

**National Health and Social Care Workforce Plan:
Recommendations and Governance**

Summary and Recommendations

COSLA jointly developed and published with the Scottish Government the [National Health and Social Care Workforce Plan Part Two: a framework for improving workforce planning](#) (Part 2). Alongside Part 2 the Scottish Government also published the:

- [National Health and Social Care Workforce Plan Part 1: a framework for improving workforce planning across NHS Scotland](#); and
- [National Health and Social Care Workforce Plan Part 3: improving workforce planning for primary care in Scotland](#)

Parts 1, 2 and 3 set out a series of recommendations for the health and social care sector. Local Government and COSLA specifically has a central role in the delivery of a number of these recommendations. To ensure Local Government has the appropriate oversight and scrutiny of the National Health and Social Care Workforce Plan a proposed governance structure is being put in place.

This paper invites the Board to:

- i. Note and offer guidance on the National Health and Social Care Workforce Plan's recommendations and progress, in particular in relation to the *National Health and Social Care Workforce Plan Part Two: a framework for improving workforce planning*;
- ii. Consider and agree the proposed governance structure of the National Health and Social Care Workforce Plan; and
- iii. Receive an update from Iona Colvin, Chief Social Work Adviser to the Scottish Government.

References

Previous reports on the National Workforce Plan for Health and Social Care Part 2:

- Health and Social Care Board, 17-10-25 Item 05 National Work Plan for Health and Social Care Part 2

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National Health and Social Care Workforce Plan: Recommendations and Governance

Purpose

1. Board members are invited to offer guidance on the National Health and Social Care Workforce Plan's (the Plan) recommendations, and to consider the proposed governance structure of the Plan.

Current COSLA Position

2. Central and local government have a whole system responsibility for the sustainability of the health and social care workforce. Councils have a significant interest in national proposals around health and social care workforce planning, as employers of a large proportion of the workforce, as commissioners of services and councils' responsibility for supporting the success for integration.
3. Given local government's locus over the health and social care workforce, COSLA jointly developed and published with the Scottish Government the [National Health and Social Care Workforce Plan Part Two: a framework for improving workforce planning](#) (Part 2). Part 2 was published in December 2017. Part 2 acknowledged some of the distinct challenges for workforce planning in the social care sector and set out seven recommendations to begin a process to improve national and local workforce planning for social care in Scotland.
4. Alongside Part 2 the Scottish Government also published the:
 - [National Health and Social Care Workforce Plan Part 1: a framework for improving workforce planning across NHS Scotland](#) (Part 1) published June 2017; and the
 - [National Health and Social Care Workforce Plan Part 3: improving workforce planning for primary care in Scotland](#) (Part 3) published April 2018.
5. This staged approach is to enable different health and social care systems to move towards publication of an integrated Plan in 2018.

