



REPORT TO: HEALTH AND SOCIAL CARE INTEGRATION JOINT BOARD – 23 OCTOBER 2024

REPORT ON: DUNDEE HEALTH AND SOCIAL CARE PARTNERSHIP WORKFORCE PLAN 2022-2025

REPORT BY: CHIEF OFFICER

REPORT NO: DIJB55-2024

1.0 PURPOSE OF REPORT

1.1 The purpose of this report is to inform the Integration Joint Board of further progress achieved in the development and implementation of Dundee Health and Social Care Partnership Workforce Plan 2022-2025.

2.0 RECOMMENDATIONS

It is recommended that the Integration Joint Board (IJB):

2.1 Note the progress achieved over the last six-month period in relation to implementation of priorities within the Dundee Health and Social Care Partnership Workforce Plan.

3.0 FINANCIAL IMPLICATIONS

3.1 None.

4.0 BACKGROUND

4.1 In June 2022 the Dundee IJB approved and published the first Dundee Health and Social Care Partnership Workforce Plan. The plan set the framework within which a range of activity has been progressed to address the Scottish Government’s Five Pillars for workforce planning and development: Plan, Attract, Train, Employ and Nurture. A further update report was provided to the IJB in December 2023, setting out progress made as well as changes to the wider policy and workforce landscape that had informed a refreshed action plan (item X of the minute of the meeting of the Dundee Integration Joint Board held on 13 December 2023 refers).

4.2 Since December 2023, there have been some further developments in the national context for workforce planning.

- In July 2024 the Scottish Government published [Improving Wellbeing and Working Cultures](#) which sets out the national ambition to enhance working cultures across the health, social care and social work workforce through programmes of work at a national level that focus on the pillars of wellbeing, leadership and equality. A detailed action plan is in progress and an abridged plan has been published to illustrate current priority actions and interventions which are currently underway across the system.
- The National Care Service Bill has now reached Stage 2 where MSPs can propose change “amendments” to the Bill. Although the Scottish Government had reached an agreement with local government and the NHS regarding joint accountability arrangements, where NHS Boards and Councils across Scotland will continue to

employ the health and social care workforce (and staff will not therefore transfer to a National Care Service), the remaining NCS proposals may have a variety of other implications for workforce planning.

- 4.3 The ongoing cost of living crisis is having a significant effect on health, the economy and society, with damaging impacts on the way of life and wellbeing of people in Scotland. It has exacerbated health issues and inequalities, increased the demand for health and social care services, and impacted on the health and wellbeing of our workforce. As a result, throughout 2023/24 staffing resource continued to be a key concern being one of the highest scoring risks on the IJB's strategic risk register. Recruitment challenges continue to exist in a range of roles including nursing, medical staff, allied health professionals and social care staff. Recruitment for Consultants and Doctors in specific areas such as Mental Health and Substance Use has meant added pressure for nurses and other staff leading to an increase in overtime and agency workers which creates a financial burden for the IJB. This added pressure has resulted in higher staff turnover with more posts remaining vacant throughout the duration of the year.
- 4.4 In 2023/24 the Integration Joint Board's budget was approximately £300m, of which around £115m (approximately 38%) relates to directly employed staffing costs. Of the remaining budget, £95m (31%) is utilised to commission independent and voluntary sector organisations who also directly employ social care staff to deliver services on behalf of Dundee Health and Social Care Partnership. A further £53m (18%) is also utilised by NHS Independent Contractors who employ staff in GP practices, Dental practices, Opticians and Community Pharmacies. As part of the NHS Scotland Agenda for Change pay deal for 2023/24 it was agreed to look at modernisation of staff terms and conditions, including: implementation of protected learning time; review of the working week; and, review of Band 5 nursing profiles. The financial implications to meet these increasing workforce costs, as well as support further growth in the workforce to meet the increasing demographic demands of Dundee's local population, are significant and challenging. The IJB's 5-year Financial Outlook indicates a gap of £36m during the next 5 financial years.

5.0 PROGRESS OVER LAST SIX MONTHS

- 5.1 Over the last six months, alongside adapting to changing national, local and financial context for workforce planning, progress has been made across all of the five pillars for workforce planning. Some highlights of progress made are set out below, this is not an exhaustive list of all ongoing activity across HSCP services:

- PLAN (supporting evidenced based workforce planning)
 - Tayside Workforce Data Working Group has progressed work to develop an integrated data dashboard for the health and social care workforce. A report on demographic projections for health workforce groups is also available.
 - Individual services have continued work to test and implement workforce planning tools, where these are available to them, with most significant progress being made across AHP and nursing.
 - Progress has been made to implement safe staffing legislation. A staff staffing group has been established and a common staffing methodology is now in place for nursing. Safe care / eRostering is also being rolled out. TURAS training is now available at all but expert levels and Psychological Services has implemented the national tool.
 - A second Primary Care sustainability survey has provided new data round workforce challenges.
 - In order to further understand third sector / independent sector workforce demographics and initial review of workforce data already held by the Social Care Contracts Team is underway. A mapping of monitoring tools is progressing across Tayside. Planning of snapshot data collection and identification of supporting resource is ongoing.

