

**To: Renfrewshire Integration Joint Board**

**On: 24 November 2023**

**Report by: Strategic Lead and Improvement Manager**

**Heading: Workforce Planning: Update on Year 1 progress and Year 2 actions**

Direction Required to Health Board, Council or Both	Direction to:	
	1. No Direction Required	<b>X</b>
	2. NHS Greater Glasgow & Clyde	
	3. Renfrewshire Council	
	4. NHS Greater Glasgow & Clyde and Renfrewshire Council	

## 1. Summary

- 1.1. In November 2022, the Integration Joint Board (the 'IJB') reviewed and approved a final version of the Renfrewshire HSCP's Workforce Plan 2022-25 (the 'Plan'). The Plan was developed to reflect the Scottish Government's National Workforce Strategy for Health and Social Care, published in March 2022. During its development, the Plan was submitted to the Scottish Government for review and received very positive feedback.
- 1.2. On 31 May 2023, the Scottish Government issued a letter to Health Boards and HSCPs requesting a progress update on the delivery of the Health Board and HSCP Workforce Plans, to be incorporated into each Health Board's Annual Delivery Plan. For NHSGGC this was done at a summary level to reflect the complexity of planning arrangements across six HSCPs and Board.
- 1.3. In addition, the Scottish Government set out a requirement that HSCPs review their Plans to set out the progress made, any changes required, and publish these on their respective websites by the end of October 2023. It was subsequently agreed with Scottish Government that Renfrewshire IJB would submit an update at the end of November 2023 to reflect the IJB's governance timelines and ensure that the IJB had opportunity to review and approve its Year 1 update. This paper provides an update on the outcomes of that review, progress made and actions moving into Year 2.

## 2. Recommendations

It is recommended that the IJB:

- Note the progress made in delivering actions identified for Year 1 of the Plan (Appendix A);
- Approve the Year 2 plan set out, reflecting the changes outlined (Appendix B); and

- Approve submission of Appendices to the Scottish Government as part of requested annual update and subsequent publication on the HSCP's website.

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### 3. Background

- 3.1. In November 2022, the IJB approved the HSCP's Workforce Plan 2022-25, which set out the challenges and opportunities facing the health and social care workforce in Renfrewshire. It was structured to align with the National Workforce Strategy for Health and Social Care published by the Scottish Government in March 2022.
- 3.2. The national strategy set out progress made in developing the health and social care workforce nationally, and a range of commitments to help achieve the Scottish Government's vision for the workforce. This vision is supported by an ambition to deliver the recovery, growth, and transformation of our workforce in coming years. In addition, it sets out five pillars to guide workforce development actions: (i) Plan; (ii) Attract; (iii) Employ; (iv) Train; and (v) Nurture. These pillars have formed the basis of the considerations and actions set out in our own plan.
- 3.3. In addition, the Plan was developed to reflect and align with the IJB Strategic Plan and Medium-term Financial Plan, ensuring that each strategy is complementary of one another and together align to make most effective and efficient use of the IJB's resources and HSCP's workforce.
- 3.4. This paper provides an update to the IJB on delivery of the Plan, reflecting on progress made in delivering Year 1 actions, and confirmation of actions to be commenced in Year 2.

### 4. Year 1 Progress Update

- 4.1. An update on all actions which commenced in Year 1 can be found in Appendix A. In total, there are 48 Year 1 actions. The current position of these is shown below, with further examples of each provided in following paragraphs:

Action Status	RAG rating	Number of Actions
<i>Completed / Closed</i>	<b>Complete / Closed</b>	<b>9</b>
<i>Started and on track</i>	<b>Green</b>	<b>28</b>
<i>Started but completion delayed</i>	<b>Amber</b>	<b>6</b>
<i>Actions paused or not started</i>	<b>Red</b>	<b>5</b>

- 4.2. Nine actions within Year 1 of the Plan are now complete. Examples of these actions include:

- **Plan 4 (Action 3) – Develop a communication toolkit for staff to ensure our services are inclusive and provide equality of access:** The HSCP has developed and circulated this communication toolkit to staff, providing guidance on how to make our communications as accessible as possible. The HSCP will also consider opportunities to further develop this toolkit in future years where these are identified.
- **Train 1 (Action 3) – Create a Renfrewshire HSCP Training Academy:** The HSCP has now implemented a Staff Development Programme, which was launched by the IJB Chair, and this is widely advertised to staff with applications encouraged. SMT consider applications monthly and at the time of writing, 69 applications have been approved at a total value of £102k, from an overall budget of £500k.