National Health and Social Care Workforce Plan

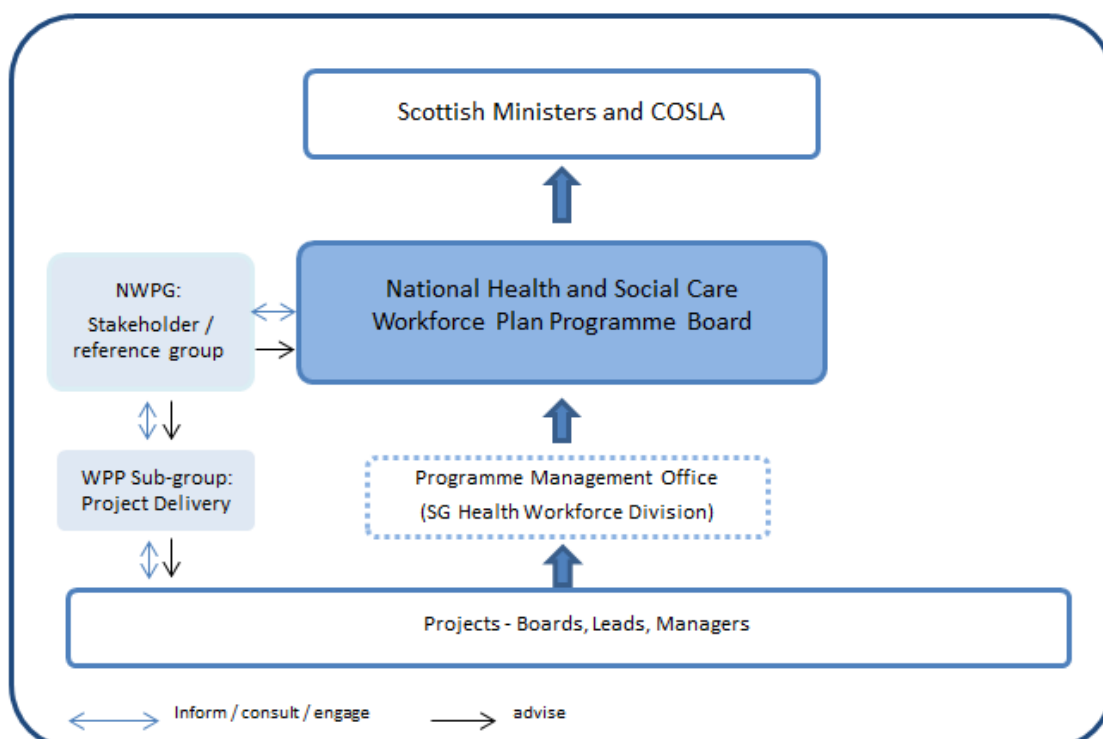
Recommendations

6. Parts 1, 2 and 3 have a series of recommendations and workstreams, as set out in Annex 1. Following today's presentation by Iona Colvin (Scottish Government's Chief Social Work Adviser) on the Plan, Board members are asked to offer guidance on the recommendations, in particular the recommendations in Part 2 which cover:
 - **Recommendation 1: Integrated workforce data** - To enable better collation of health and social care workforce data to support national and local workforce planning.

- Recommendation 2: National and local labour market and workforce analysis** - To develop our understanding and provide evidence of the interactions between the national and local labour market pressures, the interactions between different parts of the sector and the specific challenges presented by the configuration and location of the current social care workforce.
- Recommendation 3: Workforce planning guidance for partnership working** - To develop guidance for Integration Joint Boards and their commissioning partners in local authorities and NHS boards that supports partnership working for the formulation of workforce plans at regional and local level that include consideration of the third and independent sector workforce.
- Recommendation 4: Workforce planning tools** - To progress and co-produce social care and multi-disciplinary workforce planning tools that support the delivery of high quality care that reflects the new health and social care standards, and enable service redesign and new models of care.
- Recommendation 5: Promoting social care and social care settings more widely as a positive career choice** - To deliver a national campaign to promote the social care profession as a meaningful, valued and rewarding career choice and social care as an employment area of choice for a range of professionals.
- Recommendation 6: Career pathways** - To develop proposals for enhanced career pathways within social care, recognising the context of the developing multidisciplinary, integrated workforce environment.
- Recommendation 7: Training and education** - To develop training and education proposals that will better enable a flexible, confident and competent workforce with relevant and appropriate qualifications. To develop a professional framework for practice in social care and social work, including in advanced practice.

Governance

7. To oversee the delivery of the Plan, COSLA and the Scottish Government are proposing the following governance structure:



