
To: Renfrewshire Integration Joint Board

On: 25 June 2021

Report by: Interim Chief Officer

Heading: Development of an Interim Workforce Plan 2021/22

1. Summary

- 1.1. This report provides an update to the Integration Joint Board on the development of an interim workforce plan for Renfrewshire IJB, covering the period 2021/22.
- 1.2. The report provides an overview of the process which has been followed to develop the plan and describes the structure and content of the interim workforce plan, which is provided as an appendix to this paper. The interim plan was submitted to the Scottish Government, subject to approval by the IJB, on 30 April 2021 in line with the deadline set by government.

2. Recommendations

It is recommended that the IJB:

1. Review and approve the interim workforce plan for 2021/22;
2. Note that updates on progress in delivering the actions in the interim workforce plan will be brought to future IJB meetings; and
3. Note that a draft workforce plan for 2022 to 25 will be brought to the IJB in March 2022 for approval.

3. Background

- 3.1. Guidance on the development of an interim one-year workforce plan for the period 2021/22 was received from the Scottish Government on 3 February 2021. The guidance had initially been expected in December 2020 and because of the delay in publication, the deadline for submission of the interim plans to the Scottish Government was extended from end March 2021 to end April 2021.
- 3.2. The approach which has been adopted by the Scottish Government reflects the impact of the COVID-19 pandemic, and the uncertainty this has caused. The interim plans therefore centre on short- and medium-term drivers, with a particular focus on how the HSCP is supporting, and will support, staff health and wellbeing as we move through and beyond the pandemic.
- 3.3. Work will commence during the summer period on the development of a detailed three-year workforce plan covering 2022 to 2025. This will build on

the foundations which are set out in the interim plan which is the focus of this paper. It is also critical that the workforce plan for 2022-25 aligns with the Strategic Plan for the same period and which is the subject of an accompanying paper to the IJB at this meeting.

- 3.4. As this work progresses, there will be increased opportunities to engage with staff at all levels of the HSCP to ensure that developing proposals reflect the needs and views of our services and our staff.

4. Development of the Interim Workforce Plan for 2021/22

- 4.1. A Workforce Planning and Organisational Development Group was convened to take forward development of the interim plan. This group is led by the Head of Strategic Planning and Health Improvement, with input from staff-side, NHS and Local Authority HR, Training and Development, Organisational Development and Change and Improvement.

- 4.2. A range of actions were undertaken by this group to gather views from across the HSCP as the basis of the interim plan. These included:

- Completion of three planning workshops with members of the HSCP's Leadership Network. These sessions were structured by Head of Service areas and covered participants' views on objectives for developing the workforce within their own services, considering current challenges facing the workforce and short, medium, and long-term objectives for workforce development.
- Assessment of existing feedback received through the Everyone Matters survey and additional surveys undertaken to understand the views of staff on the impact of and response to COVID.
- Undertaking a comparative assessment of partner organisation plans to ensure alignment and identification of dependencies within the IJB's interim workforce plan.
- Sharing the draft interim workforce plan with other HSCPs within the NHS GGC boundary for wider reference.
- Review and discussion of the interim plan by the Senior Management Team, including clinical and nursing professional leads and Chief Social Work Officer.
- Testing draft sections of the plan as they were developed and sharing a full draft of the plan with the Staff Partnership Forum (SPF), which formed an agenda item at the SPF in April 2021.

5. The Content of the Interim Workforce Plan

- 5.1. A copy of the draft workforce plan is provided as Appendix 1 to this paper. The plan has been developed using a template and guidance provided by the Scottish Government for consistency across all IJBs. The plan consists of six sections, covering:

- Local Background and Scope of the Plan

- Stakeholder engagement related to workforce planning
 - Supporting Staff Physical and Psychological Wellbeing
 - Short-term workforce drivers
 - Medium-term workforce drivers
 - Supporting the workforce through transformational change
- 5.2. In developing the plan, greater focus has been given to the development of the Staff Wellbeing and Short-term workforce drivers sections to reflect the period covered by the plan, and the immediate focus on a continued response to and recover from the pandemic where possible, and the support that our staff will need throughout this period. The plan identifies a range of ongoing workforce actions that will continue to be delivered, and additional commitments that will be taken forward in the year to the end of March 2022.
- 5.3. Looking further ahead, the plan also identifies medium-term workforce drivers, which will increasingly reflect the recommencement of the HSCP's paused transformation programme. The actions which have been identified from April 2022 onwards are necessarily high level at this stage and will be further assessed and refined as part of the work to be undertaken on the full workforce plan for 2022 to 25.

6. Next Steps

- 6.1. Work has commenced with the Workforce Planning and Organisational Development Group on the development and agreement of actions to support delivery of the interim plan. Progress against these actions will be tracked over the remainder of the year to March 2022.
- 6.2. Work will also commence shortly on the approach and timescales for the development of the full workforce plan for 2022-25.
- 6.3. Updates on progress made against the actions within the interim workforce plan will be brought to future meetings of the IJB.

Implications of the Report

1. **Financial** – No implications from this report.
2. **HR & Organisational Development** – This report and supporting appendix set out the actions which will be taken by the HSCP to support and develop the partnership's workforce in the year to March 2022. Actions identified will be monitored on an ongoing basis.
3. **Community Planning** – No implications from this report.
4. **Legal** – No implications from this report.
5. **Property/Assets** – No implications from this report.
6. **Information Technology** – No implications from this report.
7. **Equality and Human Rights** – 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 have been identified arising from the recommendations contained in the report.
8. **Health & Safety** – No implications from this report.

