
To: Leadership Board

On: 29 March 2016

Report by: Chief Executive

Heading: Joint Workforce Plan for Staff working in the Renfrewshire Health and Social Care partnership

1. Summary

- 1.1. The Public Bodies (Joint Working) (Scotland) Act 2014 puts in place the framework for formal integration of health and social care services from 1 April 2016, and has significant implications for the future financial and operational governance and delivery arrangements for local services for adult health and social care, and children's health services.
- 1.2. Although services will be delegated to the Renfrewshire Integration Joint Board on 1 April 2016, the staff involved in delivering the services will remain employees of the Health Board or of the Council, working in integrated arrangements as the Renfrewshire Health and Social Care Partnership, but under their existing terms and conditions of employment and associated corporate policies of their employing organisation.
- 1.3. In compliance with the legislation and as set out in the Integration Scheme, the Council and the Health Board have drafted a joint workforce plan to evidence their joint to ensuring that their staff involved in health and social care service delivery have the necessary training, skills, knowledge and learning to provide the people of Renfrewshire with the highest quality services, and to maintaining positive relationships with the recognised Trades unions and professional organisations.
- 1.4. The joint workforce plan, attached at Appendix 1 for consideration and approval by elected members, sets out how the Council and the Health Board will work together and with the Chief Officer and staff to take forward plans consistent with their wider workforce plans for:
 - Workforce planning and development

- Organisational development
- Learning and development of staff
- Engagement of staff in developing a healthy organisational culture

2. Recommendations

Members are asked to:

- 2.1. Approve the joint workforce plan for staff working in the Health and Social Care Partnership attached to this report.

Implications of this report

1. **Financial Implications** - none
2. **HR and Organisational Development Implications** – the Joint Workforce plan demonstrates the continued joint commitment of the Council and the Health Board to supporting staff working in the Renfrewshire Health and Social Care Partnership
3. **Community Plan/Council Plan Implications** – none
4. **Legal Implications** – the joint workforce plan has been developed in line with legislative requirements and commitments made in the Integration Scheme.
5. **Property/Assets Implications** – none.
6. **Information Technology Implications** – none
7. **Equality and Human Rights Implications**
The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health and Safety Implications** - none.
9. **Procurement Implications** – none
10. **Risk Implications** – the review supports effective workforce planning and seeks to mitigate associated potential risks
11. **Privacy Impact** - none

List of Background Papers

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Parent Organisation Workforce Plan

Renfrewshire Health and Social Care Partnership

1 Introduction

1.1 The Public Bodies (Joint Working) (Scotland) Act 2014 puts in place the framework for formal integration of health and social care services from 1 April 2016, and has significant implications for the future financial and operational governance and delivery arrangements for local services for adult health and social care, and children's health services.

1.2 Although services will be delegated to the Renfrewshire Integration Joint Board on 1 April 2016, the staff involved in delivering the services will remain employees of the Health Board or of the Council, working in integrated arrangements as the Renfrewshire Health and Social Care Partnership, but under their existing terms and conditions of employment and associated corporate policies of their employing organisation.

1.3 The Council and the Health Board are committed to ensuring that their staff involved in health and social care service delivery have the necessary training, skills, knowledge and learning to provide the people of Renfrewshire with the highest quality services, and to maintaining positive relationships with the recognised Trades unions and professional organisations.

1.4 The Council and the Health Board will work together and with the Chief Officer and staff to take forward plans consistent with their wider workforce plans for:

- Workforce planning and development
- Organisational development
- Learning and development of staff, and
- Engagement of staff in developing a healthy organisational culture

1.5 The success of the Renfrewshire Health and Social Care Partnership will be measured against the nine nationally agreed health and well being outcomes:

1. People are able to look after and improve their own health and wellbeing and live in good health for longer
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.
3. People who use health and social care services have positive experiences of those services, and have their dignity respected.
4. Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.
5. Health and Social care service contribute to reducing health inequalities
6. People who provide unpaid care are supported to look after their own health and wellbeing, including reducing any negative impact of their caring role on their own health and well-being.
7. People who use health and social care services are safe from harm
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.
9. Resources are used effectively and efficiently in the provision of health and social care services.

1.6 This Workforce Plan sets out our priorities for organisational development and workforce planning to support the Renfrewshire Health and Social Care Partnership to perform well against the national outcomes.