8. The proposed membership of the group is as follows:
- 1 SRO from Scottish Government
 - 2 Social Care Leads (COSLA and OCSWA representatives)
 - 2 NHS Leads (1 NHS HR Director and 1 Regional NHS Workforce Planner)
 - 1 third sector
 - independent sector
 - primary care Leads
 - 1 IJB Chief Officer or nominee
 - 1 SPDS representative
 - 1 SOLACE representative
 - 1 NES representative
 - 1 SSSC representative
 - staff side / TU representatives
 - 1 Programme Manager
9. The National Health and Social Care Workforce Plan Programme Board (NHSCWP Programme Board), which includes COSLA, will be responsible for driving the NHSCWP programme and ensuring the programme and its constituent projects/activities achieve the required outcomes and benefits to deliver national workforce planning for integrated health and Social Care.
10. The Board reports to Scottish Ministers and COSLA. This oversight will be done through the Ministerial Strategic Group (MSG) where appropriate and will also preserve areas of accountability which rest solely with Scottish Ministers or Local Government. It will receive advice from the National Workforce Planning Group (NWPG).

Role and remit

11. The Programme Board's remit will include the following:
- Ensure the overall alignment of the NHSCWP programme with wider strategic objectives of the partners involved in delivering integrated workforce planning;
 - Develop and own the vision for the NHSCWP programme;
 - Develop and own the blueprint for the NHSCWP programme, update the blueprint as the programme develops and maintain focus on achievement of the blueprint;
 - Oversee and approve expenditure associated with creating new arrangements including resource and asset management;
 - Provide collective leadership and expertise to shape and guide the delivery of NHSCWP programme objectives including the resolution of issues between projects and activities developed to implement recommendations;
 - Agree the required specifications and quality expectations for all programme outputs and ensure these are met;
 - Encourage and support collaboration with other stakeholders to ensure the successful delivery of the programme;
 - Support regular communications and engagement with stakeholders to support the successful delivery of the programme;
12. Board members are asked to consider and agree the proposed governance structure of the Plan as set out above.

Proposed COSLA Position

13. It is proposed that COSLA elected members:

- continue to support the delivery of the Plan's recommendations, in particular the recommendations set out in Part 2.
- continue to lead and play an integral role in the development of the next iteration of the Plan; and
- agree the proposed governance structure set out above.