9. **Procurement** – No implications from this report.
 10. **Risk** – No implications from this report.
 11. **Privacy Impact** – No implications from this report.
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List of Background Papers – None

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Renfrewshire HSCP

Interim Workforce Plan 2021/22

Section 1 – Background (Refer to Annex 1 for indicative Content)

The context of this Plan – our vision and values

Renfrewshire Integration Joint Board's (IJB) vision is for Renfrewshire to be a caring place where people are treated as individuals and supported to live well.

This vision guides what and how health and care services are delivered in Renfrewshire, and how the staff working for Renfrewshire HSCP support patients and service users. This vision is underpinned by the HSCP's guiding principles for change, which were agreed in early 2020 with partners and key stakeholders and cover the following:

- We share ownership and responsibility with our communities
- We take a person-led approach to health and wellbeing
- We provide realistic care
- We deliver the right services at the right time and in the right place

Furthermore, HSCP staff continuously seek to deliver the values set out by their employing organisations, as set out in the table below. Whilst these values differ in their wording, they ultimately guide staff to deliver collaboratively with a focus on being respectful with one another and service users and patients and delivering person-centred care.

NHS GGC Values	Renfrewshire Council Values
<ul style="list-style-type: none">• Care and Compassion• Dignity and Respect• Openness• Honesty• Responsibility• Quality• Teamwork	<ul style="list-style-type: none">• We are fair, we treat each other and everyone we deal with respectfully and work hard to build trust in Renfrewshire Council.• We are helpful, we care about getting things right and are always approachable.• We are great collaborators; we work as one team and with people who care about this place.• We value learning to help us innovate, improve and deliver better services.

The Scope of this Plan

This one-year interim plan sets out the context and future direction for the development of, and support to, the workforce of Renfrewshire HSCP who are employed by NHSGGC and Renfrewshire Council to undertake the planning and delivery of community health and adult social work services in Renfrewshire. The plan covers the period from April 2021 to March 2022 and reflects the priority of the IJB being on ensuring the wellbeing of staff and continuing to respond to and recover from the COVID-19 pandemic.

The plan does not describe every action to be taken but aims to further Scotland's National Health and Wellbeing Outcomes, in particular outcomes 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." and 9, "Resources are used effectively and efficiently in the provision of health and social care services". The plan outlines the IJB's key challenges and responses, taking account of the needs and opinions of partners and of local and national policy direction.

Alongside this plan work will continue to develop a three-year workforce plan for implementation from April 2022. The 3-year plan will provide further detail on how the IJB will ensure that the workforce is adequately resourced and has the qualifications,

knowledge, skills and resilience required to deliver safe, fit for purpose services that deliver real improvements to the health and wellbeing of Renfrewshire's population.

Lead responsibility for the development and delivery of the Plan sits with the Health and Social Care Partnership's (HSCP) Head of Strategic Planning and Health Improvement, on behalf of the Senior Management Team. The Plan, and regular updates on its progress, are reported to and scrutinised by the Integration Joint Board.

Setting the Context for Workforce Planning – Renfrewshire's Demographics

National Records of Scotland (NRS) statistics, most recently from 2018, project that by 2043:

- The number of working people aged 16 to 64 living in Renfrewshire will grow very slightly by 1.8%
- The number of children will fall by 8.5%.
- Those aged 75 and over will grow significantly, by approximately 72%.
- The population is expected to grow by 4.3% from the 2018 base level.

More broadly, life expectancy in Renfrewshire is lower than the Scottish average. We know that the gap in life expectancy (and in other outcomes) is influenced by the pattern of inequalities in Renfrewshire - many of Renfrewshire's communities are found in the three most deprived areas as defined by the Scottish Index of Multiple Deprivation (SIMD). In addition, a survey on the impact of COVID-19 carried out by the Public Services Panel in Renfrewshire found that 62% of panel members who responded (897 responses in total) felt they were managing finances well or quite well, compared with 74% before the pandemic.

Taken together, this demographic context will inform what services are needed in Renfrewshire, and how they must be delivered. This in turn will guide the shape of the health and care workforce in future, and the support and skills development that staff will need.

The Current Workforce

The HSCP has staff who are employed by Renfrewshire Council (Local Authority) and staff who are employed by Greater Glasgow and Clyde NHS Board (Health). A recent assessment of our workforce in February 2021 noted that:

- The workforce is evenly split, with 1100 (881 WTE) Council Social Care (Local Authority) employees and 1161 (979 WTE) NHS (Health) employees.
- The workforce is ageing – with an average age of 49 for Local Authority staff and 46 within our Health workforce.
- The workforce is predominantly female – 85% of both Health and Local Authority staff.
- The workforce is committed to Renfrewshire – 77% of Local Authority staff and 46% of health staff live in the area. Average length of service is 13 years for Local Authority staff and 11 years for Health Staff.
- The annual turnover rate is currently 10% for Local Authority employees and 9% for Health employees.

The Approach to Workforce Planning

The IJB and HSCP's approach to workforce planning is driven by national, regional, and local strategies and policies which set the context and direction of travel for the provision of health and social care in Renfrewshire. It reflects the IJB's existing Strategic Plan, and the full Workforce Plan to be developed will also reflect the IJB's updated Strategic Plan from 2022, the developing Market Facilitation Plan, and the IJB's Medium-term Financial Plan. Workforce Planning will also continue to actively consider the external context, in particular COVID-19 and the further development of the recommendations from the Independent Review of Adult Social Care.

