

# Scottish Borders Health and Social Care Partnership Integration Joint Board

15 March 2023

## SCOTTISH BORDERS HSCP INTEGRATED WORKFORCE PLAN – IMPLEMENTATION PLAN



Report by Erick Ullrich, Organisational Development Manager; Claire Smith, Workforce Planning Manager; Wendy Henderson, Partners for Integration, Scottish Care

### 1. PURPOSE AND SUMMARY

- 1.1. **To update the Integration Joint Board of progress developing an Integrated Workforce Plan Implementation Group**
- 1.2. Our Integrated Workforce Plan was approved by the Integration Joint Board on 26 October 2022. This report provides an update on the development of the associated implementation plan.

### 2. RECOMMENDATIONS

- 2.1. **The Scottish Borders Health and Social Care Integration Joint Board (IJB) is asked to:-**
  - a) Note the formation of and membership of the cross sector SBHSCP Integrated Workforce Plan Implementation Board
  - b) Note the Terms of Reference of the Implementation Board specifically the remit and scope which was coproduced with Implementation Board members
  - c) Note the content of the first progress report detailing the Implementation Plan coproduced by the Implementation Board
  - d) Note that two of the Equality Outcomes for the period 2023 to 2025 relate specifically to the Partnership's Workforce. The Implementation Board will report progress against these outcomes monthly to the SPG E&HR Subgroup
  - e) Note that the Implementation Plan is living document which will be refreshed and reported against quarterly to the IJB

### 3. ALIGNMENT TO STRATEGIC OBJECTIVES AND WAYS OF WORKING

- 3.1. It is expected that the proposal will impact on the Health and Social Care Strategic Framework Objectives and Ways of Working below:

Alignment to our strategic objectives					
Rising to the workforce challenge	Improving access	Focusing on early intervention and prevention	Supporting unpaid carers	Improving our efficiency and effectiveness	Reducing poverty and inequalities

X	X		X	X	
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<b>Alignment to our ways of working</b>					
People at the heart of everything we do, and inclusive co-productive and fair	Good agile teamwork and ways of working – Team Borders approach	Delivering quality, sustainable, seamless services	Dignity and respect	Care and compassion	Openness, honesty and responsibility
X	X	X	X	X	X

**4. INTEGRATION JOINT BOARD DIRECTION**

4.1. A Direction is not required.

## **5. BACKGROUND**

- 5.1. In April 2020 the Scottish Government's Directorate of Health Workforce issued a letter to NHS Board Chief Executives, Integration Joint Board Chief Officers and Local Authority Chief Executives. The letter provided guidance to the Scottish Border Health and Social Care Partnership and NHS Borders on the completion of their Three Year Workforce Plans.
- 5.2. The Directorate of Health Workforce recognised that the Scottish Borders HSCP were asked to develop its first Integrated Workforce Plan prior to developing its Strategic Commissioning Plan, therefore the plan presented to the Scottish Borders Integration Joint Board in October 2022, would be a high level summary of actions to be taken to address cross sector workforce issues.
- 5.3. To meet the expectations of the Scottish Government, the Scottish Borders HSCP's Integrated Workforce Plan was developed using the Five Pillar of Workforce Planning as outlined in the National Workforce Strategy.
- 5.4. The Public Bodies (Joint Working) Scotland) Act 2014, places a duty on the Scottish Borders Integration Joint Board (IJB) and the Scottish Borders Health and Social Care Partnership to maximise the integration of services, via the Integration Planning and Delivery Principles.
- 5.5. To do this effectively our Integrated Workforce Plan was approved by the Integration Joint Board on 26 October 2022. The Scottish Borders HSCP Integrated Workforce Plan has been designed to carefully consider the interdependencies across the whole system as well as delivering the platform from which to ensure that one part of the system's actions do not impinge on another's and the Integration Joint Board and Scottish Borders Health and Social Care Partnership's vision of an across the system approach, to current and future workforce pressures and one that address the current inefficiencies experienced by organisations providing care as staff move from one provider to another.
- 5.6. The coproduced Integrated Workforce Plan and associated Action Plan, approved by the Integration Joint Board, outlined proposed actions to deliver a cross sector vibrant and competent workforce to meet local projected short-term recovery and medium term workforce growth requirements.
- 5.7. To give the Integration Joint Board assurance that actions are being taken to evidence compliance with the requirements of the Scottish Government and the associated regulatory requirements an Implementation Plan has been coproduced.

## **6. GOVERNANCE AND PERFORMANCE**

- 6.1. In line with the Governance arrangements presented to the Integration Joint Board in October 2022, which can be found in appendix 1, the Integrated Workforce Plan's Implementation Board was established in January 2023. The Board has met on three occasions since 17 January 2023 to develop the Integrated Workforce Plan's Implementation Plan.
- 6.2. During these meetings the Board also agreed to support the development and presentation of:
  - Quarterly performance reports to the Integration Joint Board
  - Quarterly performance reports to the HSCP Joint Executive Team
  - To take monthly reports from the workstream leads
- 6.3. To further support a robust oversight of the implementation plan in the first 6 months, it has been agreed that the Board will take responsibility for delivering Pillar 1 - Plan.