4.3. As noted above, a significant proportion of actions are also rated as ‘Green’. These are actions on which good progress has been made however due to their nature they will continue to be delivered beyond Year 1 rather than completed within a single year. Examples of these actions include:

- **Nurture 2 (Action 1) – Promote the availability of national resources to support health and wellbeing through the recovery process:** A wide range of actions to provide staff access to health and wellbeing resources have continued alongside partner organisations. These include, but are not limited to, regular updates from the Chief Officer; the recent launch of a collated resource on the HSCP website bringing together a range of options for staff to utilise; and planned access for staff to the NHSGGC Wellbeing Bus which is currently scheduled to visit Renfrewshire between December 2023 and March 2024. The HSCP will also open its staff awards for nomination shortly, to reflect on the fantastic contributions our staff group makes to the organisation and our communities. These actions will remain a priority focus for the HSCP.
- **Attract 3 (Action 1) - Embed collaboration and partnership working in Market Facilitation Plan and commissioning processes:** The Market Facilitation Plan 2023-25 was approved by the IJB in June 2023. Development of the Plan included a provider event through which feedback on proposed approach was sought. Wider collaborative engagement with providers on a range of issues has been undertaken and will continue throughout the life of this Plan.

4.4. Five actions within Year 1 have been assessed as Amber. Examples of these, and the rationale for their assessment, include:

- **Plan 4 (Action 1) - Update the HSCP’s draft Participation, Engagement and Communication Strategy and implementation plan:** As noted in our Strategic Plan Year 2 update, due to capacity restraints, further work on updating the strategy has now been revised to Year 3 of the Strategic Plan and Workforce Plan. However, actions to develop and improve the HSCP’s wider approach to

communication will continue, as shown by the example of the communication toolkit development provided under completed actions in 4.2.

- **Train 5 (Action 3) – Support managers to manage absence effectively and enable team members to contribute to the best of their ability:** This has been rated Amber due to current absence levels (6.9% in August 2023 for NHSGGC staff and indicative statistics show 4.6 days absence per FTE in Q1 and 5.26 days per FTE in Q2 for Renfrewshire Council staff). Monitoring of absence levels remains a priority of the HSCP Senior Management Team, with service management addressing individual cases. Further support and opportunity for discussing approaches will be provided through the recently implemented Extended Senior Management Team meetings. A range of support has been developed and is in place for managers including:
  - NHSGGC providing training and coaching sessions on the implementation of the Attendance Management policy in conjunction with the HR Support & Advice Unit.
  - Renfrewshire Council has approved a new Managing Absence Policy, with further work undertaken to develop supporting procedures and inform updated L&D modules.

4.5. Five actions within Year 1 have been rated red. Examples of these include, with further details provided in Appendix A:

- **Plan 2 (Action 1) – Recruitment of a Workforce Planning Lead role based within the HSCP:** This action has been placed on hold pending further review of the requirements of this role, to ensure that any additional support is affordable within the current financial context and is complementary to existing partner organisation resources and not duplicative.
- **Employ 2 (Action 1) - Assess opportunities for ‘stay interviews’ for critical roles:** This action was identified during the creation of the Workforce Plan. However, this requires further consideration of the scope of actions available, recognising these are limited within organisational policies. Consideration will also be given to the importance of early career-focused discussions through regular performance discussions and succession planning.

## 5. Review of the Workforce Plan and Action Plan

5.1. Recognising that many Year 1 actions have been identified as ongoing and have not been closed within this year of the Plan, the HSCP will continue to deliver on these actions in Year 2. These will be delivered alongside additional actions which will commence over the next 12 months.

5.2. The actions for Year 2 were identified in the Workforce Plan approved by the IJB in November 2022, and these are included as Appendix B to this paper. The HSCP has taken the opportunity to review and refine these actions to reflect changing circumstances and ensure the plan is achievable within

current circumstances. Key updates which have been made to Year 2 of the Plan are:

- **Employ 4 – Shape the workforce to align with the Strategic Plan and transformational activity (Actions 1 and 2):** These actions, relating to the confirmation of transformational activity and related resource requirements, have been combined and updated to align with the IJB and HSCP's focus on Sustainable Futures. The updated action is complementary to the Plan 5 Action outlined in 4.4 above and will capture related service transformation proposals and any developments which may emerge in the next 12 months in relation to the National Care Service.
- **Nurture 1 - Promote equality, diversity and inclusivity across the sector (Action 3):** the previously identified action to 'Work with partners to improve the availability of data and demographics on protected characteristics in line with Scottish Government and PHS guidance' has been removed from the Plan as further review has shown that this overlaps with the Plan 3 action to 'Improve and embed processes that enable the collection of good quality data on ethnicity as well as all other protected characteristics and enable the further promotion of diversity and equality within the partnership.' This removes potential duplication in monitoring and recording.
- **Nurture 1 - Promote equality, diversity and inclusivity across the sector (Action 5):** the action to 'Undertake the LGBT Charter award to equip our staff to improve health and wellbeing outcomes experienced by LGBT people in Renfrewshire' has now been moved to Year 3. This reflects the change made within the Strategic Delivery Plan and ongoing capacity constraints. However, the HSCP continues to work with partners to promote and advance equality and diversity through additional actions progressing from the Year 1 Plan and included within the Year 2 Plan.