It takes account of and complements the workforce plans and organisational strategies from both NHS Greater Glasgow and Clyde (reflecting the interim plan also developed by NHS GGC) and Renfrewshire Council, recognising their role as employers of HSCP staff and key partners in integration. Both organisations are represented within the partnership's workforce planning activity, and the HSCP contributes to the development of our partner organisations' workforce strategies and plans to ensure they are informed by local demands and priorities (for example Renfrewshire Council's People Strategy which will launch in Spring 2021). Alongside this, ongoing joint working with regards operational service delivery and governance continue to inform workforce requirements.

It also builds on the Workforce and Organisational Development Strategy which has shaped the HSCP's workforce since its inception and, as noted, aligns with commitments set out in the IJB's Strategic Plan 2019-22 which focused on ensuring that the workforce is configured to meet future challenges, has the training to enable it to do so, and is supported by robust recruitment and retention activity.

The COVID-19 Pandemic, however, has impacted on previous plans requiring some activity to be paused, hastening other activity and leading to new priorities. The current situation requires that we work in an adaptive way and rely heavily on the commitment, goodwill and flexibility of the workforce. In addition, the HSCP has worked in innovative and more collaborative ways with partners and the adaptability and flexibility of the voluntary and independent sector workforce in Renfrewshire has made a critical contribution to the pandemic response locally. Indeed, the collaborative response of the voluntary sector and its joint approach to supporting communities further underlines the sector's impact and the importance of involving third and independent sector partners in service planning.

The development of this interim Workforce Plan, and later plans, draws on this experience and has been led by a Workforce and Organisational Development Group with membership drawn from both Health and Local Authority employers representing Human Resources, change and improvement, workforce, organisational development, learning and education, trade unions and staff partnership. This group is accountable to the HSCP's Senior Management Team and ultimately the IJB and has undertaken the following in development of this plan:

- Undertaking workshops with the HSCP's Leadership Network of managers from across all service areas to determine current challenges, and short, medium and long-term objectives.
- Engaging with services to understand current workforce challenges, including issues around recruitment and retention.
- Reviewing the breadth of lessons learned and staff engagement activity undertaken to understand the positive and negative impacts of COVID and identifying key themes to inform workforce planning.
- Reviewing and testing emerging proposals and setting out the approach to developing a more detailed workforce plan for 2022.

Section 2 – Stakeholder Engagement (Refer to Annex 1 for indicative Content)

Renfrewshire HSCP engages with partners from across sectors on an ongoing basis as part of operational service management, service planning and the continuous

improvement of our services (as set out in Section 1). This includes public sector partners, the Third Sector Interface for Renfrewshire (Engage), and providers from the third and independent sectors. This engagement does not, at this stage, cover discussions on the size and nature of the combined health and social care workforce in Renfrewshire (recognising that mapping of this in detail can be challenging due to the nature of current funding streams), however it does enable a number of opportunities to engage and work collaboratively around service challenges and opportunities. This is undertaken through a range of routes:

Strategic Direction and the Strategic Plan

As noted in Section 1, prior to COVID-19, Renfrewshire IJB had agreed four guiding principles to shape the transformational activity taken forward by the HSCP. The HSCP's transformational activity was paused due to the COVID-19 pandemic. However, it is clear that the pandemic has reinforced the importance of these principles, and the changes necessitated in the last 12 months (such as the increased use of digital consultation) have in many cases enabled the HSCP to progress delivery against the principles. They will be further embedded in future recovery and renewal activity.

More widely, the HSCP has undertaken a range of work with the Strategic Planning Group to progress community-based work aimed at delivering upon the first two principles which will provide a community-based approach to improving health and wellbeing. Funding has been allocated to a range of projects focused on delivering six health and wellbeing priorities agreed between SPG members (these priorities are (i) healthy and active living; (ii) loneliness and social isolation; (iii) early years and vulnerable families; (iv) housing as a health issue; (v) inequalities; and (vi) mental health and wellbeing). These projects are intended on enabling a third sector and community-led approach to developing responses which improve wellbeing and address inequalities.

Taken together, the above approaches will shape the way in which services are delivered in Renfrewshire in future, by the HSCP, partners and key stakeholders. This will also inform the HSCP's longer term workforce and organisational development needs, which the Workforce Plan from 2022 onwards will describe in further detail.

The above principles and strands of activity will form the basis of the IJB's next Strategic Plan, which will cover the period from 2022-25. Work is now commencing on the development of the Strategic Plan. It will be supported by 'Planning Groups' with service user, provider, unpaid carer, staff-side, Trade Union and service representatives which will have responsibility for developing agreed commitments for each care group. The Strategic Planning Group will also undertake its statutory role in guiding the development of the Strategic Plan – with a broad representation of stakeholders involved.

In addition, the HSCP will also be developing its next Market Facilitation Plan (MFP) over the next 18 to 24 months, with the key principles of this set out in the Strategic Plan. The MFP will be developed with key stakeholders and providers and will be critical in setting out the direction of travel for collaborative working, the future approach to the commissioning and joint delivery of services, and the shape of the workforce needed to deliver health and social care across Renfrewshire. The achievements made during the COVID pandemic have reinforced the importance of sustained involvement of the third and independent sectors in the development and delivery of these plans, with a particular focus on codesigning preventative and community-based interventions.

