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**REPORT TO: MORAY INTEGRATION JOINT BOARD ON 29 SEPTEMBER 2022**

**SUBJECT: HEALTH AND SOCIAL CARE MORAY DRAFT INTEGRATED WORKFORCE PLAN 2022 - 2025**

**BY: SERVICE MANAGER**

**1. REASON FOR REPORT**

1.1. To present the Board with the draft Integrated Workforce Plan.

**2. RECOMMENDATION**

**2.1. It is recommended that the Moray Integration Joint Board (MIJB):**

- i) consider and approve in principle the Draft Integrated Workforce Plan content and structure;**
- ii) delegate authority to Officers to amend and update the plan in accordance with anticipated feedback from Scottish Government; and**
- iii) authorise the publication of the plan by end October 2022, as per request from Scottish Government**

**3. BACKGROUND**

3.1 The Workforce Plan 2019-2022 was approved by MIJB at the meeting of 28 November 2019 (para 13 of the minute refers). It set out the position across the Health and Social Care Moray (HSCM) workforce and the considerations that need to be front and centre for looking to the future.

3.2 The HSCM Draft Integrated Workforce Plan 2022-2025 (**Appendix 1**) outlines the priorities and ambitions for the next 3 years, as we aim to be the employer of choice, supporting our staff through their work life cycle.

3.3 Prior to the pandemic, Health Boards and Health and Social Care Partnerships (HSCPs) were required to publish a 3 year Integrated Workforce Plan by April 2021, building on the national Integrated Health and Social Care Workforce Plan published in December 2019.

- 3.4 In light of the pandemic, the Scottish Government agreed to defer the deadline for development of the full plan and asked that an Interim Integrated Plan be developed. This interim plan was delivered to the Scottish Government in April 2021.
- 3.5 Further guidance was then received in Director's Letter DL 2022 (09) providing guidance to NHS Boards and HSCPs on completion of their Three Year Workforce Plans, including the key information and analysis that should be set out in those plans. NHS Boards and HSCPs were required to submit a copy of their plan to the Scottish Government by 31 July 2022. Then undertake an analysis and feedback process, pursuant to which the plans should be published on organisations' websites by 31 October 2022.
- 3.6 The purpose of this plan is to identify HSCM's workforce needs and demands and set out the priorities for the next 3 years. The Health and Social Care Moray Chief Officer is ultimately responsible for workforce planning, this is delegated to the responsible officer in the partnership within the Workforce Management Forum. The Forum membership includes staff, managers, recognised trade unions and staff partnership representatives.

#### **Consultation process**

- 3.7 To enable a comprehensive review of the current workforce plan a consultation process took place with stakeholders, including NHS Grampian, Moray Council, HSCM Senior Leadership Team, staff, partnership reps and the Third Sector. This has mainly been a virtual experience, using Teams technology due to social distancing as a result of the pandemic. The draft plan has been presented to the Workforce Management Forum and Moray Partnership Forum in September 2022.
- 3.8 The HSCM Draft Integrated Workforce Plan reflects discussions with stakeholders, including, staff surveys, one to one discussions with the Service Manager, workforce and consultation events around the 5 Pillars model (**Appendix 2**). Consultation involved Third Sector Stakeholders by way of group discussions, the Service Manager was invited to meet with tsiMoray.
- 3.9 This Plan has been developed in conjunction with HSCM service areas and specialties. Staff Partnership/Trade Union colleagues will continue to be involved in the review of services through workforce steering groups.

#### **Recruitment and Retention**

- 3.10 There is a national recruitment crisis, with all vacancies becoming harder to fill particularly for GPs, Advanced Nurse Practitioners, and Allied Health Professionals.
- 3.11 Data sets detailing the HSCM workforce highlights that our workforce is becoming older and as a result choosing to work part time or retire. 30.4 % of our workforce are aged between 45 – 54 years with a further 17.2 between the ages of 55-60 years.
- 3.12 Recruiting and retaining staff remains a major challenge and HSCM needs to be innovative in using incentives to attract and develop the workforce in the health and social care sector. Recruitment and retention is impacting on sustainability of services and current models.