## 6. Next Steps

- 6.1. The IJB's approval is sought to progress to Year 2 of the Plan, and to proceed with submission of this progress report and the updated actions for the next 12 months to the Scottish Government. This update will also be published on the HSCP's website, subject to this approval.
- 6.2. A further update on progress made in Year 2 will be brought to the IJB in November 2024. This annualised approach is in line with that adopted for the IJB's Strategic Plan.
- 6.3. The HSCP will continue to keep actions under review to ensure they are deliverable within the current uncertain and challenging operating context for the IJB and HSCP. As was noted in the presentation of the Strategic Delivery Plan for Year 2 in September 2023, and the ongoing focus on Sustainable Futures, there may be a knock-on impact on the HSCP's ability to achieve all the actions previously set out within the Workforce Plan. Future reporting to

the IJB will highlight the likelihood of this and identify any changes required to proposed actions as a result.

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### Implications of the Report

1. **Financial** – No immediate implications from this paper. However, any financial implications of actions within the Workforce Plan will be fully assessed.
2. **HR & Organisational Development** – The HSCP's Workforce Planning Group includes membership from HR & OD colleagues and the development and delivery of plans is progressed collaboratively with the IJB's partner organisations, ensuring appropriate advice and expertise is captured.
3. **Strategic Plan and Community Planning** – This paper aligns with the key themes set out within the IJB's Strategic Plan 2022-25.
4. **Wider Strategic Alignment** – This paper also aligns with the IJB's Medium Term Financial Plan 2022-25.
5. **Legal** – All updates in this report are consistent with the HSCP's statutory duties and support delivery of the Public Bodies (Joint Working) (Scotland) Act 2014.
6. **Property/Assets** – No implications from this report.
7. **Information Technology** – No implications from this report.
8. **Equality & Human Rights** – No implications from this report.
9. **Fairer Scotland Duty** - No implications from this report.
10. **Health & Safety** – No implications from this report.
11. **Procurement** – No implications from this report.
12. **Risk** – Risks and issues arising from delivery of the Workforce Plan, and associated workforce issues, are captured within the IJB's risk register and provided in updates to the IJB's Audit, Risk and Scrutiny Committee.
13. **Privacy Impact** – None from this report.

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**List of Background Papers:** None

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### Appendix A: Year 1 Plan Progress Update

Reference	Strategic Objective	Action	Owner	RAG	Commentary
Plan 1	Improve the availability of workforce data and future projections.	1. Identify gaps in current sector-wide workforce reporting and work with partners to identify solutions.	Head of Strategic Planning & Health Improvement	<b>R</b>	<ul style="list-style-type: none"> <li>On hold. This action is dependent on recruitment of additional capacity through Workforce Planning Lead or equivalent role.</li> </ul>
Plan 1	Improve the availability of workforce data and future projections.	3. Review, with statutory partners, the gathering of feedback from leavers to determine trends and issues resulting in loss of staff, including onboarding and leavers interview processes.	Head of Human Resources	<b>A</b>	<ul style="list-style-type: none"> <li>Exit interviews are offered by both employing organisations however these interviews are voluntary. Findings are confidential unless permission given by leaver to share with manager.</li> <li>Action to be further considered.</li> </ul>
Plan 2	Invest in workforce planning capacity to support future planning.	1. Recruitment of a Workforce Planning Lead role based within the HSCP and aligned with Change and Improvement.	Head of Strategic Planning & Health Improvement	<b>R</b>	<ul style="list-style-type: none"> <li>On hold</li> <li>To be further considered to consider affordability within current financial context and ensure that requirements do not overlap with existing HR and OD roles within partner organisations.</li> </ul>
Plan 2	Invest in workforce planning capacity to support future planning.	2. Develop iterative workplan for Training and OD aligned the priorities set out with this Workforce Plan.	Head of Strategic Planning & Health Improvement	<b>G</b>	<ul style="list-style-type: none"> <li>Draft of plan prepared with objectives and actions being refined.</li> <li>Plan will capture actions which are deemed achievable within context of current financial and workforce pressures.</li> </ul>