Staff, Staff Side and Trade Union engagement

The development of this interim plan reflects engagement with managers and team leaders through a number of workshop sessions and existing engagement and consultation mechanisms which are utilised to discuss emerging service challenges. The development

of a more detailed Workforce Plan will build on these over the course of 2021/22. The routes used include:

- Reinstatement of a Workforce and Organisational Development group to guide the direction of workforce planning and organisational development moving forward.
- Completion of information gathering sessions with managers through service-focused sessions of the Leadership Network.
- Regular Trade Union meetings within Services on a whole range of workforce matters, including the opportunity to share information on service reviews, projects, plans emerging issues etc.
- Joint Trade Union Liaison Forum, through which Renfrewshire Council HR&OD have 6 weekly meetings with Trade Unions and which provide an opportunity for two-way discussion on emerging workforce matters and the progress of key workforce strategies.
- Joint Consultative Board (JCB) group updates which provide data on the number of cases relating to supporting attendance, disciplines, grievances and number of agency workers employed by the Service. These meetings are attended by Renfrewshire Council Members and Trade Unions, with attendance from Council services.
- Ongoing engagement and consultation through the Staff Partnership Forum, which includes Heads of Service and staff partnership representatives from across health and social care services.

Engaging with Providers and Independent Contractors

The workforce employed externally to NHS GGC and Renfrewshire Council by providers and as independent contractors is a critical element of the overall health and social care workforce locally and nationally. This includes independent contractors such as GPs, who the HSCP engages with regularly through delivery of the Primary Care Improvement Programme and as part of ongoing service provision and response to COVID-19.

The arrangements which Social Care Providers have with their own staff are underpinned by contractual obligations with the Council. These are a key focus of the HSCP's contract monitoring process and practice, which is supported through Provider Forum meetings.

During the COVID pandemic the HSCP and Council has provided support to providers to promote workforce sustainability and resilience in the following ways:

- Payments to compensate for additional COVID costs to support staffing levels and their protection.
- Inclusion in the testing and vaccination programmes.
- Access to occupational health and wellbeing support (GP practices).
- Direct support through regular fora and meetings.
- Oversight and assurance processes.

In addition to ongoing operational engagement, the HSCP will engage with partner organisations in the development of the 3-year Workforce Plan to be implemented from 2022.

Section 3 - Supporting Staff Physical and Psychological Wellbeing (Refer to Annex 1 for indicative Content)

Workforce sustainability has been a key organisational priority prior to the current pandemic, and staff physical and psychological wellbeing is pivotal to this. Previous Workforce Plans have recognised the correlation between staff wellbeing and high absence and turnover. Reflecting this, workforce wellbeing and organisational development are central elements of the HSCP's developing recovery plans. The Partnership has appointed a senior

responsible officer focused on staff health and wellbeing and, in recognition of the support required by the workforce, additional funding has been identified to develop a detailed Organisational Development Programme and delivery plan to sit alongside the Strategic Plan and underpinning transformation activity. This will provide additional support to the range of partners and is complimentary to the existing workforce support provided.

It is evident from national and local intelligence; workshop sessions with managers; and staff feedback, that COVID has exacerbated many pre-existing pressures on staff; brought a range of new challenges; but also highlighted some opportunities and learning to better inform and support the workforce going forward.

Absence and Turnover

It is clear that where staff wellbeing is reduced, absence and turnover increase and this in turn places tremendous pressure on the remaining staff to maintain service provision. These challenges are compounded by the existing staff demographic, where older staff retiring can leave a gap in the experience and service knowledge within some teams.

The main reasons for absence across both NHS and Council employees are musculoskeletal; stress & mental wellbeing; and respiratory.

Absence statistics within the HSCP in 2020 showed:

- An improved position for NHS employee absence compared with previous calendar years, with a 12-month average of 5.41% total absence inclusive of short- and long-term absences.
- This compared with 6.43% in 2019, and 5.62% in 2018.
- 10.4 working days lost for Local Authority employees for the period March to December 2020 against a target of 15.3 days for the full year. This shows an improving trend.

COVID Impact on Staff Wellbeing

Over the last year, the Senior Management Team has noted with great appreciation the flexibility; dedication and resilience the workforce, providers and unpaid carers have demonstrated to ensure critical health and social services continue to be delivered in these unprecedented, challenging circumstances:

- Quickly mobilising new service delivery models which involves adapting to working in new ways including adopting new digital solutions; use of PPE; testing regimes and constantly ensuring services align with rapidly changing national guidance.
- Staff being deployed to support a range of new COVID services and to support areas of greatest pressure.
- Management across services of capacity challenges arising from changes in demand for services; new areas of focus including enhanced support for areas such as care homes and care at home; and the direct impact of the virus on workers who required and continue to require additional support.
- A different approach to managing services, many of which moved to a remote platform with the growth of remote working and consultation.
- For some staff, particularly front-line workers, the devastating impact of COVID, such as those working in care homes where the impact has been felt acutely.
- Staff continue to balance the demands of work along with the personal impact of the pandemic, with issues such as loneliness and isolation arising from the restrictions on movement and different work patterns and demands; childcare responsibilities and home schooling; the impact on individuals' mental health (the full longer-term impact of which is still unknown); bereavement and, for some, managing the longer-term side effects of illness related to COVID.

- For example, a recent analysis of HSCP social care staff who have accessed Renfrewshire Council's counselling support service showed most support was sought around personal circumstances. 8% cited a combination of personal and work stress, and for 8% it was solely work related.

