

Report

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Report to:	Social Work Resources Committee
Date of Meeting:	6 September 2017
Report by:	Director, Health and Social Care

Subject:	Social Work Resources' Workforce Plan 2017 to 2020 - Right People, Right Place, Right Time
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ summarise the content of the Social Work Resources' Workforce Plan 2017 to 2020 and highlight the key strategic actions for the Resource
- ◆ note the actions within the Workforce Plan proposed for 2016 and beyond
- ◆ provide an update on the actions completed in 2016 to 2017

2. Recommendation(s)

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

- (1) that the Social Work Resources' Workforce Plan 2017 to 2020 be agreed;
- (2) that the related workforce action plan be noted; and
- (3) that the progress to date be noted.

3. Background

- 3.1. The Council Workforce Planning Strategy was approved at Executive Committee on 13 April 2016. Over the period since April 2016, each Resource within the Council has been engaged in workforce planning activity. Resource specific workforce plans have been developed and each Executive Director is responsible for progressing the associated outcomes and actions identified in their plan.
- 3.2. The Executive Committee agreed the Council Workforce Plan for 2017 to 2020 on 8 March 2017. All Resources, thereafter, would provide an update on their workforce plan to their Resource Committees in 2017.
- 3.3. A building block approach has been taken in the construction of the workforce plans. The Resource workforce plans have been built upon service specific information and the overall Resource workforce plans inform the Council wide workforce plan. Data and information from the Resource specific plans have been summarised to create the overall Council workforce plan 2017 to 2020. The Council-wide Plan sets out key outcomes and strategic priorities over the three year period.

4. Social Work Resources' Workforce Plan 2017 to 2020

4.1. Introduction

4.1.1 Social Work Resources' Workforce Plan is detailed at Appendix 1. The Plan is built around the vision, values, ambitions and objectives of Connect 2017 to 2022.

4.1.2 The planning process for the Plan has 4 recurring key stages:

- ◆ Determining Business Strategy – what is needed
- ◆ Investigation – collect and analyse data
- ◆ Forecasting – review data, workforce capabilities and identify gaps
- ◆ Develop and implement action plan – agree measures of our success

4.2. **Strategic Environment**

4.2.1 This section gives information on the 'Horizon Scanning' activity led by the Chief Executive and Executive Directors and how this underpinned additional work within Resources to identify the key drivers and strategic factors influencing their service objectives going forward into 2020.

4.2.2 A key driver for the Council and the Resource is service expansion, re-design and development with a view to maintaining and improving the quality and standards of service with a valued workforce to support the community. The Plans also focus on succession planning and increasing capacity in a complex and changing environment. The Council and Resource also need to deliver its Plans in keeping with the current and future financial challenges.

4.2.3 Specific mention is made of Health and Social Care integration within the Plans, due to the impact this legislation has on the way the Council delivers its services. The Social Work Resources' Workforce Plan will also be incorporated into an overall plan for the South Lanarkshire Health and Care Partnership and reported to the Integration Joint Board.

4.3. **Efficiency Savings and Service Reviews**

4.3.1 The workforce planning process takes into account the work that has been undertaken through the ongoing service review programme. This will include efficiency savings targets and major cross cutting reviews.

4.4. **Data Analysis and Key Challenges, Succession Planning and Overall Summary**

4.4.1 Each Resource undertakes an analysis of data relating to their workforce. Section 3 details considerations required in the Plan specific to the service. Section 4 details the data analysis carried out to aid the preparation of the action plan, using data from the period 1 April 2015 to 31 March 2016. Section 5 provides an overview of the overall succession planning position which mirrors the Council wide considerations. The key challenges identified are: -

- ◆ there is sufficient turnover in staff numbers to achieve some of the savings
- ◆ there are a number of posts that have been filled on a temporary basis to maintain service delivery but to prepare for anticipated savings
- ◆ higher turnover of staff combined with recruitment difficulties in specific areas such as residential care and care and support services may cause business continuity problems if no actions are taken
- ◆ Mental Health Officers (MHO's) providing statutory services are in short supply nationally and within the Council and action needs to be taken to address any shortfall beyond the current "grow our own" approach
- ◆ there are a number of specialist service areas where the age profile of managers will require specific succession planning arrangements to be addressed
- ◆ the impact of increased registration and qualification requirements by the Scottish Social Services Council will impact on the Social Work Service and forward planning will be essential to ensure requirements are met within timescales

- ◆ there are a number of areas of service where transferrable skills will be required to ensure business priorities continue to be met not just within the Council but within the Health and Social Care Partnership and Social Work Services
- ◆ based on the overall data and information analysis, personnel services and management teams across the Council need to work together to ensure staffing establishment information is up to date and accurate to support ongoing workforce planning activity
- ◆ some areas of social work services have gender balance challenges such as residential and care at home services, which can be planned for but may be difficult to resolve due to recruitment challenges. There is a common issue across all Resources with regard to the proportion of ethnic minority and employees with disabilities. Continued action to promote equalities in relation to the employment of ethnic minority and applicants with disabilities is a key issue and work in this area is ongoing

4.4.2 As a result of the above, a range of cross-cutting actions have been identified and detailed at point 6.3 of the Workforce Plan. Business Partners will work with Executive Director's and Heads of Service to identify the specific support required and commission this from the personnel team as appropriate.