Plan 4	Update our approach to communications and engagement to ensure that staff feel engaged and can access and receive updates at the right time.	1. Update the HSCP's draft Participation, Engagement and Communication strategy and implementation plan to reflect current position.	Head of Strategic Planning & Health Improvement	A	<ul style="list-style-type: none"> <li>Timelines for finalisation and publication of the draft have been revised to Year 3 of Strategic Plan and Workforce Plans due to capacity constraints.</li> <li>A range of engagement approaches continue to be used to update staff including Chief Officer updates, Extended SMT meetings and the Leadership Network and wider cascading of key messages.</li> </ul>
Plan 4		2. Define and implement approach to sharing key workforce messages with partners across the sector.	Head of Strategic Planning & Health Improvement	G	<ul style="list-style-type: none"> <li>Ongoing engagement with partners through several routes including SPG, Care Planning Groups and 'Feeder' Groups, such as the Voluntary Sector Group.</li> </ul>
Plan 4		3. Develop a communication toolkit for staff to ensure our services are inclusive and provide equality of access.	Head of Strategic Planning & Health Improvement	C	<ul style="list-style-type: none"> <li>Action complete</li> <li>Options to further develop and/or refine the toolkit will be considered on an ongoing basis.</li> </ul>
Plan 5	Reflect workforce capacity and pressures in recovery planning and future transformation as part of prioritisation activities.	1. Prioritise recovery and transformation activity to reflect continued workforce pressures, incorporating frontline and change support capacity as key criteria.	Head of Strategic Planning & Health Improvement	A	<ul style="list-style-type: none"> <li>Transformational activity has been superseded by the Sustainable Futures savings programme.</li> <li>Workforce pressures and the impact of proposals identified will be considered through options appraisal process and will include staff-side and trade union engagement.</li> </ul>
Attract 1	Our recruitment practices will be fair for all, and we will remove any barriers to ensure that Renfrewshire HSCP and partners in the sector are inclusive employers.	3. Deliver and identify lessons learned from Renfrewshire GPST3's job fair in May 2022.	Clinical Director	C	<ul style="list-style-type: none"> <li>Job Fair held.</li> <li>Following reflection on the first job fair, options for a further event in Year 2 of Workforce Plan are currently under consideration.</li> </ul>
		4. Clarify processes for internal consultation on recruitment plans.	Heads of HR	C	<ul style="list-style-type: none"> <li>Information on recruitment processes is available on respective intranet sites, through engagement with HR representatives and supported by partner</li> </ul>



					organisation training for those involved in recruitment.
Attract 1	Our recruitment practices will be fair for all, and we will remove any barriers to ensure that Renfrewshire HSCP and partners in the sector are inclusive employers.	5. Engage Renfrewshire to deliver racial equalities training between 2022 and 2025.	Head of Strategic Planning & Health Improvement	G	<ul style="list-style-type: none"> <li>Engage and In Ren provide a calendar of free online training throughout the year, these are available for partner organisations to access.</li> </ul>
Attract 2	We work collaboratively with third sector and independent providers to promote careers in health and social care in Renfrewshire.	1. Develop joint recruitment communications strategy and plan with external partners.	Head of Strategic Planning & Health Improvement	C	<ul style="list-style-type: none"> <li>Opportunities for joint recruitment are identified and supported by collaborative communications.</li> <li>A joint communications strategy for recruitment was completed and an example of this in practice includes the cross-sector recruitment event including the HSCP and provider organisations held in March 2023. The HSCP has also attended- (and will continue to attend) additional recruitment events hosted by partner organisations.</li> </ul>
Attract 3	Work with partners to refine commissioning processes in line with the commitment to ethical commissioning in the Independent Review of Adult Social Care, supporting sustainability of employment.	1. Embed collaboration and partnership working in Market Facilitation Plan and commissioning processes (e.g. Public Social Partnership approach).	Chief Finance Officer	G	<ul style="list-style-type: none"> <li>The Market Facilitation Plan 2023-25 was approved by the IJB in June 2023.</li> <li>Development included a provider event through which feedback on our proposed approach was sought.</li> <li>Wider collaborative engagement with providers on a range of issues is ongoing (for example relating to Business Continuity) and will continue throughout the life of this Plan.</li> </ul>
		2. Assess contracts and existing grant funding to identify opportunities for longer term contracts and funding.	Chief Finance Officer	G	<ul style="list-style-type: none"> <li>The Contracts register is up to date and a schedule of reviews and procurement exercises is in place. A separate workstream regarding grant funding is being established. This action will remain ongoing.</li> </ul>

Attract 4	Enhance the attractiveness of health and social care roles.	1. Reflect the commitment to fair work through increases to hourly rates for Council-employed social care staff and staff in commissioned services.	Chief Finance Officer	G	<ul style="list-style-type: none"> <li>From 1 April 2023 pay for Adult Social Care workers in the third party and independent sectors rose from the previous living wage of £10.50 per hour, to £10.90 per hour.</li> <li>All agreed increases are passed through to commissioned services.</li> <li>At the time of writing, negotiations for the 2023/24 social care pay award are ongoing and will be reflected in hourly rates and salaries when possible.</li> <li>The HSCP is also investing in frontline Care at Home staff through ongoing work to upgrade frontline care workers.</li> </ul>
Attract 4	Enhance the attractiveness of health and social care roles.	3. Progress a survey with local GP workforce.	Clinical Director	R	<ul style="list-style-type: none"> <li>This action has been delayed pending the completion of Board wide Primary Care Strategy and GP Out Of Hours consultations.</li> <li>Planning is currently being undertaken to progress in Year 2 of the Workforce Plan.</li> </ul>
Attract 5	Attract international staff to come and work in Renfrewshire.	1. Working with specialist agencies and partners, develop a programme to attract international staff to Renfrewshire, considering supporting family friendly policies.	Head of Health & Social Care (Paisley) Marlene	G	<ul style="list-style-type: none"> <li>The HSCP is working with Renfrewshire Council to develop a pilot to attract international recruits to Care at Home services.</li> <li>This is at the planning phase and will be supported by funding from the Scottish Government to test the approach.</li> </ul>
Attract 5	Attract international staff to come and work in Renfrewshire.	2. Support GP practices to obtain Skilled Worker Visa status	Clinical Director	G	<ul style="list-style-type: none"> <li>This will be an ongoing action.</li> <li>The HSCP have supported local practices with recruitment challenges through a funded visa sponsorship programme that informed Scottish Government national guidance.</li> </ul>