Staff Physical and Psychological Wellbeing

RHSCP currently hold the Healthy Working Lives Gold Award and have maintained this year on year. Prior to the pandemic the HSCP organised health and wellbeing events, provided information and offered a variety of exercise classes and walking groups for staff. This has laid the groundwork for supporting staff through the pandemic and will enable the HSCP to embed systems of wellbeing as services remobilise.

During the pandemic the HSCP's communication team and networks have been utilised to inform staff of the opportunities to engage in activities and highlight services to support mental health and wellbeing. A workforce wellbeing champion who links with other HSCPs and NHS Greater Glasgow and Clyde Board has been identified to help achieve benefits from collective action in the development and provision of wellbeing support.

Having established several support systems, including the services offered by Renfrewshire Council and NHS GGC, these will continue to be provided in the year ahead and will be reviewed as necessary. A fortnightly Chief Officer message, which goes to all staff within the HSCP, has consistently had staff welfare as a focus, including listing a range of support services at the end of every message. The specific support offered to staff is as follows:

Facilities for staff for rest and recuperation

Ensuring suitable facilities are available for staff to have some down time whilst delivering essential services. NHS staff have access to Rest and Relaxation hubs on hospital sites and there are six locations across Renfrewshire for Care at Home staff. The HSCP and partners will continue to offer these facilities and will review as part of remobilisation activity.

Training and support for managers

During the pandemic, the HSCP's organisational development resource provided (and will continue to provide) focussed support to managers as required using telephone and Microsoft Teams to facilitate access to training and tools, coaching, and facilitating development of their leadership style and skills; their team structures, processes and culture; and our values and behaviours.

In addition, to provide managers with the tools to support staff, training will continue to be provided, including SAMH Mental Health in the Workplace, online resilience sessions and online sessions on Caring Conversations.

Support Services for staff

Staff are encouraged on an ongoing basis to take advantage of a range of resources and support which are provided locally and those which are also available to them nationally and through our partner organisations. These include:

- Virtual Brief Coaching Service (local provision for NHS staff)
- The Renfrewshire Bereavement Network, a new service established in partnership between the HSCP and Local Hospices to provide Bereavement Counselling for people living or working in Renfrewshire
- 'Hear For You' helpline: Anxiety – newly established helpline commissioned by the HSCP in response to COVID – newly established in partnership between the HSCP and Local Hospices for people living or working in Renfrewshire
- Activities for staff including Yoga4health; Health at hand - Scottish Ballet; Managing your energy; and on-line exercise classes (available to all staff)
- The National Wellbeing Hub at Promis.scot (available to all staff)

- Staff Listening Service (NHS GGC staff)
- Mental Health Check-in (NHS GGC staff)
- A new Psychological Therapies service being set up by OH (NHS GGC Services)
- The Workforce Specialist Services, delivered by NHS Practitioner Health (Nationally provided)

Organisational guidance and policy

The HSCP will continue to work with HR colleagues in both NHS GGC and Renfrewshire Council, staff side and trade unions to ensure guidance and policy evolves as understanding of COVID develops. Some examples from the last year include:

- Continuous review of clinical care governance procedures, particularly in relation to infection control, to protect staff and service users and also try to alleviate the concerns of frontline staff working in high-risk environments.
- Introduction of workplace risk assessments in light of the increased risk of COVID for those who are black, Asian and minority ethnic.
- Development of new manager guidance and training materials to support staff on areas such as shielding staff; appropriate use of PPE (including videos); COVID testing; supporting staff with Long COVID.
- Annual leave policies have been adapted to allow staff to carry forward additional days.
- The NHS has established a dedicated HR Support team for the support and management of Long COVID.

Remobilisation Planning – Further Supporting Health and Wellbeing

Further engagement sessions will be undertaken with a wider range of staff to inform the full Workforce Plan and to ensure joint development of our workforce priorities. Engagement will also be undertaken with providers and key stakeholders to determine the needs of the wider health and care workforce in Renfrewshire and to determine common actions as part of remobilisation planning.

In the coming months as COVID-related infections in the community and in hospital continue to fall and staff return to their core roles and routine tasks, it can be expected that there will be an increase in the level of mental health related absences especially in front line staff. It is anticipated that staff may experience mental health challenges as they reflect upon and come to terms with their experiences during the pandemic waves. Occupational Health teams are prepared for this eventuality.

Through the analysis of local and national data and feedback from recent manager and staff side sessions, several areas have been highlighted for future action. These are set out across the short- and medium-term drivers below.

Section 4 – Short Term Workforce Drivers (Living with COVID) (Refer to Annex 1 for indicative Content)

Remobilisation and recovery plans are ongoing within NHS Greater Glasgow and Clyde and Renfrewshire HSCP. NHS GGC has, building on the progress made in previous remobilisation plans, developed its third remobilisation plan to cover the period from April 2021 to March 2022.

The HSCP are also continuing to review and update recovery plans to reflect the current circumstances of the pandemic. All services are focused on the continued response to the pandemic, reflecting the additional restrictions that have been in place since early January 2021 but which are now beginning to ease. The recovery plans cover services delivered by the HSCP and our partners and recognise that there will be continued uncertainty in the

coming year which will impact upon how services are delivered. In this section we set out our approach across four key themes:

- Supporting staff wellbeing.
- Living with COVID-19 and delivering additional COVID services including the vaccination programme.
- Effectively resourcing and delivering essential services.
- Developing the organisation and our workforce.

We have considered feedback from staff, managers, Trade Union representatives and the leadership group to inform this section of our workforce plan.