5. Workforce action plan

5.1. Section 7 of the Workforce Plan details the action plan created for the period 2016 to 2020.

5.2. The key actions for the Resource commenced in 2016, will continue into 2017 to 2018 and will be reviewed and updated as further analysis takes place towards the end of the financial year in preparation for formally reviewing and updating the Plan as per the 4 stage recurring planning process.

5.2.1 The key actions relate to:

- ◆ consider future models of care and staffing levels in residential care homes, taking account of demographic growth, higher dependency and national policy to shift the balance of care to care at home
- ◆ review the current residential child care workforce and identify a strategy to ensure all staff are trained in the new Residential Child Care Qualification
- ◆ national driver towards supporting people to live in their own homes
- ◆ demographic profile is growing. Ageing population with more complex health needs and higher dependency levels
- ◆ need to develop optimum model of service for in house Home Care Service
- ◆ identify most effective use of external home care provision
- ◆ future sizing of the workforce and skill mix to be scoped with HR
- ◆ financial savings to be implemented through service efficiencies and transformation of models of care
- ◆ review the balance between qualified social work staff (QSW's) and Care Managers to ensure sufficient QSW's to undertake statutory duties in relation to public protection
- ◆ ease the current staffing situation, with consideration to the funding of additional MHO posts within the Resource. Reference is made to the increase in Adults With Incapacity (AWI) Legislation requirements in the Council. Comparable local authorities have significantly greater numbers of Full-time Equivalent MHO posts and with less recorded statutory activity over the same period. To bring the Council into line with these similar local authorities and to meet current and anticipated demands, additional MHO posts would be required; allocated to localities in line with levels of statutory activity

5.3. **Progress to date:**

- ◆ through the Social Work Governance Group, the recruitment and training of in-house MHO's has been expanded to include all Social Work qualified staff to apply for the training
- ◆ a scoping in Residential Child Care services has been undertaken to scope the age profile and qualification of all our existing staff. This will ensure a targeted approach to training of staff and areas of recruitment
- ◆ a review of Residential work rotas in Elderly Care Homes is being undertaken to look at more flexible and projected work patterns for a predominantly female staff group
- ◆ a review of the residential estate is being undertaken to shift the balance of care to community provision
- ◆ a review of fieldwork posts in Assessment and Care Management and active recruitment of Social Work qualified posts to meet statutory requirements
- ◆ with Human Resources, a review of current recruitment strategies to explore and maximise alternative recruitment campaigns and development of a South Lanarkshire Care Academy to meet future demand

6. **Employee Support and Change Management**

6.1 The process also considers how the transformational changes set out in the Workforce Plan may impact on employees both personally and professionally. The Resource and the Council is committed to supporting and developing employees through times of change and uncertainty. A range of policies and approaches have been developed to measure morale and engagement and to ensure support and information are available to managers and employees alike.

6.2. The Council has a People Strategy and a Wellbeing Plan with associated action plans to ensure that its intentions are clearly set out and progressed over the period to 2020.

7. **Team Based Mini Reviews**

7.1. These reviews were introduced following a proposal from trade union colleagues to help teams work together to generate ideas from which savings can be achieved while minimising reductions in employee numbers.

7.2. Suggestions have been collated and will be considered in line with the Council's overall savings and workforce planning strategies.

8. **Forward Planning**

8.1. A forward plan has been developed to ensure that workforce planning activity is co-ordinated and progressed by the appropriate officers on an ongoing basis. This is attached at Appendix 2.

8.2 The forward plan will reflect learning gained from this first year of the Plan's development to ensure that Resources receive relevant, timely and useful information to support ongoing workforce planning activity.

9. **Employee Implications**

9.1. To support the delivery of South Lanarkshire Council's values and objectives there is a need for our workforce to be motivated, engaged, knowledgeable and empowered. The production of the Resource and Council Workforce Plan will ensure that there is a match between our available resources (our people) and our service objectives and that policies and programmes are in place to support our employees through the change process.

10. Financial Implications

10.1. The production of a robust and resilient Workforce Plan supported by a financial strategy; learning and development framework, people strategy and wellbeing plan demonstrates a clear link between the Council's financial strategy and the Workforce Plan.

11. Other Implications

11.1. There are inherent risks to the Council in not ensuring that there are clear links between the financial planning process and the workforce planning process. This plan mitigates this risk.

11.2. There is no sustainability issues associated with the report.

11.3. There are no other implications associated with the report.

12. Equality Impact Assessment and Consultation Arrangements

12.1. An equality impact assessment is not required as the Workforce Plan places an emphasis on those undertaking reviews and workforce planning to identify the needs of those both working for and using the service. As such, equalities considerations will be accounted for when analysing relevant data and will help inform the decision making process. At this time mitigating actions can be identified to ensure the Council meets its statutory duties.

12.2. Trade Union colleagues have been consulted and will be involved in the implementation of the Workforce Plan.

Val de Souza

Director, Health and Social Care

18 July 2017

Link(s) to Council Objectives/Values

- ◆ Accountable and efficient
- ◆ People focussed
- ◆ Excellent employer
- ◆ Working with and respecting others

Previous References

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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