Attract 6	Support people considering second careers or with caring responsibilities to work in health and social care. When creating new posts or recruiting to vacancies attract new applicants by embedding flexibility and innovation in our ways of working.	1. Promote roles across health and social care with information on how a breadth of experience and skills can support people to be successful.	Head of Strategic Planning & Health Improvement	<b>G</b>	<ul style="list-style-type: none"> <li>Linked to Attract 2 action relating to development of a joint communications strategy and plan.</li> <li>Ongoing consideration of opportunities to promote available roles differently and attract applicants.</li> <li>Supported by joint recruitment event held in March 2023.</li> </ul>
Attract 7	Deliver rolling and targeted recruitment campaigns to attract staff to key roles in Renfrewshire.	1. Continue delivery of HSCP's interim workforce actions with recruitment action plans in Care at Home; Mental Health; CAMHS; ADRS; District Nursing and School Nursing	All Heads of Service	<b>C</b>	<ul style="list-style-type: none"> <li>This action is marked as complete as recruitment focus is part of Business-as-Usual operational activity.</li> <li>Challenges remain with regards recruitment of sufficient staff to fill vacancies and meet service demand.</li> </ul>
Employ 1	Increase the number of applicants by promoting Health and Social Care as an appealing career to people displaced from their own employment either during or following the pandemic.	1. Utilise winter funding to enhance recruitment.	C O'Byrne	<b>C</b>	<ul style="list-style-type: none"> <li>A range of roles were identified and recruited to utilising winter funding. Where necessary posts were readvertised however it was not possible to successfully recruit to all posts given limited availability of staff within the sector. This has now transitioned to business-as-usual activity.</li> <li>45.8 FTE currently in post with a further 9.3 FTE posts currently vacant. A proportion of these posts will have been recruited to on more than one occasion, reflecting turnover.</li> </ul>
Employ 2	Sustain and grow our workforce to reflect national policy commitments and funding streams.	1. Assess opportunities for 'stay interviews' for critical roles	Heads of HR	<b>R</b>	<ul style="list-style-type: none"> <li>Action to be further considered with HR colleagues from partner organisations.</li> <li>Scope of action available will be limited within organisational policies, and consideration will be given to approach to career-focused discussions as part of performance management, and succession planning approaches.</li> </ul>

Employ 2	Sustain and grow our workforce to reflect national policy commitments and funding streams.	2. Continue to progress service development and related recruitment in relation but not limited to: (i) Winter funding (Home Care, Interim Care, MDT); (ii) PCIP; (iii) Mental Health and Wellbeing in Primary Care; (iv) CAMHS; and (v) Action 15	All Heads of Service	C	<ul style="list-style-type: none"> <li>This action is marked as complete as recruitment focus is part of Business-as-Usual operational activity.</li> <li>Some priorities have been placed on hold by the Scottish Government (Mental Health and Wellbeing in Primary Care) and should additional requirements emerge further actions will be incorporated into the workforce plan.</li> </ul>
Employ 3	Maximise the impact of health and social care roles through innovative recruitment where organisations are advertising similar roles but are struggling to recruit.	1. Review hard to fill posts in the health and social care sector within Renfrewshire.	Head of Strategic Planning & Health Improvement	G	<ul style="list-style-type: none"> <li>HSCP vacancies monitored monthly with updates provided to the IJB. Where posts remain hard to fill, alternative approaches have been considered including the development of alternative roles at different grades with complementary skillsets.</li> <li>Further action to be progressed with external partners to gather further insight and sector intelligence.</li> </ul>
Train 1	Develop an updated view of the training landscape and ensure resources are in place to support staff to access training to support their development.	3. Create a Renfrewshire HSCP Training Academy through ringfenced funding within IJB reserves.	Chief Finance Officer	C	<ul style="list-style-type: none"> <li>The HSCP has now established its Staff Development Programme and this is widely advertised for staff with applications encouraged</li> <li>Applications are considered by SMT monthly and to date 69 applications have been approved at a total value of £102k, from an overall budget of £500k.</li> </ul>
Train 5	Support our managers and leaders to develop their competence and skills to lead teams in a remote working setting, promoting strong team working.	1. Provide check-ins and support to team leaders and managers within the HSCP.	Head of Strategic Planning & Health Improvement	G	<ul style="list-style-type: none"> <li>Current focus is on support offer to leaders whose teams have not achieved iMatter action plans in previous year(s).</li> <li>Additional support provided to several leaders with ad hoc requests.</li> </ul>
		2. Cross-section engagement with staff to understand experience and requirements and use to inform provision of local support.	Head of Strategic Planning & Health Improvement	G	<ul style="list-style-type: none"> <li>The HSCP recognises that the approach to working for non-frontline staff has shifted to a hybrid approach, including both onsite and remote working.</li> </ul>