Theme 1: Supporting Staff Wellbeing

Focus within this theme:

Many staff have fed back that they have been under pressure to deliver all that was needed during 2020/2021. All staff have been working within an ever-changing environment involving responding to the pandemic whilst keeping essential services in place. Staff have had both additional duties and responsibilities at work and various personal challenges, and they have noted the degree and pace of change which has been delivered in the last 12 months.

A key short-term driver must therefore be the ongoing prioritisation of health and wellbeing support for our staff.

Key Workforce Actions:

1. Continued provision of local, regional and national health and wellbeing support, as outlined in section 3.
2. Identify and commence implementation of support to assist line managers and teams to developing working practice and team identity in a remote-working setting, and to support our staff to strengthen relationships and reduce feelings of isolation or disconnectedness when working in different locations.
3. Ensure that staff, new and existing, have easy access to the most up-to-date guidance, risk assessments, vaccinations, health and wellbeing support and equipment (e.g., PPE) to enable them to do their jobs safely. This will be from the point of staff induction and regularly thereafter.
4. Review existing communication processes and implement an updated communications strategy to ensure staff feel engaged and are able to access and receive updates at the right time.
5. Consideration of how Long COVID is managed moving forward. Currently all COVID sickness is recorded as Special Leave whereas other conditions are managed under long-term sickness. As understanding of Long COVID develops work will need to be undertaken to clarify processes for supporting and managing staff who are suffering, address inconsistencies and ensure fairness of treatment for all staff.
6. 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.
7. Continue to monitor and manage absence and the reasons for this and implement additional support where necessary.
8. Maintain a focus on capacity planning in the development of remobilisation activity and the HSCP's transformation programme to take account of staff fatigue; absence levels; vacancies and the build-up of annual leave.
9. Implement the National Whistleblowing Standards in line with guidance.

Theme 2: Living with COVID-19

Focus within this theme:

The pandemic has required the introduction of new, and the adaptation of existing, services (such as flu vaccination) to accommodate the changing needs of the population. These include:

- PPE Provision
- COVID Assessment Centres
- Staff testing
- Support to Care Homes, including the oversight and testing teams
- Expanded winter flu vaccinations and COVID-19 vaccinations
- Support to those suffering long COVID (both staff and local residents)
- Accommodation in line with social restrictions
- Adopting new national guidance and policy

Each of these elements is expected to remain in place for at least the next 12 months, with some elements such as increased use of PPE and expanded vaccination programmes remaining in place in the medium to long-term. This means that the HSCP must ensure there is the right people in the right place at the right time and to ensure that these staff are adequately protected with appropriate equipment and access to vaccinations.

Key Workforce Actions:

- 2.1. Monitor and manage the need for the COVID Assessment Centre, including working with NHS GGC and the other HSCPs within the Greater Glasgow and Clyde boundary to refine and develop the CAC model as required to meet fluctuations in demand, and to ensure that a robust and sustainable staffing model is in place.
- 2.2. Work with partners, reflecting national guidance, to assess the need for a “vaccination workforce” and contribute to the development of this flexible group of staff as appropriate.
- 2.3. Across all areas we will continue to assess the most effective delivery model and will seek to formalise staffing arrangements, where appropriate, through secondments and creation of temporary posts to ensure we have ongoing capacity to deliver.
- 2.4. Assess, as evidence emerges, the impact of Long COVID on our local population, to inform the demand for and shape of future services that will be required (for example respiratory nursing, physiotherapy, mental health support). This will guide the skills and experience we require in our workforce in the medium term and beyond.
- 2.5. Continued delivery of the “Huddle” model and care home reporting. Senior managers will continue to meet regularly (daily at present) to ensure the right level of ‘responsibility and accountability’ for providing oversight, analysis, and response to emerging issues. The care home status report will continue to be utilised to ensure the provision of appropriate advice and support to all homes and to ensure the workforce in each home continues to be effectively supported.
- 2.6. Continued testing of care home staff and residents to identify infections and proactively manage any outbreaks, and the provision of ongoing guidance, equipment, access to vaccinations and support for staff to support them in their roles.
- 2.7. Assess the degree to which additional staff may need to take on additional caring responsibilities as a result of COVID-19 and support staff through application of NHS GGC and Renfrewshire Council carer policies.

- 2.8. Continue to work closely with independent contractors on the delivery of core services and new ways of working as part of the ongoing COVID response and seek to understand any sustainability issues and support needs.

Theme 3: Resourcing, Delivering and Supporting Essential Services

Focus within this theme:

The HSCP will continue to deliver essential services and, where possible based on the impact of the pandemic, recover health and care services that have been reduced in the last 12 months. This will focus on (i) enabling staff to return to their substantive posts in a phased and managed approach (with the exception of those COVID services which are required to continue over the course of the next year); (ii) ensuring services are adequately resourced, supported by good data and robust recruitment processes; and (iii) working with providers and unpaid carers to ensure support vulnerable individuals in Renfrewshire.

