

CÙRAM IS SLAINTE NAN EILEAN SIAR

INTEGRATION JOINT BOARD



Meeting date:	28 March 2024
Item:	8.1
Title:	Development of Workforce Strategy 2024-202
Responsible Officer:	Nick Fayers, Chief Officer, IJB
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1 Purpose

This is presented to Members of the Integration Joint Board (IJB) for:

- Discussion

This report relates to a:

- Local policy
- NHS Board/Integration Joint Board Strategic Framework and Annual Directions

Competence:

- Financial impact - appropriate review in line with development of draft budget and projections
- Workforce impact – considered through drafting of the Report
- There are no legal, financial or other constraints associated with the Report.

2 Report summary

2.1 Situation

The Western Isles Health and Social Care Partnership is an integration of health and social care services as outlined in the legislative framework of The Public Bodies (Joint Working) (Scotland) Act 2014. It is enhanced and overseen by the Integration Joint Board (IJB).

The Western Isles IJB is a commissioning body that was created in 2015. It works in close partnership with communities and its delivery partners, and commissions within its financial framework.

The IJB is not an organisation that employs staff but does have the authority to direct the two main partners (NHS Western Isles and Comhairle nan Eilean Siar) through the annual commissioning cycle and the issuing of directions as to how the IJB seeks integrated services to be delivered. The workforce can best be considered as the Western Isles Health and Social Care Partnership which has circa 1200 colleagues working across the NHS, CnES and Third Sector organisations.

The development of a workforce strategy will be undertaken in partnership with the Human Resources and workforce functions of NHS WI and CnES. The emergent strategy for Western Isles Health and Social Care will describe the current workforce profile as at 31 March 2024 and aims to project anticipated future workforce requirements in accordance with service priorities identified in the Strategic Framework 2023-26, in order to provide a safe and effective service.

It is to be noted that the two main employers work across a broadly similar policy landscape but have inherently different terms and conditions of employment.

The main aims of the strategy will seek to:

- assess the profile and wellbeing of the workforce and identify actions that support recovery and improve/sustain wellbeing into the future, to enable delivery of transformational change.
- project anticipated changes needed to shape the future workforce structure that will be required in 2024-27 to meet changing service needs, in particular the delivery of key priorities (recovery and protection of planned care; stabilising and improving urgent and unscheduled care; supporting and improving social care; sustainability and value).
- work towards the requirements of The Health and Care (Staffing) (Scotland) Act 2019.
- align workforce planning procedures with the annual cycle of commissioning and financial planning.

The approach to developing an overarching strategy will focus on action plan aligned to the five pillars of the workforce journey set out in the National Workforce Strategy for Health and Social Care in Scotland.

Reporting systems vary between NHS Western Isles and CnES. We are still in the early stages of aligning workforce planning procedures, collating and presenting joint workforce data where we have integrated services.

Initially 'integrated workforce sessions' (with the key stakeholders from each service alongside support/professional service leads) will seek to understand operational priorities and challenges. Beyond this the focus will be on stabilising and strengthening a whole system operational planning approach to create flexible and responsive services given the wider demographic challenges, capturing the anticipated impact on the workforce required

to deliver the future service priorities, with the 'wrap around' of finance to ensure plans remain affordable.

Thereafter we will continue to review through annual cycle of commissioning and progress with improvements that align to and sustain the strategic direction and deliver the requirements of The Health and Care (Staffing) (Scotland) Act 2019.

The implementation of a National Care Service by the end of 2027/28 will have a considerable impact on the social care workforce and the support services that enable the delivery of services.

2.2 Background

The demographic profile of the islands illustrates that, to remain vibrant, new working practices are required. For example, new approaches to recruitment, retention, and skills development to attract and retain people; apprenticeships and trainee schemes to try and reduce outward migration. Our ageing population and increasing demand for health and social care underlines the importance of this agenda.

The latest Western Isles population estimates (see Appendix 1) continue the trend of falling birth rates, an increasing ageing population and population decline. The significance of the population change is reflected in the IJB Strategic Risk Register.

In the Western Isles the current household projections identify a 6% decrease (765 households) in the number of households in the Outer Hebrides from 12,951 in 2016 to 12,186 in 2041. Over the same period the population is projected to decrease by -14%, which, unless arrested, will have a significant impact on the ability of the health and social care system to meet the needs of the population.

The NHS Western Isles Workforce Planning process was absorbed into the wider Annual Delivery Plan (ADP) process for the organisation. This meant there was no longer a requirement to develop a 3-Year Workforce Plan, but rather a Workforce category would exist within the ADP. This extract can be found in Appendix 2.

2.3 Assessment

Key to the IJB are three interdependent strategies: our strategic framework which describes an underpinning set of principles and key drivers/opportunities in order to meet need into the future; our financial plan, which describes how the IJB will make savings and live within its financial settlement; and the development of an overarching workforce strategy, which describes how the Health and Social Care Partnership seeks to develop a workforce capable of delivering on enhanced partnership arrangements.

The development of an overarching strategy in partnership with NHS WI and CnEs will seek to:

- grow our workforce through recruitment and retention
- integrate our workforce thereby seeking to maximise efficiency
- develop our workforce to meet anticipated future demands in health and social care.

This will be linked with the annual cycle of commissioning and issuing of directions.

2.3.1 Quality/Patient Care

The Report has no direct impact on quality of care (and services).

2.3.2 Workforce

No direct impact on the workforce including resources, staff health and wellbeing whilst the strategy is under development by key partners.

2.3.3 Financial

No financial impact

Accountants Name	Signature

Comment from the Chief Finance Officer:
No requirement for sign-off

2.3.4 Risk Assessment/Management

Strategic Risk Register defines risks to the IJB.

2.3.5 Equality and Diversity, including Health Inequalities

State how this supports the Public Sector Equality Duty, Fairer Scotland Duty, and the Board's Equalities Outcomes.

An impact assessment has not been completed because it is not required.

2.3.6 Climate Emergency and Sustainability Development

State how this report will support or impact on the Scottish Government's policy on Global Climate Emergency and Sustainability Development DL(2021)38.

No direct impact on sustainability.

2.3.7 Other impacts

Not applicable.

2.3.8 Communication, Involvement, Engagement and Consultation

The Board has carried out its duties to involve and engage external stakeholders where appropriate.

No requirement to engage or communicate with stakeholders.

2.3.9 Route to the Meeting

This has been previously considered by the following groups as part of its development. The groups have either supported the content or their feedback has informed the development of the content presented in this Report:

IJB Audit and Risk Committee 06.03.24

2.4 Recommendation

- **Discussion** – Examine and consider the implications

3 List of Appendices

The following appendices are included with this Report:

- Item 8.1.1 - Appendix 1 – Effect of Demographic Change on the Western Isles
- Item 8.1.2 - Appendix 2 – Implementation of the Workforce Strategy - Medium Term Delivery Plan
- Item 8.1.3 - Appendix 3 – Comhairle Corporate Workforce Plan