHS – 77% female and 23% male
- Council – 89% female and 11% male

Data published by the Scottish Social Services Council (SSSC) Workforce Skills Report 2013-14 provides the national picture of those employed within social care. 84% of the workforce are female and 16% are male. The percentage of male employees has
remained static at 16% since 2009. The gender balance in East Ayrshire is even more pronounced than this National average. Positive action is planned to address this.

**Age Profile**

The chart below shows the EAHSCP workforce age profile in 5 year bandings.

![Age Profile Chart](image)

The profile displays a number of workforce characteristics which are important in relation to our workforce planning processes.

36% of the workforce is over 50 years of age whilst only 4% of the workforce is under 21. We plan action to address this age profile which is reflected in the Parent Organisations.