Key Workforce Actions:

- 3.1. Develop updated recovery plans with our workforce to agree key actions which enable the increased provision of services when safe and provide a clear pathway for staff to understand how their roles will develop in the next 12 months. Where staff have been deployed, this will help support development of a roadmap for their return to their substantive posts when possible.
- 3.2. Run rolling recruitment programmes for critical posts including Care at Home workers, Mental Health Inpatients Nurses and Healthcare Support Workers, and identify additional actions to attract candidates for hard to fill posts.
- 3.3. Support the development of the day support workforce as services recover and as services move towards a blended building-based and community-based support model, reflecting the impact of COVID on pre-existing models of care.
- 3.4. Implement agreed recruitment action plans for CAMHS and Addiction and Drug Recovery Services (ADRS) to address existing gaps in the staffing establishment within these services.
- 3.5. Progress recruitment of additional District Nursing posts in line with additional Scottish Government investment, following agreed plan for Renfrewshire (47.8 posts to be in place by 24/25 across NHS GGC).
- 3.6. Progress School Nursing recruitment in line with available funding and recruitment targets.
- 3.7. Continued delivery and support of local and Greater Glasgow & Clyde Board-wide Action 15 commitments in Year 4 of the funding allocation. We will continue to work with partners and the Scottish Government to determine future steps for Action 15 beyond the current allocation.
- 3.8. Ongoing assessment of risks to service provision as a result of (i) a proportion of staff remaining unvaccinated or (ii) any future move towards a requirement for all staff to be vaccinated.
- 3.9. Continue to work collaboratively, supportively and on an equal basis with contractors and third and independent sector providers in determining the nature and form of health and care services provided in Renfrewshire.
- 3.10. Continue to carry out the duties of the Carers Act and work with key stakeholders to assess the impact of COVID-19 on unpaid carers and identify, where necessary, additional or different support which should be commissioned to meet the needs of unpaid carers.
- 3.11. Primary Care Improvement Plan implementation to continue recruitment to the extended multi-disciplinary team in support of General Practice.

Theme 4: Developing the Organisation and the Workforce

Focus within this theme:

The HSCP's developing transformation programme was paused at the outset of COVID-19 along with pre-existing change and improvement activity. However, the HSCP has recommenced the delivery of pre-existing change and will seek to develop and embed the transformation programme when appropriate within the context of COVID-19. This work will need to reflect the changes created by COVID.

Key Workforce Actions:

- 4.1. Commence assessment of our existing vision, values, and behaviours to ensure that they reflect recent and forthcoming changes and align with the HSCP's guiding principles and the values of our partner organisations.
- 4.2. Building on existing feedback, work with the workforce to assess the impact of the changes made in response to COVID on them, identify good practice and areas for further development (examples of this include increased adoption of technology with all our staff groups, flexible service delivery models and multi-disciplinary working). As part of this approach, the HSCP will identify additional support that staff may require as services recover.
- 4.3. Continue to support and develop staff, through change management and training, in delivery of existing change activity, such as the implementation of Totalmobile scheduling in Care at Home, Eclipse – the new social care management system; the digital switchover in telecare, and the implementation of recommendations from the addictions and learning disability service reviews.
- 4.4. Develop the scope and expected timelines for the HSCP's transformation programme in line with the guiding principles. Develop branding and key messaging to support staff to understand the aims of the programme, how they can contribute, and implications for the HSCP in future.
- 4.5. Develop a benefits management framework to support staff to understand how to assess the potential impact of proposed change and to measure this during implementation.

Section 5 – Medium Term Workforce Drivers (Refer to Annex 1 for indicative Content)

As remobilisation and recovery plans continue to develop, it is still uncertain what ongoing impact Covid-19 will have on services during and beyond 2021/2022. There are positive signs that infection rates are decreasing however it is challenging, at present, to state with any certainty the likely impact for citizens and staff moving into and out of the latter part of 2021. However, lessons can be drawn from recent experience and robust plans will be maintained to combat the challenges faced over the past year.

The view on the medium-term drivers set out within this plan will therefore remain flexible and will be subject to refinement and possible change as new priorities emerge or existing priorities necessarily change. They will be further assessed during the development of the full Workforce Plan for implementation from April 2022 onwards. Actions commenced in 2021/22 will also continue into the medium term.

The key medium-term workforce drivers are set out against core themes below. These reflect both Renfrewshire's local context, and those challenges which are replicated across Scotland. These medium-term drivers will be reflected in the HSCP's approach to delivering transformation and will require collaborative working with partners and providers, and for existing roles to adapt and the workforce to develop new skills to support the delivery of the agreed guiding principles.

Theme 1: People

The health and care workforce, within the HSCP and including providers and unpaid carers, is hugely committed and has shown significant flexibility during COVID. However, the

workforce is also ageing, which may lead to future gaps in our services and the loss of key knowledge and experience. Current figures show that 55% of Council employed staff and 44% of NHS employed staff are aged 50 or over, and there are similar challenges within the independent contractor workforce.

Aligned with the ongoing uncertainty as a result of COVID, potential structural change within the system, and changing demographics which will shift the nature of demand for health and social care, the current workforce will need to develop to address potential mismatches in capacity vs demand. We will:

- Consider medium term management and staffing requirements for COVID services based on the impact of the vaccination programme and future projected need.
- Continue to identify opportunities to support staff to improve and sustain good health and wellbeing, also recognising the potential financial impact that COVID may have had on staff and their families.
- Continue to assess the ongoing impact of separate Terms and Conditions for NHS and Council staff.
- Review existing job descriptions to ensure that they are fit for purpose and meet the needs of the HSCP in line with future service requirements.
- Ensure services are aware of current age demographics within staff cohorts to inform succession planning.
- Consider in the medium term any staff wishing to retire and the opportunities for flexibility for them to remain in HSCP employment to fit their needs and those of the organisation – through options for a ‘retire and re-employment’ approach.
- Work with independent contractors, third sector partners and providers to embed joint consideration of workforce planning across the wider health and care workforce. This will create opportunities for the HSCP, providers and the third sector to enhance strategic workforce planning.
- Support staff to understand the implications of recommendations taken forward following the Independent Review of Adult Social Care and enable staff to contribute to local planning and implementation.
- In partnership with TU and Professional body representatives, partake in activity, locally and nationally, to define the process for supporting staff whose preference is not to be vaccinated.
- Consider opportunities for cross-partner CPD by sharing insights, experience and knowledge and contributing to a confident, adaptable and resourceful workforce.