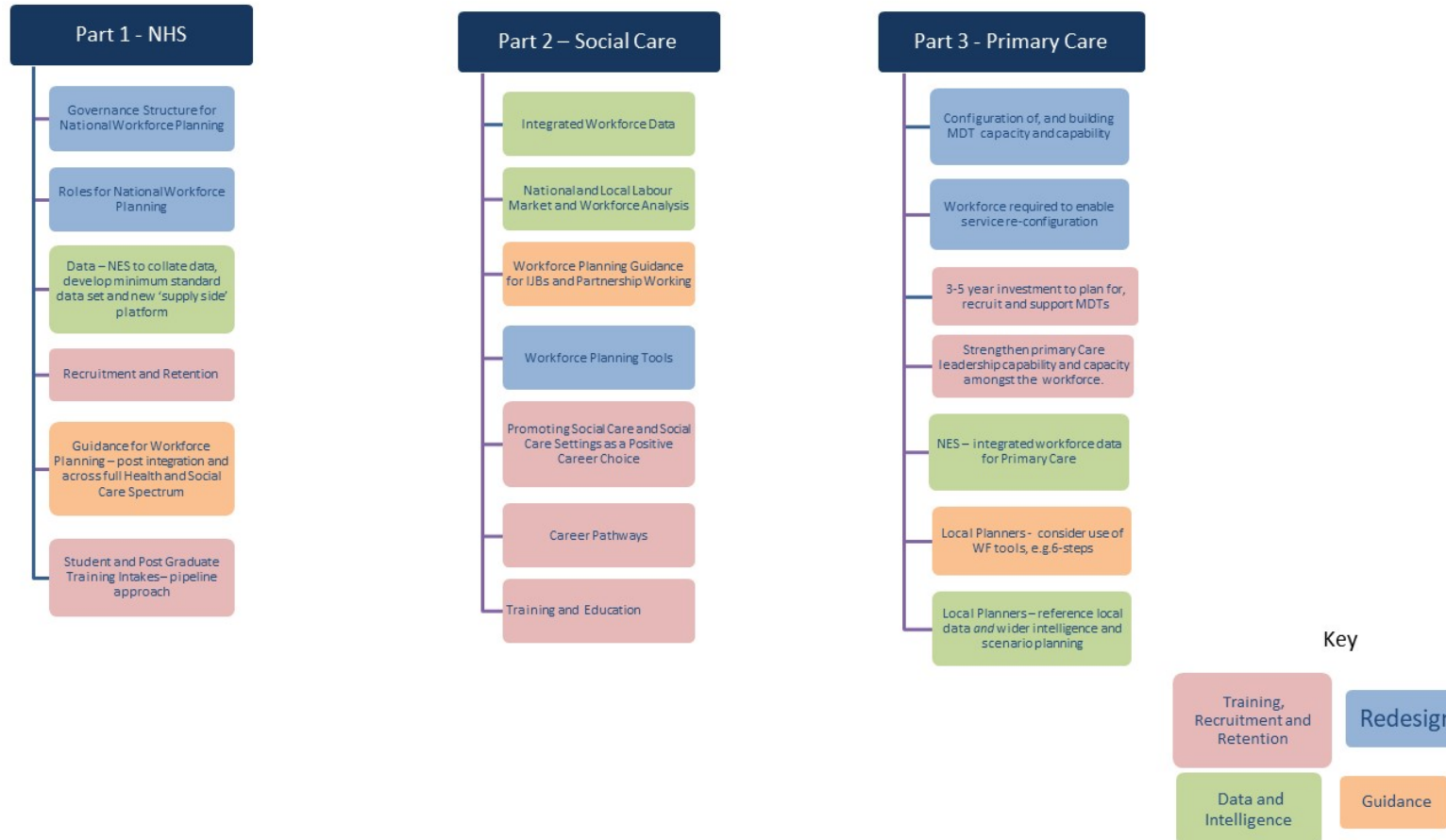
Next Steps

14. Members guidance on the Plan's recommendations will direct COSLA's politicians and officers to take forward the delivery of the Plan's recommendations. Subject to members' agreement, the proposed governance structure will be then be finalised.

August 2018

Appendix 1

NHSC Workforce Plan Recommendations and Workstreams



NHSC Workforce Plan

Recommendations and Workstreams

Part 1 – NHS

Governance Structure for National Workforce Planning

- Establish National Workforce Planning Group
- Terms of reference including membership, roles and remit for National Workforce Planning Group
- NWPG will meet summer 2017 to review plans recommendations and proposals for future work
- Regionally - Delivery Plans to include Workforce Planning from Sept 2017
- Locally - Sharing existing Workforce Tools and resources with employers, reflecting governance arrangements as they develop, by end 2017.

Roles for National Workforce Planning

- NWPG will support implementation of this plan, helping to define where workforce planning sits within the strategic direction and vision for NHS Scotland, and with strategic priorities for social care.
- Reconstitute national workforce planning forum - clearer reporting structure
- Regionally – NHS Boards will undertake Joint Regional Workforce Planning through the WFP forum to ensure patients' needs are met and resources allocated effectively, responding to and meeting the needs of IJBs and others as required.
- Locally - this will be determined over Summer 2017 in partnership with COSLA and other relevant stakeholders.

Data – NES to collate data, develop minimum standard data set and new 'supply side' platform

- NES to develop new "supply" side platform - ref to social care and local authority needs
- NES to work with stakeholders to bring together relevant data sources
- NES to lead the develop of a minimum standardised dataset

Recruitment and Retention

- Creation of a strategic approach to recruitment and retention including GP R&R challenges
- Review current learner and student support across health and social care workforce to maximise attractiveness of careers , and to work to promote them in schools; assessing how access to training and development opportunities can promote better retention of existing staff; and how this can help ensure the future sustainability of the remote and rural workforce.
- Impact of Brexit and International recruitment and retention flows
- Regionally - Recruitment also needs to be considered as part of regional service and workforce plans; including the development of further ways to fill vacancies and address recruitment issues.
- Link above with COSLA, Improvement Service, SSSC, Council, Care inspectorate etc. Further discussion on recruitment and retention issues between all relevant health and social care stakeholders will be required following publication of part 1 and in advance of part 2 publication.