## 7. PRIORITIES

7.1. During the three meetings held to date, an initial implementation plan and associated priorities was coproduced by board members. These have been developed under the 5 Pillars adopted by the Integration Joint Board in October 2022. These can be found in appendix 4 and are summarised below:

- Mapping exercises e.g., current activities including recruitment, retention and training
- Maximising large scale change opportunities e.g., National Care Service
- Affecting Practice change – move from actuate to community based change
- Evaluating current models of care with a view to developing new models of care e.g. GP Practices, intermediate care
- Portability/flexibility of staff
- Breaking down professional barriers e.g., flexibility of roles and responsibilities
- Promotion of career in care
- International and UK national partnership recruitment
- Promotion of the Borders benefits e.g., accommodation affordability

## 8. IMPACTS

### Community Health and Wellbeing Outcomes

8.1. It is expected that the proposal will impact on the National Health and Wellbeing Outcomes below:

N	Outcome description	Increase / Decrease / No impact
1	People are able to look after and improve their own health and wellbeing and live in good health for longer.	Increase
2	People, including those with disabilities or long term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.	Increase
3	People who use health and social care services have positive experiences of those services, and have their dignity respected.	Increase
4	Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.	Increase
5	Health and social care services contribute to reducing health inequalities.	Increase
6	People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and well-being.	Increase
7	People who use health and social care services are safe from harm.	Increase
8	People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.	Increase
9	Resources are used effectively and efficiently in the provision of health and social care services.	Increase

### Financial impacts

8.2. There are no costs attached to any of the recommendations contained in this report.

- 8.3. A significant proportion of delegated budget within Scottish Borders Health and Social Care Partnership is dedicated to workforce. It is anticipated that this plan will be closely allied to investment in specific areas such as Social Work, Social Care, Winter Monies, Primary Care Improvement, Urgent Care and Transforming Roles.
- 8.4. This requires the SBHSCP Integrated Workforce Plan to be interlinked with the Strategic Framework to support transformation, change and redesign to meet the current and emerging needs of the Scottish Borders communities.
- 8.5. The Partnership's Joint Staff Forum will ensure that cross sector organisational development is effectively monitored.

### **Equality, Human Rights and Fairer Scotland Duty**

- 8.6. An assessment of proportionality and relevance to the Equality Act 2010 (Stage 1 Integrated Impact Assessment) was undertaken in May 2022 and is attached for reference
- 8.7. Stage 2 Integrated Impact Assessment Empowering People – Capturing their Views has been undertaken since May 2022 and is attached for reference. This details who was consulted with, what they said and how this has been used to influence and inform the development of the plan
- 8.8. Stage 3 of the Integrated Impact Assessment – Analysis and Findings is also attached for reference.
- 8.9. A cross sector Implementation Board, which includes organisations reflective of the relevant protected characteristics has been established. The Implementation Board has used the findings of the impact assessment to inform and influence the development of the implementation plan.

### **Legislative considerations**

- 8.10. Adopting the proposed SBHSCP Integrated Workforce Plan will support the IJB evidence its compliance with:
  - CEL 32(2011)
  - Public Bodies (Joint Working) Scotland Act 2014
  - Regulation 15 of the Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011
  - The Equality Act 2010
  - Scottish Specific Public Sector Equality Duties 2012

### **Climate Change and Sustainability**

- 8.11. There are no known climate change impacts at this stage.

### **Risk and Mitigations**

- 8.12. Risks are outlined below:
  - Changing demographics affecting staff and people who use our services, including the consequences of the Covid-19 Pandemic.
  - Population changes with a reduction in working age population living in the Scottish Borders

- A significant reduction in the availability of professionally trained clinical staff, including Allied Health Professionals, doctors, nurses and pharmacists.
- Changes in employment and immigration regulations linked to EU withdrawal
- Complex and protracted employment processes that do not respond to short term needs
- Inability to train key professionals at a sufficient rate to meet demand National competition attracting newly qualified professionals to settle where they trained - often in city areas

## 9. CONSULTATION

### Communities consulted

- 9.1. In November 2022 lead representatives from each of the 5 sectors represented on the Implementation Board were identified. Membership is drawn from:
- Third Sector Organisations/Forum
  - Independent Sector Organisations/Forum
  - Primary Care Services
  - Scottish Borders Council
  - NHS Borders
- 9.2. A full list of members and the networks/forum they represent is attached as appendix 2.
- 9.3. During the meetings which took place in January 2023 and February 2023, a Terms of Reference for the Implementation Board was coproduced, this is attached as appendix 3.
- 9.4. In addition, the following groups have been consulted:
- Joint Staff Forum
  - Care Sector Advisory Group
  - IJB Strategic Planning Group
  - Other groups – as relevant

### Integration Joint Board Officers consulted

- 9.5. The IJB Board Secretary, the IJB Chief Financial Officer and the IJB Chief Officer have been consulted, and all comments received have been incorporated into the final report.
- 9.6. In addition, consultation has occurred with our statutory operational partners at the:
- HSCP Joint Executive

### Approved by:

Chris Myers, Chief Officer

### Authors:

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**Background Papers:** Integration Joint Board, 26 October 2022 - Item 5a:

<https://scottishborders.moderngov.co.uk/ieListDocuments.aspx?CId=218&MIId=6444&Ver=4>

**Previous Minute Reference:** n/a

For more information on this report, contact us at:

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