					<ul style="list-style-type: none"> <li>• Discussions addressed through regular Leadership network meetings and bespoke engagement events.</li> <li>• Further opportunities presented through Extended SMT meetings.</li> </ul>
		3. Support managers to manage absence effectively and enable team members to contribute to the best of their ability.	Heads of HR	A	<p>This has been rated Amber due to current absence levels (6.9% in August 2023 for NHSGGC staff and indicative statistics show 4.6 days per FTE in Q1 and 5.26 days per FTE in Q2 for Renfrewshire Council staff).</p> <ul style="list-style-type: none"> <li>• Monitoring of absence levels remains a priority of the HSCP Senior Management Team, with service management addressing individual cases. A range of support has been developed and is in place for managers including: <ul style="list-style-type: none"> <li>• NHSGGC providing training and coaching sessions on the implementation of the Attendance Management policy in conjunction with the HR Support &amp; Advice Unit.</li> <li>• Renfrewshire Council has approved a new Managing Absence Policy, with further undertaken to develop supporting procedures and inform updated L&amp;D modules.</li> </ul> </li> </ul>
Nurture 2	Continue to prioritise the health and wellbeing of staff through the provision of local, regional and national support.	1. Continue to promote the availability of national resources to support health and wellbeing through the recovery process.	Head of Strategic Planning & Health Improvement	G	<p>A range of actions to provide staff with access to health and wellbeing resources have continued alongside partner organisations:</p> <ul style="list-style-type: none"> <li>• The NHSGG&amp;C Wellbeing bus is timetabled to visit 3 locations in Renfrewshire for staff from December 2023 - March 2024.</li> <li>• A new Mental Health and Wellbeing resource has also been developed for staff which also includes additional information for staff on our website.</li> </ul>

					<ul style="list-style-type: none"> <li>Regular Chief Officer updates to staff reflect on importance of good mental health and provide links to useful resources.</li> <li>The HSCP will also open its staff awards for nomination shortly, recognising the contribution of our staff group.</li> </ul>
		2. Promote Healthy Working Lives.	Head of Strategic Planning & Health Improvement	G	<ul style="list-style-type: none"> <li>A refreshed Staff Health Group is being progressed.</li> <li>The group replaces the previous focus on Health Working Lives and will develop a bespoke action plan and calendar of activities.</li> </ul>
		3. Support access to Mental Health First Aider training.	Head of Strategic Planning & Health Improvement	G	<ul style="list-style-type: none"> <li>The NHSGGC Mental Health Training timetable is shared via the Health Improvement team across Renfrewshire. Suicide prevention training is also shared via the Social Work Training Team.</li> <li>MH First Aider Training is also provided by Renfrewshire Council.</li> </ul>
		4. Work with third and independent sector partners to develop a framework to support sector staff to access wellbeing resources.	Head of Strategic Planning & Health Improvement	R	<ul style="list-style-type: none"> <li>This action will be progressed in Year 2, working with partners and utilising existing fora including the Strategic Planning Group and Voluntary Sector Forum to develop and implement proposals.</li> </ul>
		5. Include consideration of health and wellbeing as part of every change process.	Head of Strategic Planning & Health Improvement	G	<ul style="list-style-type: none"> <li>Transformational activity has been superseded by the Sustainable Futures programme.</li> <li>Options identified through this programme include an impact of the expected impact on staff. In addition, staff side and trade union representatives will be engaged regarding specific options and are members of the Sustainable Futures Programme Board.</li> </ul>