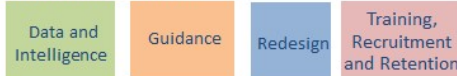
Guidance for Workforce Planning – post integration and across full Health and Social Care Spectrum

- Refreshed Workforce Planning Guidance for NHS Scotland
- Refreshed guidance will need to fully reflect the post-integration environment, complementing and supporting workforce planning undertaken within Primary care, IJBs, Las and other health and social care providers.
- Develop Training Resources to assist adoption of the workforce planning guidance

Student and Post Graduate Training Intakes – pipeline approach

- Design a "Pipeline" approach using specialty profiles and other data sources
- Revised Projections Process
- Extend controlled student intake programme beyond nursing, medical and dental

Key: Cross-cutting work-streams



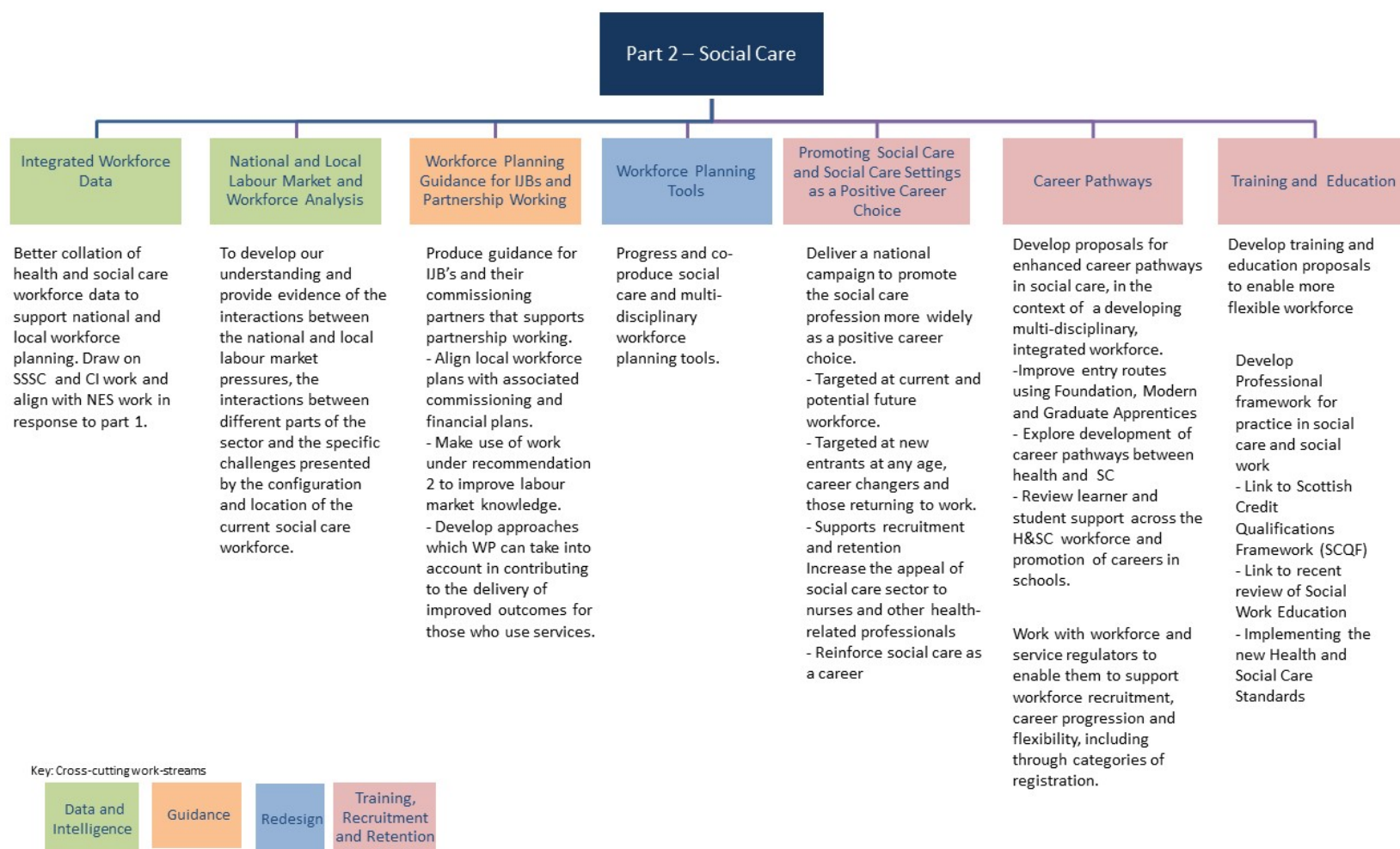
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Date: 13th June 2018