- ATTRACT (domestic and international recruitment to attract the best staff)

- Introduction of a career development scheme for Band 4 newly qualified practitioners
- As part of the NHS Scotland Agenda for Change pay deal for 2023/24 it was agreed to look at modernisation of staff terms and conditions: implementation of protected learning time; review of the working week; and, review of Band 5 nursing profiles
- TRAIN (supporting staff through education and training)
 - Range of service specific learning and development activity in response to identified training and development needs, including leadership and management training.
 - Refreshed materials for social work functions including MHO and Council Officers has been developed.
- EMPLOY (making organisations 'employers of choice')
 - Implementation of the TURAS appraisal system is now in place for staff employed by NHS Tayside.
 - Advanced practice roles in nursing and wider advanced practice framework complete and implemented. Framework for Clinical Nurse Specialists now being developed. Advanced Social Work practice framework is in development.
 - Good practice principles for Fairer Working Conditions within commissioned Care at Home workforce are now being consistently implemented, following a test of change during 2022/23.
- NURTURE (creating a workforce and leadership culture focusing on the health and wellbeing of all staff)
 - Following on from the launch of the Health & Wellbeing Framework in 2023, there have been additional supports and resources provided to the HSCP Workforce with a wellbeing focus. These have included the new [Navigating Individual and Organisational Resilience](#) workshop, launched in early 2024, ongoing [Reflection and Resilience](#) work with teams, and other forms of Team Development that have wellbeing at the core.
 - The Employee Health & Wellbeing Service SharePoint site has provided access to a range of topical and themed information relating to wellbeing. This information covers many of the national and international health and wellbeing events such as [Menopause Awareness](#) events and Cafes, [Men's Health](#), [Employee Financial Wellbeing](#), etc. In addition to this, the site offers a direct link to the Scottish Government's [National Wellbeing Hub](#) – a resource providing wellbeing supports and information for the Health & Social Care Workforce across Scotland.
 - Dundee Health & Social Care Partnership and NHS Tayside continue to offer employees access to Able Futures. Able Futures delivers the Access to Work Mental Health Support Service, which can give access to a mental health professional. This service provides regular time to speak with a mental health specialist about issues that are affecting individuals at work, so that they can learn new ways to look after themselves to feel more resilient and able to cope, as well as finding the confidence to take practical steps to overcome problems and make adjustments to help mental health at work.
 - Wellbeing Ambassadors continue to be the wellbeing “eyes and ears” across the partnership. Dundee HSCP currently have six Wellbeing Ambassadors willing to undertake this role.
 - Work with Dundee City Council to support development of policy, procedures and supporting training regarding Mentally Well Workforce and trauma-informed practice. Our trauma informed response to potentially traumatic events in the workplace has received 3 TRiM referrals from Dundee HSCP in the last 12 months. This protocol represents a commitment to supporting those who may be affected by a potentially traumatic event.
 - Throughout 2023 and in to 2024 and beyond, regular health and wellbeing focused dialogue and actions have taken place with Trades Unions colleagues. A Health & Wellbeing Action plan is in place because of this work. As a “live” document, this plan takes forward specific actions to improve health and wellbeing, including Absence Review Learning and targeted focus group work where the data indicates that there

are pockets of high absence or wellbeing related challenges across HSCP operational teams. This will continue for the remainder of 2024 and into 2025.

- Focused analysis of absence data to inform future health and wellbeing actions.
- There are now additional learning and development opportunities for managers including 1-1s with HR Business Advisors.
- Continued investment in approaches to support workforce members who are unpaid carers, including achievement of Carers Positive Awards by NHS Tayside and Dundee City Council.

6.0 POLICY IMPLICATIONS

6.1 This report has been subject to the Pre-IIA Screening Tool and does not make any recommendations for change to strategy, policy, procedures, services or funding and so has not been subject to an Integrated Impact Assessment. An appropriate senior manager has reviewed and agreed with this assessment.

7.0 RISK ASSESSMENT

7.1 A risk assessment has not been provided as this report is being provided to the Integration Joint Board for information only.

8.0 CONSULTATIONS

8.1 The Chief Finance Officer, Heads of Service, Health and Community Care and the Clerk were consulted in the preparation of this report.

9.0 DIRECTIONS

The Integration Joint Board requires a mechanism to action its strategic commissioning plans and this is provided for in sections 26 to 28 of the Public Bodies (Joint Working) (Scotland) Act 2014. This mechanism takes the form of binding directions from the Integration Joint Board to one or both of Dundee City Council and NHS Tayside.

Direction Required to Dundee City Council, NHS Tayside or Both	Direction to:	
	1. No Direction Required	✓
	2. Dundee City Council	
	3. NHS Tayside	
	4. Dundee City Council and NHS Tayside	

10.0 BACKGROUND PAPERS

10.1 None.

Dave Berry
Acting Chief Officer

DATE: 24 September 2024

Jenny Hill
Head of Health and Community Care

Lynsey Webster
Lead Officer Quality, Data and Intelligence