2 Workforce Planning and Development

- 2.1 The changing demographics and the anticipated increase in demand for health and social care services means there is a need to increase focus on how we are targeting vital resources to where there is the greatest need.
- 2.2 A strong workforce planning approach is required along with informative data about our workforce and service users. Analysing the both internal and external factors influencing future service delivery will help us to understand and plan to meet future service demands against a backdrop of financial challenges. Improving the way in which we consider different ways to deliver services will assist us to strengthen our position and ability to respond to change quickly and deliver on key priorities.
- 2.3 Leaders and managers need the skills and competence to be able to plan for tomorrow's workforce. Providing them with the knowledge, capacity and tools to effectively analyse, monitor and manage workforce performance will ensure that performance is maximised and directly aligned to achieving positive service outcomes. Managers will be able to plan effectively to take account of the factors, both internal and external, which impact on immediate, short, medium and long term demand for health and social care services. A well developed and embedded workforce planning approach for those staff members working in health and social care will support the introduction of succession planning, including the recruitment and retention of key talent.
- 2.4 Key priorities for supporting action are:

- Develop a workforce planning strategy incorporating development to increase the knowledge and skills in the context of managing workforce capability.
- Establish highly effective workforce planning approaches ensuring the right people, with the right skills are in the right jobs at the right time to deliver the highest quality services to the Renfrewshire Community..
- Establish and maintain a sustainable and integrated workforce.
- Deploy resources to where there is the greatest need.

3.0 Organisational Development

- 3.1 In Renfrewshire, we have many years of experience and a proven track record of successful partnership and joint team working across health and social care organisational boundaries, through the former Community Health and Care Partnership. We will build on this strong foundation to ensure:
- Services are developed and delivered more innovatively and effectively; bringing together those who provide community based health and social care.
 - Services are designed and shaped to meet local needs and priorities.

- Integration of health and social care services, both within the community and with specialist services, underpinned by service redesign, clinical and care networks and by appropriate contractual, financial and planning mechanisms.
- Health improvement activity is focussed in local communities, tackles inequalities and promotes policies that address poverty and deprivation by working within community planning frameworks.
- Involvement of, and partnership with staff, trade unions and professional bodies, including those staff who are contracted to the NHS, as well as those who are directly employed by the NHS and the Local Authority.
- Secure effective public, patient and carer involvement by building on existing, and developing, mechanisms.

- 3.2 This will require our workforce and integrated business to develop new operating models and better ways of working together to deliver our vision underpinned by strong leadership, evolving management arrangements, robust system, processes, and strong relationships.
- 3.3 This plan will help to ensure that in a climate of financial and future resource constraints, we can continue to deliver our core business whilst supporting sustained organisational change aimed at improving health and social care and reducing inequalities in Renfrewshire with a skilled, engaged, motivated and adaptive workforce.
- 3.4 Our future leaders will have the capacity, confidence and skills to develop and support the workforce to improve service delivery, quality and performance linked to clear service and nationally agreed outcomes. Our workforce will clearly understand what their role is, where it contributes to this plan, what support is available from us to help them deliver and perform to the standards required.
- 3.5 The plan will help us to focus our resources on providing a range of support solutions that will help the workforce through the challenging period of change and help to build further on what is believed to be a healthy organisational culture of sustainable performance and continuous improvement. In addition the plan will support us to address key priority areas around managing and developing workforce performance in line with clear established organisational values and behaviours; it will help us to implement targeted diverse learning and development across our integrated workforce delivering highly effective workforce planning aligned to our service improvement and business outcomes.
- 3.6 Key priorities for action are:

- Have in place modern, sustainable, fit for purpose and flexible service structures.
- Design and deliver a programme to develop workforce capacity and capability in the areas of: people management, change management, resilience, and sustainable service improvement and performance (in context of business acumen and awareness) of how external commercial factors influence the way that we deliver future services.
- Improve engagement with the workforce on areas of business and service change, staff practice, governance, personal development, promoting health and well-being and culture and behaviours.
- Create integrated flexible high performing and motivated teams.

4 Learning and development of staff

- 4.1 We are committed to ensuring our integrated workforce have the necessary on the job learning and development and associated skills to provide the people of Renfrewshire with the highest possible customer services. Our blended approach to learning and development will be targeted and can demonstrate clear benefits and value for money. This will ensure we are deploying our resources to where the greatest need is and will help to maximise the full potential and performance of our workforce. The workforce will be developed to become an adaptable, resilient and high performing workforce able to deliver sustainable continuous improvement to the communities of Renfrewshire.
- 4.2 Through an appraisal process, underpinned by core values, behaviours and competencies, we will support the workforce in professional development. We will encourage self development and support career aspirations. We will celebrate success and support performance improvement. Achieving a high performing flexible workforce requires us to engage with the workforce through this process to ascertain what skills and abilities they have and how they contribute to our strategic plans.
- 4.3 Through our workforce planning approach, we will up-skill our workforce to think differently and work flexibly rather than working in silo's, positively embracing the integration of health and social care services. As service delivery changes, new roles are likely to emerge that use the skill mix of the existing workforce in different ways. Some of the workforce may also need to develop new skills and adapt to different ways of working across traditional boundaries, which will help them to understand the roles of colleagues in other sectors. We are positively committed to engaging with the relevant sections of the workforce and their representatives in all service change.
- 4.4 The workforce will fully understand that the integration of health and social care does not mean there is a change of employer. The workforce involved in the integration will remain either employed by NHS Greater Glasgow and Clyde or Renfrewshire Council and their existing terms and conditions of employment protected.
- 4.5 Key priorities for action are:

- Support the workforce to maximise their continuous professional development (CPD) incorporating where appropriate professional development, national regulatory and registration requirements.
- Develop a definition of values and behaviours for our integrated workforce that will influence our culture and commitment to delivering excellence.
- Embed an approach to reviewing how we design and deliver learning and development aligned to the needs of service users including activity to support the integration and workplace change, with staff clear on their role in protecting vulnerable adults and children.
- Align learning and development activities to strengthen the overall approach to managing.
- Continue to support approaches to development through areas such as volunteering.
- Develop, implement and continually monitor our approach to support the workforce to understand their role and objectives.
- Develop and implement an approach to talent management and success.
- Facilitate a process which allows the workforce to participate in an annual performance, development and review discussion.

5 Engagement of staff and development of a healthy organisational culture

- 5.1 Engagement with the workforce is key in helping us meet a range of current challenges, particularly as we progress the integration of health and social care. Involving the workforce and their representatives through local support networks in decisions and communicating clearly with them will help with workforce morale and employer relations, especially during periods of change and uncertainty.
- 5.2 Developing and embedding a healthy organisational culture is key to the success of the integration. Our workforce represents the face of the health and social care integration, and as such their approach to service delivery and customer service reflects our core values and expected behaviours. A healthy organisational culture in which our values are embedded in everything we do, will support an engaged and empowered workforce. We want our future culture to reflect the behaviours and competence that we expect our leaders, managers and workforce to have and to display at all times.
- 5.3 Our vision for integration requires our workforce to change their professional habits, think, work and interact differently with our communities and adopt new ways of working and technologies to improve service delivery. This means embracing the integration of services and new delivery models opportunities. Achieving our aim of becoming a high performing workforce will require the right cultures and behaviours from our engaged workforce to be embedded in the day to day business.
- 5.4 An important component of building a healthy workplace culture is creating the conditions in which the workforce can grow and flourish. Taking steps to begin building a thriving workplace culture will benefit the wellbeing of the workforce. We understand that wellbeing is more likely to thrive and a positive culture developed when the workforce;
1. Has meaningful work which is understood.
 2. Has an understanding of how their work contributes to the integrations strategic objectives and;
 3. Feel valued for everything they contribute to and not just for their ability to complete tasks.
- 5.5 Achieving a workplace with a positive and healthy culture is the responsibility of everyone in the integrated services. This is not a quick process and will take time but building a healthy workplace culture is where the workforce will:
- Place the individual at the centre.
 - Strive to always improve practice and performance.
 - Challenge practice and welcome scrutiny.
 - Has access to visible management support.
 - Feel engaged with and recognised for the work they do.
 - Enjoy a positive working environment which encourages respect, fosters a sense of belonging and purpose and allows the workforce to fully use their talents.
 - Feel secure and enjoy and a safe supportive work environment.
 - Be assured that psychological well-being is protected.
 - Have the ability to influence their work and become involved in decision making.
 - Be given opportunities for personal and professional growth.

5.6 Key priorities for action are:

- Adopt an integrated approach to staff engagement with the workforce in support of the organisational culture.
- Commitment to continuous service improvement.
- Support a robust professional clinical and care governance framework.
- Promote awareness of the health and social care strategic plan and the role the integrated workforce has to support this.
- Engage with the workforce on improving health and social care services via the Participation, Communication and Engagement strategy.
- Continuation of the Quality, Care and Professional Governance Framework allowing the workforce to safely challenge standards of care

5.7 It is recognised that the success of this plan is dependent on a combination of working arrangements operating within the Integrated Joint Board and across partner agencies. The plan therefore should be considered a working document that shall evolve over time to reflect strategic developments, responsiveness to local needs and availability of resources.

5.8 An implementation plan to achieve the key priorities for action will be developed over the first quarter of 2016/17 as part of a three year planned programme consistent and in alignment with the Health Board and the Council workforce plans.