

Report

Report to:	Social Work Resources Committee
Date of Meeting:	7 September 2022
Report by:	Director, Health and Social Care

Subject:	Social Work Resources Workforce Plan 2022 – 2025
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ present the Social Work Resources Workforce Plan 2022 – 2025
- ◆ highlight the key strategic actions required in relation to workforce planning

2. Recommendation(s)

2.1. The Committee is asked to approve the following recommendation(s):-

- (1) that the content of the report be noted; and
- (2) that the Social Work Resources Workforce Plan (Appendix 1) be approved.

3. Background

3.1. The Workforce Strategy for the Council was reported to Executive Committee in 2016 and following this Resources developed workforce plans covering the period 2017 – 2022.

3.2. Workforce plans outlined the strategic actions required to ensure that services have the right people, in the right place at the right time to enable delivery of the Council objectives.

3.3. The review of workforce plans has been delayed due to the Covid-19 pandemic and Resources have produced plans covering the period 2022 – 2025.

4. Workforce Planning Toolkit

4.1. The plans were developed using the Workforce Planning toolkit.

4.2. There are 4 planning stages outlined in the process:

Stage one - Determine the Business Strategy

This stage is to undertake an analysis of the key internal and external drivers which inform Resource planning process and determine how these will inform the services to deliver and the numbers and skills required in the workforce to achieve the desired outcomes.

Stage two - Analyse and discuss relevant data

This stage is about assessing relevant and available data from information on the current profile of the workforce and any observations and predictions around future resourcing requirements

Stage 3 – Agree objectives of the plan

Using the information from Stage 1 and 2, to identify what the plan is trying to achieve, which will then need to be reviewed against available resources.

Stage 4 – Agree actions and implement plan

This stage is the culmination of stages 1-3 where Resources and the HR Business Manager develop an action plan based on key areas of the workforce where risks have been identified in relation to ability to deliver business objectives.

5. Workforce Plan

Overview

- 5.1. The Workforce Plan, including the action plan, for Social Work Resources is attached as Appendix 1. The Plan provides an overview of the services delivered by the Resource, the service demands and a workforce profile. This, along with the strategic plans and drivers, was used to identify the objectives and action required.
- 5.2. For Social Work Resources the key themes for workforce planning that have been identified are:
 - sustained pressure on services and an increased demand that will continue over the period of the plan
 - significant national workforce supply challenges that require action at a national policy level to impact change
 - implications of the National Care Service and impact on existing workforce and ability to recruit
 - maintaining the well-being and value of the workforce to enable recruitment and retention across all service areas
- 5.3. In terms of actions specified to address the challenges, the key activities are:
 - continue to invest in key areas to address the increased demand for services while looking at how to redesign services to maximise the use of available resources
 - review recruitment practices to extend and promote social care by using a flexible approach and utilising employability routes
 - establishing the Care Academy in South Lanarkshire to 'grow our own' workforce and avoid a skills gap in the future years
 - robust career pathways to be identified to enhance career progression and succession planning
 - maintain employee health and well-being to ensure the workforce feel valued and supported
- 5.4. This aligns with the general, common themes from all Resource action plans which are:
 - increased demand and a reduced workforce pool and this is a national issue
 - demographic challenges – increased turnover, employees retiring earlier, flexible working requests and succession planning
 - employee well being
- 5.5. In addition to the Social Work Resources Workforce Plan, a Lanarkshire Health and Social Care Integrated Workforce plan 2022 - 2025 has been developed and a draft plan submitted to the Scottish Government, with feedback expected in October 2022 and a final plan to be submitted by the end of the year. A copy of the final plan will be made available once it has been submitted.

Risk Implications

5.6. The actions identified are to assist the Resource achieve the right people with the right skills to deliver service, however there are risks if these actions cannot be delivered. These are:

- reduced workforce supply is a risk to delivering the actions identified and this can be reduced by redesigning services to be delivered within workforce available
- ability to maintain service requirements given the time taken to train and develop employees to achieve the required skills mix given the complexity of skills set required across the different roles
- competing recruitment drives across services and sectors could impact on staffing levels in specific areas and ultimately performance and community outcomes
- financial implications of incurring staffing underspend in employee costs and how this is accounted for

5.7. Once the arrangements for the National Care Service are confirmed and national changes to policy relating to workforce ability are introduced then the associated risks will be reduced.

6. Monitoring the Plan

6.1. The action plan will be monitored through the Resource management team as the arrangements on national initiatives emerge and any significant changes will be reported through the Corporate Management Team.

7. Employee Implications

7.1. Having a proactive workforce planning process in place ensures an effective workforce is in place to deliver our services.

8. Financial Implications

8.1. There are no costs associated with undertaking the workforce planning process and any financial implications that have been detailed in the action plan will be met within existing resources

8.2. Planning for appropriate workforce arrangement demonstrates effective and efficient use of resources.

9. Climate Change, Sustainability and Environmental Implications

9.1. There are no implications for Climate Change, sustainability or the environment in terms of the information contained in this report.

10. Other Implications

10.1. The proposals contained in this report will contribute to the mitigation of a number of risks within the Social Work Resources Risk Register, notably:

- ◆ failure to ensure the health, safety and wellbeing of employees and the protection of service users and members of the public in the delivery of council services (very high)
- ◆ lack of capacity and skills to provide and meet increased service demands (very high)
- ◆ the Council does not fully deliver the strategic outcomes of the Integration Joint Board as outlined in their Strategic Commissioning Plan (very high)

10.2. The risks associated with the workforce plan and actions are elaborated on in 5.6 above.

10.3. There are no other issues associated with this report.

11. Equality Impact Assessment and Consultation Arrangements

11.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and, therefore, no impact assessment is required.

11.2. There is also no requirement to undertake any additional consultation in terms of the information contained in this report.

Soumen Sengupta
Director, Health and Social Care

18 August 2022

Link(s) to Council Values/priorities/Outcomes

- Focused on people and their needs
- Working with and respecting others
- Accountable, effective, efficient and transparent
- Ambitious, self-aware and improving
- Fair, open and sustainable
- Excellent employer

Previous References

- ◆ Social Work Resources Committee, 6 September 2017
- ◆ Executive Committee of 13 April 2016 - Workforce Planning Strategy
- ◆ Executive Committee of 8 March 2017 – South Lanarkshire Council Workforce Plan, 2017- 2020

List of Background Papers

- ◆ none

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:-

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