Theme 2: Recruitment and Retention

Recruitment and retention continue to be a challenge across health and social care nationally and within core service areas. In the medium-term, the HSCP will renew focus on proactive identifying and addressing gaps within the workforce. We will:

- Consider the medium-term impact of local and national drivers on the partnership’s ability to attract a wider pool of candidates and develop a responsive action plan.
- Work with staff, independent contractors, the third sector, providers and communities to determine the shape of future services as part of our strategic planning processes, assess what this means in terms of staffing requirements, and agree how any gap between current and future need can be addressed.
- In delivering remobilisation plans, consider opportunities for a more responsive service through flexible staff roles, enabling the HSCP to have the required organisational capacity and flexibility, and to offer enhanced career opportunities for staff.
- In addition to the above development of career opportunities, support improved retention through the provision of support for staff health and wellbeing and skills

enhancement as part of detailed organisational development plans, as outlined throughout this Workforce Plan.

- Work with both NHS GGC and Renfrewshire Council to identify all vacancies and staff shortages within the area and develop a joint plan to fulfil these requirements in a fair and equitable way.
- Continue recruitment to key MDT (multi-disciplinary team) roles through PCIPs, in support of sustainability, recruitment and retention within general practice.

Theme 3: Recovery and Wider Transformational Change

The immediate focus continues to be on continued response to the pandemic and, where possible, service recovery. Moving into the medium term however, the HSCP will refocus on broader organisational change and transformation which reflects ongoing financial constraints within health and social care. Within this context, there is also the opportunity to reflect on the rapid pace of change and transformational gains made during COVID and to identify further opportunities to modernise practice and to achieve the objectives of improving life quality through prevention and community-based intervention. Joint working with providers will be a critical element of this including, but not limited to, the development of an updated Market Facilitation Plan and the consideration of what and how services are commissioned and provided in future. We will:

- Consider how COVID-19 has changed ways of working, and the positives and new challenges created, including the identification of opportunities for innovation in working practices going forward in the next Workforce Plan.
- Review the need for additional COVID services in the medium-term (such as an ongoing vaccination programme) and consider how to incorporate these as sustainable delivery models.
- Ensure that transformational change is supported by a robust communications and engagement strategy and that the appropriate change management and organisational development support is in place.
- Consider opportunities across RHSCP to introduce new roles and training packages that will allow Renfrewshire to “grow our own” staff to improve and positively influence capacity versus service demand.
- Engage with providers and key stakeholders as part of the development of the full Workforce Plan, and in the development of a revised Market Facilitation Plan to consider how services are commissioned more collaboratively and to ensure that commissioning intentions are widely understood and agreed.
- Ensure RHSCP continue to participate in ongoing discussions with regards the Independent Review of Adult Social Care and recommendations for a ‘national care service’ and improvements to terms and conditions within adult social care. The detail of these recommendations will need to be further defined.
- Within the above, assess emerging challenges relating to the resourcing of the implementation of review recommendations to ensure that frontline services are not negatively impacted.

Section 6 – Supporting the workforce through transformational change (Refer to Annex 1 for indicative Content)

Key Activities to support the workforce through transformational change

Over the course of 2021/22 and beyond, when it is appropriate to do so, Renfrewshire HSCP will seek to re-start their transformational change programme that was halted due to the pandemic. To deliver a workforce that has “the right people, in the right place, at the right time”, this change needs to be supported by robust communication and organisational development strategies that ensure fairness, equity and opportunity for all stakeholders and staff. To support our workforce through change:

- Staff will be engaged, and have a voice, in all activity that affects them, using all available communication channels to keep staff informed and involved. The HSCP will also continue to engage and communicate with Trade Unions and Professional bodies.
- We will engage with key stakeholders to agree transformational impacts on staff requirements for the next 12 – 36 months and update the Workforce Plan to reflect this
- We will communicate with all staff currently deployed in Covid-19 roles to agree their preference to remain or return to their substantive/alternative role.
- As we move into recovery, support the development of new and re-established teams allowing time for staff to reconnect and start the healing process.
- Promote collaborative working with cross-sector partners and key stakeholders to support the achievement of better outcomes.
- Develop and embed sustainable operational models for the Covid-19 services and recruit where necessary.
- Consider the professional governance aspects of change; preferences of those involved; and the estate, equipment, and training requirements to sustain digital and blended delivery models.
- Identify opportunities for the development of existing roles and support staff with training/education to attract the right people into vacant posts.
- Review roles and support staff and independent contractors to operate ‘at the top of their license’ with additional training where required.
- Plan the future offering for supporting and developing leaders who welcome and drive change as an integral part of a successful organisation.
- Collaborate with HR and OD services to ensure the long-term sustainability of change, through effective design and delivery of learning initiatives for staff and managers.
- Review change management processes and amend, to ensure that they encourage and engage staff to adopt change as an opportunity for improvement for them and the organisation.
- Determine the need to further define and develop the culture and leadership style to embrace change and improvement activity.

Leading change through a pandemic is far from simple – and is highly ambiguous given fluctuating levels of restrictions and the lack of control over these. (CIPD October 2020)