NHSC Workforce Plan

NHSC Workforce Plan

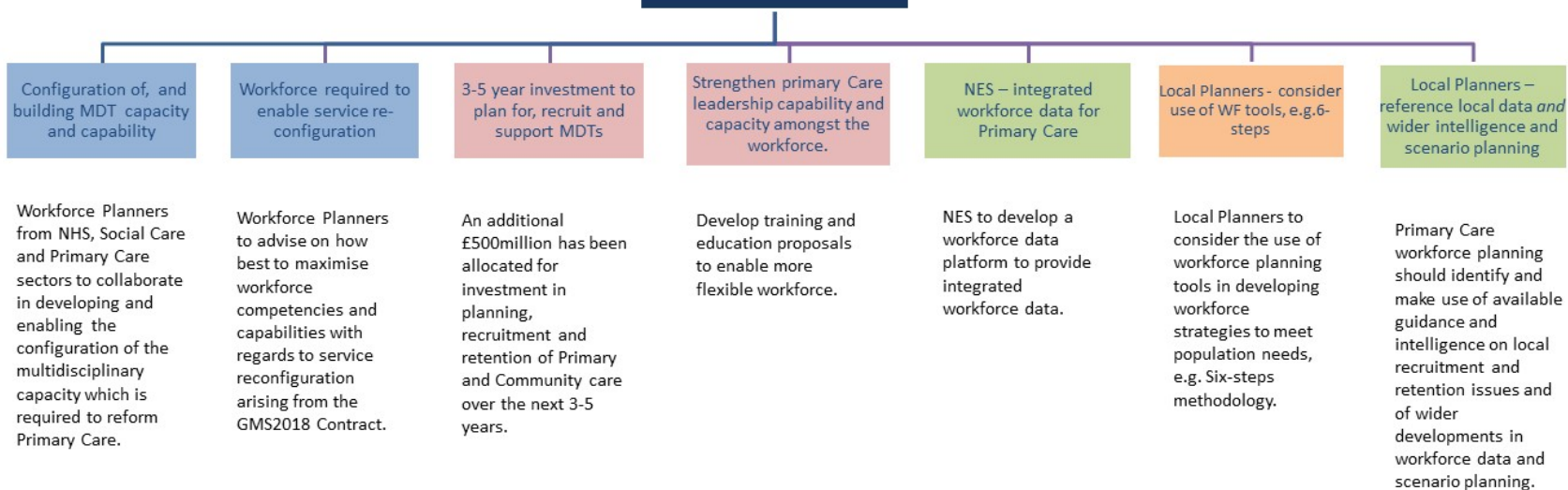
Recommendations and Workstreams



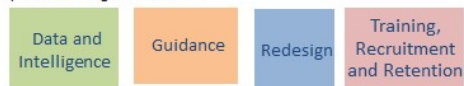
NHSC Workforce Plan

Recommendations and Workstreams

Part 3 – Primary Care:



Key: Cross-cutting work-streams



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NHSC Workforce Plan

