

Scottish Borders **Health & Social Care** Partnership



Workforce Planning Framework

Working together for the best possible health and wellbeing in our communities





WORKFORCE PLANNING FRAMEWORK – NHS BORDERS/SCOTTISH BORDERS COUNCIL

Aim

- 1.1 The aim of this paper is to provide the Integration Joint Board (IJB) with an update on how workforce planning is undertaken within NHS Borders and Scottish Borders Council (SBC), then outline how we are/will integrate in future to support the integrated services.

Background

- 2.1 Effective workforce planning ensures that we have the necessary information, capability, capacity and skills to plan for current and future workforce requirements. This includes planning a sustainable workforce of the right size, with the right skills and competencies, which is responsive to health and social care demand and ensures effective and efficient service delivery across a broad range of services and locations.

Overview of NHS Workforce Planning Methodology and Timescale for Production of Local Workforce Plan

CEL 32 (2011) which was issued by Scottish Government Health Department provides NHS Borders with a framework to support the development of workforce plans at service, NHS Board and regional level. All NHS Boards in Scotland are required to follow this approach.

The guidance reflects the 6 Step Methodology to Integrated Workforce Planning and contains workforce planning checklists at each step of the process which sign-post to other data and information sources that will help ensure that workforce plans are evidence based. We use this as part of the service improvement methodology to identify key workforce issues that support future models of care/service delivery.

We also use the tool to:

- Ensure closer integration between NHS Boards and social care providers in planning the wider workforce.
- Identify the key learning and educational needs of the existing and future workforce
- Support the development of our local workforce projections to inform annual student intake to the “controlled” groups (Medical, Dental and Nursing and Midwifery), and develop a national picture of likely trends across all staff groups. (Using professional, validated workload measurement and workforce configuration tools where appropriate).

- Ensure our plans are in line with the ambitions of the Quality Strategy.
- Consider demographic influences, and demonstrate how changes in future service demand and workforce supply based on population need can be managed.

A key requirement set out to Chief Executives within the guidance is to ensure Workforce Plans have been developed in line with local Partnership and staff governance arrangements as well as reflect an integrated approach with other planning agendas. This is particularly important in demonstrating the integration with social care providers.

We are required to publish our Local Workforce Plan on NHS Borders website by 30th June each year and submit workforce projections to the Scottish Government.

Overview of Scottish Borders Council's People Plans

Scottish Borders Council is working towards aligning how departments plan for employees to reflect the way they think about their business and finance plan. The people plan is designed to help use our most valuable assets to deliver our objectives.

The people plan is a cycle of activities which guides managers depending on the needs of the service and ensures that informed decisions are made about how to plan for the future.

Underpinning the people plan is change management and the two key elements are:

- People will be responsible for the success or failure. Engaging stakeholders and involving staff in planning and decision making and communication effectively are vital throughout process
- Learning and providing feedback makes sure the change is fit for purpose and people are engaged and committed to new ways of working.

Management teams will be guided through a series of analysis using current workforce data. Typically, this planning process takes place over 2-3 sessions and is facilitated by an OD Business partner looking at:

- Environmental Analysis - identifying internal and external factors that may affect the service
- Scenario Planning – what are the potential workforce implications of strategic plans for the next year, in 3 years and 5 years
- Demand Forecasting – estimating the number of people and the types of skills needed in the department in the future, using the scenarios generated above
- Supply Forecasting - estimating the numbers and types of employees likely to be available within the department in the future, should current trends continue
- Gap Analysis - developing strategies to address identified gaps between the supply and demand

- Strategy Development – developing longer term strategies and principles in order to make decisions
- Monitor and Evaluate – Reviewing, assessing and amending implementation of the strategies impacting on people.

Shared Workforce Planning Principles

As illustrated above it is evident that NHS Borders and SBC share a joint understanding regarding the principles of Workforce Planning and a similar approach to how local workforce/people plans are developed. The Six Step Methodology matches very closely to the facilitated sessions described above, and the workforce information reviewed as part of the process is very similar across both organisations.

Planned/Existing Integrated Services

The integrated services means all health and social care services contained within the Scheme of Integration. There will be no changes to existing terms and conditions of staff or any transfer from one employer to another. The focus is on working more effectively together in joined up teams. While there may be co-locating and changes to the make-up and management of teams, including potential changes of duties and roles, there is no intention or requirement to transfer staff into a “new” joint organisation.

3.1 Summary of Actions and Timescales

Workforce planning leads from NHS Borders and SBC will work together to ensure future workforce planning across these services becomes more aligned during 2016/17 and into future years.

Specific actions are outlined below, which will be built into the Integrated Workforce Project plan for 2016/17 that is currently being developed.

Actions

March 16	April - May 16	June 16	October 16	Longer Term
Initial discussions between Workforce Planning Leads to identify areas where Joint Workforce Planning is appropriate.	Scope and develop joint actions to be progressed as part of Workforce/People Plans with support from identified leads across NHS Borders and SBC	Publish NHS Borders Local Workforce Plan 30th June 2016 highlighting integrated services and initial actions to progress Joint Workforce Planning.	People Plans developed for all departments then reviewed on Annual Basis	Progress Joint Actions once signed off by IJB and work towards Joint Workforce Planning where appropriate.

Recommendation

The Health & Social Care Integration Joint Board is asked to **note** the Workforce Planning Framework report and the planned actions for 2016/17.

Policy/Strategy Implications	The work outlined will ensure that workforce planning is in place to support the delivery of the Strategic Plan.
Consultation	HR representatives within NHS Borders and Scottish Borders Council. Integration Workforce Project members. Chief Officer for Integration. As they are produced Workforce plans / People plans will continue to be developed in line with set guidance within both organisations and comply with their specific consultation requirements.
Risk Assessment	Risk assessments relating to workforce are a fundamental part of workforce planning and will be embedded within the workforce planning activities during 2016/17 and beyond.
Compliance with requirements on Equality and Diversity	All plans developed will undertake Equality Impact Assessments to ensure compliance with requirements on Equality and Diversity.
Resource/Staffing Implications	Through existing HR teams within NHS Borders and Scottish Borders Council.

Approved by

Name	Designation	Name	Designation
June Smyth	Director of Workforce & Planning, NHS Borders	Clair Hepburn	Chief Officer Human Resources, Scottish Borders Council

Author(s)

Name	Designation	Name	Designation
Claire Smith	HR Team Manager – Workforce Planning & Resourcing, NHS Borders	Julie Watson	Organisation Design & Change Business Partner, Scottish Borders Council