		6. Implement absence management plans to help staff into work with additional support as required.	Heads of HR	A	<ul style="list-style-type: none"> <li>Related actions are captured under Train 5. Managers have access to resources to help them manage absence effectively.</li> </ul>
		7. Work with partners to deliver Wellbeing initiatives, e.g. including Mental Health and menopause policies.	Heads of HR	G	<ul style="list-style-type: none"> <li>NHSGGC and Renfrewshire Council continue to develop health and wellbeing resources and supporting policies which are available to managers and staff.</li> <li>For example, both organisations have developed menopause policies and are supporting rollout of these through available training, guidance and communications.</li> <li>The HSCP has also launched an internet page for staff bringing together a wide range of wellbeing initiatives in one place for staff to access where appropriate.</li> </ul>
Nurture 4	Continue to protect the health and wellbeing of staff and residents in HSCP and independent Care Homes.	1. Continued delivery of the "Huddle" model and care home reporting.	Head of Health and Social Care	G	<ul style="list-style-type: none"> <li>This remains an ongoing action and the 'Huddle' model continues to be utilised and monitor the current position of internal and external care homes in Renfrewshire. The huddle now meets on a fortnightly basis.</li> </ul>
Nurture 5	Ensure that existing and new staff have access to the right guidance, equipment and accommodation to support them to do their jobs safely.	1. Review induction processes and information provided to ensure inclusion of key elements.	Heads of HR	G	<ul style="list-style-type: none"> <li>Renfrewshire Council and NHSGGC regularly review corporate induction processes.</li> <li>In addition, services have their own bespoke induction arrangements in place for new staff.</li> </ul>
		2. Continued review of risk assessments and provision of PPE for frontline staff.	Head of Health and Social Care	G	<ul style="list-style-type: none"> <li>Risk assessments undertaken and reviewed, with PPE provided in line with national guidance on Infection Control.</li> <li>Changes agreed nationally are implemented locally and will be reviewed on an ongoing basis.</li> </ul>
		3. Support for staff to access vaccinations in line with national guidance.	All Heads of Service	G	<ul style="list-style-type: none"> <li>Staff are supported and encouraged to access vaccinations where they choose to do so.</li> </ul>

					<ul style="list-style-type: none"> <li>• Cross-organisation updates are provided through Chief Officer messaging and partner's own communications to staff.</li> </ul>
		4. Continue the HSCP's review of property use to ensure it meets current and future needs.	Chief Finance Officer	G	<ul style="list-style-type: none"> <li>• Review ongoing, with engagement with partners reflecting that property and assets are owned and managed by NHSGGC and Renfrewshire Council.</li> <li>• An update on recent activity and changes was provided to the IJB in September 2023.</li> </ul>
		5. Undertake Display Screen Equipment (DSE) assessments for all staff working at home and utilise Occupational Health to define reasonable adjustments for staff where required.	All Heads of Service	A	<ul style="list-style-type: none"> <li>• Ongoing encouragement of staff to undertake DSEs and implementation of resulting actions to support staff.</li> <li>• To review completion rates in Year 2 and issue reminders to staff regarding available training and regular completion of assessments.</li> </ul>
Nurture 7	Consider how Long COVID is managed moving forward to address any inconsistencies in absence management and ensure fairness of treatment.	1. Work with NHSGGC and Renfrewshire Council HR to implement processes as they are developed and reflect any future national guidance on treatment of Long COVID.	Heads of HR	G	<ul style="list-style-type: none"> <li>• Renfrewshire Council continues to develop an approach to managing Long Covid conditions.</li> <li>• Occupational Health will continue to monitor the medical advances on treatment, but as it can manifest itself as a number of presenting issues, this brings more than one treatment route.</li> <li>• The Council will continue to support staff who present with Long Covid with OH support, making any necessary adjustments where required.</li> <li>• NHSGGC continue to provide support to Service Managers along with colleagues in the HR Support &amp; Advice Unit to support staff suffering with Long Covid in line with the Attendance Management Policy.</li> <li>• The NHSGGC Occupational Health Service provides advice &amp; guidance to staff and managers. Online resources are also available for staff and managers reflecting current national guidance.</li> </ul>



Nurture 8	Continue to assist unpaid carers to provide support for family and friends.	1. Implementation of updated Carers Strategy following Renfrewshire IJB approval in June 2022.	Head of Strategic Planning & Health Improvement	G	<ul style="list-style-type: none"> <li>Majority of actions in the Carers Strategy year 1 delivery plan complete.</li> <li>Incomplete actions carried over to year 2 delivery plan, which was recently agreed by carers planning group (Sept/Oct 2023).</li> </ul>
		2. Work with NHSGGC to improve the experience of unpaid carers before and during hospital admissions, stays and discharges.	Head of Strategic Planning & Health Improvement	G	<ul style="list-style-type: none"> <li>Being progressed through the NHSGGC corporate Carers Group including delivery of 'Preparing for Hospital' sessions, and Carers Centre working with the Support and Information Service in the RAH.</li> </ul>
		3. Through the Carers Partnership, encourage employers across Renfrewshire to be Carer positive employers.	Head of Strategic Planning & Health Improvement	G	<ul style="list-style-type: none"> <li>This will be part of the work to encourage businesses to sign up to the 'Renfrewshire Unpaid Carers Card', to be launched in the first quarter of 2024.</li> </ul>
		4. Develop blended (online and face to face) support to give a range of access choices.	Head of Strategic Planning & Health Improvement	C	<ul style="list-style-type: none"> <li>Action complete, blended support developed and now available.</li> </ul>
		5. Progress initiatives such as the Carers Passport to provide discounted opportunities for unpaid carers.	Head of Strategic Planning & Health Improvement	G	<ul style="list-style-type: none"> <li>The 'Renfrewshire Unpaid Carers Card' is on track to be launched in the first quarter of 2024.</li> </ul>
		6. Coordinate cross sector activity to develop Renfrewshire as a carer-friendly community.	Head of Strategic Planning & Health Improvement	G	<ul style="list-style-type: none"> <li>Initial work focussed on the voluntary sector and 29 carer community champions have been trained to help voluntary organisations identify and support carers.</li> </ul>