- 3.13 HSCM hope that by adopting a more dynamic, flexible and hybrid approach, prospective employees will find HSCM an attractive model of working and in turn positively impact recruitment and retention of staff.
- 3.14 Work is being done around the distribution of staff and delivering services differently, such as flexible and dynamic working practices. HSCM has set out several key priorities (aligned to the NHS Scotland Recovery Plan) including a focus on staff health and wellbeing, management of ongoing demand resulting from successive COVID-19 waves, and progressing work to improve the care of patients and carers of Moray. Many of these priorities will continue to be key areas of focus in our Strategic Plan.
- 3.15 There is anecdotal evidence that recruitment and retention in Moray is exacerbated by the lack of rented accommodation, HSCM has experience of people from out-with the area having to turn down offer of work due to being unable to secure appropriate accommodation in the area. It is often not viable for people to take the offer of secondment or short term contracts due to this issue.

### **Implementation**

- 3.16 On approval, the Integrated Workforce Plan will be published on the HSCM webpage and launched to staff through the Global email system. HSCM may consider posted information through Social Media sites.
- 3.17 A delivery plan is under development to focus on solutions for the next 12 months to address immediate challenges and help delivery the outcomes under the 5 pillars for workforce planning.

## **4. KEY MATTERS RELEVANT TO RECOMMENDATION**

- 4.1. The purpose of this Draft Integrated Workforce Plan is to identify HSCM workforce needs and demands and set out the priorities for the next 3 years.
- 4.2. This plan provides a framework to develop a sustainable workforce fit for the future, one which is able to deliver the strategic aims of the partnership.

## **5. SUMMARY OF IMPLICATIONS**

### **(a) Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP)) and Moray Integration Joint Board Strategic Plan “Moray Partners in Care 2019 – 2029”**

Health and Social Care Moray (HSCM) understands that to best achieve the strategic aims, we must closely align our Integrated Workforce Plan with our Strategic Plan

### **(b) Policy and Legal**

Boards and HSCPs are required to submit a copy of their plan to the Scottish Government (DL 2022, (09)).

An analysis and feedback process took place in August, pursuant to which the plans should be published on organisations' websites by 31 October 2022.

**(c) Financial implications**

Medium Term Financial Framework (MTFF) is an essential part of the strategic planning process that supports the MIJB to develop plans which consider the financial climate and broader economic impacts. A robust medium term financial framework will provide transparency and support informed decision making.

MTFF seeks to support the understanding surrounding the broader climate within which the MIJB will operate over the medium term. There are wide ranging factors which encompass the complexity that impacts on the financial pressures of the MIJB.

**(d) Risk Implications and Mitigation**

The Integrated Plan outlines throughout risk, challenges and opportunities and comments on Recruitment, Retention and Sustainability.

Given the significant amount of staff aged 50 and over, attention needs to be given to plan for sustainability. There have been a significant number of retirements and staff leavers over the last year which can mean a loss of organisational intelligence and experiences which may have an impact on services as teams adjust. Approximately 18.8% of the workforce left the Partnership in the last year.

**(e) Staffing Implications**

The Draft Integrated Workforce Plan outlines the HSCM workforce profile, and comments on age and gender profile, retirement issues and challenges with part time and full time equivalents.

**(f) Property**

There are no property implications.

**(g) Equalities/Socio Economic Impact**

An Equalities Impact Assessment is not required as there is no change to policy.

**(h) Climate Change and Biodiversity Impacts**

There are no direct implications.

**(i) Directions**

None as a direct result of this report.

**(j) Consultations**

The following have been consulted and are in agreement with the report where it relates to their area of responsibility:

Carmen Gillies, Interim Strategy and Planning Lead, HSCM

## **6. CONCLUSION**

- 6.1. The Committee is asked to approve the content of the HSCM Draft Integrated Workforce Plan and approve the publication of this plan by end of October 2022.**

Author of Report: Trish Morgan, Service Manager

Background Papers: with author

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