## Appendix B: Actions commencing in Year 2

Reference	Strategic Objective	Action	Head of Service Owner
Plan 3	Improve and embed processes that enable the collection of good quality data on ethnicity as well as all other protected characteristics and enable the further promotion of diversity and equality within the partnership.	1. Utilise additional available information provided by breakdown of survey results across protected characteristics in iMatter.	Head of Human Resources
		2. Work with Renfrewshire Council to support development of proposals to further our inclusive agenda, considering gender balance and protected characteristics.	Head of Strategic Planning & Health Improvement
Plan 6	Our recruitment practices will be fair for all, and we will remove any barriers to ensure that Renfrewshire HSCP and partners in the sector are inclusive employers.	1. Work with sector partners to launch targeted recruitment for: <ul style="list-style-type: none"> <li>• Young people (apprenticeships and employability)</li> <li>• Unpaid carers</li> <li>• Male carers</li> <li>• Those starting 'second careers'</li> <li>• Under-represented ethnic groups</li> </ul>	Head of Strategic Planning & Health Improvement
Plan 6	Our recruitment practices will be fair for all, and we will remove any barriers to ensure that Renfrewshire HSCP and partners in the sector are inclusive employers.	2. Widen recruitment methods including online events; recruitment days and alternative advertising.	All Heads of Service
Attract 6	Support people considering second careers or with caring responsibilities to work in health and social care. When creating new posts or recruiting to vacancies attract new	2. Support unpaid carers to gain recognised qualifications and ensure they are aware of potential opportunities within health and social care.	Head of Strategic Planning & Health Improvement

Attract 6	applicants by embedding flexibility and innovation in our ways of working.	3. Develop a range of recruitment strands: (i) employability; (ii) apprenticeships; (iii) graduate rotations; (iv) career change; and (v) sector ‘tasters’	Heads of Human Resources
Employ 3	Maximise the impact of health and social care roles through innovative recruitment where organisations are advertising similar roles but are struggling to recruit.	2. Identify if opportunities exist for jointly funded posts between organisations e.g., third sector and public/third sector and consider possible ‘hosting’ arrangements.	Head of Strategic Planning & Health Improvement
Employ 4	Develop and shape the workforce to align with the IJB’s Strategic Plan and transformational activity and meet changing demands in future.	1. Identify and progress any service transformation requirements arising from (i) Sustainable Futures strategic reviews in 2024/25; and (ii) implementation requirements related to the National Care Service.	Head of Strategic Planning & Health Improvement
Train 1	Develop an updated view of the training landscape and ensure resources are in place to support staff to access training to support their development.	4. Update induction pathways for new starts and staff taking on new roles to support longer term retention and include (i) an introduction to the HSCP; (ii) team introductions and networking; and (iii) core training requirements.	Heads of HR
Train 2	Reflecting progress since 2020, enhance workforce digital skills in line with changing ways of working and Digital Health and Care Strategy.	1. Develop longer-term digital priorities and opportunities to invest in technology (where available funding allows) to support service and workforce development.	Head of Strategic Planning & Health Improvement
		2. Identify core digital skills required in service roles and build into induction and essential training.	Head of Strategic Planning & Health Improvement
Train 4	Strengthen relationships with Further and Higher Education institutions to develop training opportunities.	1. Build upon opportunities for work experience and placements at all levels and in all parts of the sector – school, college, university	Head of Strategic Planning & Health Improvement

		2. Engage with local Higher and Further Education institutions to identify potential options for mentoring for people studying for health and social care qualifications.	Head of Strategic Planning & Health Improvement
Nurture 1	Promote equality, diversity and inclusivity across the sector.	1. Continue to deliver online and face to face training for staff and partners to raise awareness of Equality and Diversity and Unconscious Bias.	Head of Strategic Planning & Health Improvement
		2. Support the delivery of, and staff access to, (i) networking opportunities for staff from minority ethnic backgrounds; (ii) parent organisation workforce equality groups; and (iii) staff equality training to be developed by Scottish Government and partners.	Heads of HR
Nurture 6	Implementation of the Health and Care (Staffing) (Scotland) Act 2019.	1. Implement the provisions of the Act in line with updated implementation and transition timetable.	Chief Nurse and Chief Social Work Officer