

West Dunbartonshire HSCP Workforce and OD Support Plan Annual Update

The HSCP agreed the following actions; these have been developed to respond to the previous priorities over the course of 2017 (so as to support the delivery of the overall HSCP Strategic Plan. This is not an exhaustive list of all of the workforce and organisational development activities that have been undertaken across and within service areas, but rather key actions of particular relevance to the delivery of the Strategic Plan. These actions address issues regarding the workforce where improvements are required or where planning is required to manage particular issues.

The HSCP has drawn upon expertise and combination of support from the Human Resource, Learning and Organisational Development functions of both the Council and the Health Board to deliver as much joint activity as possible, as well as activities which are delivered directly by specialist expertise from service areas.

The current HSCP Workforce and Organisational Development strategy covers 2015-18. As part of the process of developing the Workforce and Organisational Development Strategy it was agreed that a Support Plan would be developed and on an annual basis and progress would be reported along with a refreshed plan being provided for the following year. The Workforce and Organisational Development Strategy supports the delivery of HSCP Strategic Plan.

This document contains update on progress for 2017 along with a refreshed Workforce and Organisational Development Support Plan for 2018.

West Dunbartonshire HSCP Workforce and OD Support Plan 17 Progress Update

Primary Theme	Action	Lead	Update on Progress
Capable Workforce	Continuing to build on existing workforce and internal strategy to meet demands by training staff and explore opportunities to build capacity to meet increasing demands of MHO's amongst social care staff.	Head of Mental Health, Addictions & Learning Disabilities Head of Health & Community Care	<p>Rolling programme of training to assist with training.</p> <p>1 x individual currently undertaking training.</p> <p>2 x individuals completed training during 16/17.</p>
	Dementia champions will work with staff to further raise awareness of Dementia and available resources. Uptake will be monitored.	Head of Mental Health, Addictions & Learning Disabilities Head of Health & Community Care	<p>As part of Dementia Friendly West Dunbartonshire, Promoting Excellence training at Informed and Advanced levels are being delivered across staff groups within HSCP, Council and wider partners. This programme is led by CVS, Scottish Care and the HSCP with other partners including Police Scotland, Fire Scotland, Glasgow West College and RNIB.</p> <p>Cohorts of Dementia Champions have been trained by SSSC and are delivering the Informed and Advanced levels supported by a trained.</p>

Primary Theme	Action	Lead	Update on Progress
Capable Workforce	Dementia champions will work with staff to further raise awareness of Dementia and available resources. Uptake will be monitored.	Head of Mental Health, Addictions & Learning Disabilities Head of Health & Community Care	Dementia Ambassador supported by SSSC . Staffs across HSCP frontline and support services have been trained as well as WDC staff in housing services, working 4 u and wider HEEDs.
	Ensure PDPs in place across workforce.	All Heads of Service	Process for reporting on NHS KSF and PDP's in place in NHS and currently at 68% for KSF and 61% for PDP.(Aug 2017). Council have rolled out Be the Best Conversations and all staff are being managed in accordance with this process. For Social Work staff this is part of regular supervision sessions.
	Monitor and support registration status of staff.		Line managers have systems in place in accordance with registration polices
	Continue to support new agile technologies to assist the workforce, improve productivity and free up additional capacity from existing resource		Rolled out digital dictation , improved efficiency of Mental Health Services Development work completed on improving client records.

Primary Theme	Action	Lead	Update on Progress
Capable Workforce	Continue to support new agile technologies to assist the workforce, improve productivity and free up additional capacity from existing resource	All Heads of Service	Number of staff has been provided laptops to support new ways of working and offices of the future. Over 600 Care at Home staff issued with mobile phones as part of rollout of CM2000.
Capable Workforce	Continue to deliver on-going programme of data protection awareness sessions tailored to the staff working within the HSCP	Head of Strategy, Planning & Health Improvement	WDC has developed a Data awareness module on e Learn this year and staff will have to complete these annually. NHS Safe information handling. Learn Pro module completed every 3 years for NHS Staff. Newly recruited staff continue to attend the WDC IT Security and Data Protection awareness sessions held by Security Officer and Data Protection Officer.
Capable Workforce	Undertake a review of CM2000 post implementation	Head Of Health and Community Care	Roll out of CM 2000 fully implemented. External audit progressing actions.
	Update Staff Governance and Practice Governance Framework	Head of People & Change	Staff Governance and Practice Framework updated in partnership with Trade Union Colleagues and agreed through Joint Staff Forum.

Primary Theme	Action	Lead	Update on Progress
Capable Workforce	Continue to develop and implement CSE curricular programme across all secondary schools in line with Integrated Children's Service Plan Refresh. In addition to continue multiagency awareness sessions across the year.	Head of Children's Health, Care & Criminal Justice Services	CSE training sub group have delivered extensive training to multi-agency groups during 2016/17. Currently being evaluated.
	Develop Approaches to perpetrators of domestic abuse		SACRO have been successful in funding bid for this work. In early development stages
	To provide multiagency workshops post implementation for Getting It Right for Every Child, whilst practice beds in.		All completed in terms of Named Person service. Some further multi-agency development sessions are planned. Acknowledged through Joint Inspection that practice is well embedded across all services.
	Ongoing delivery of sexual health and relationship training for appropriate staff from HSCP and community planning partners working with looked after and accommodated children and young people.	Head of Strategy, Planning & Health Improvement	4 x Training Sessions successfully delivered and evaluated.
	Continue to support training through the Public Protection Co-ordinator and awareness of staff on Adult Support and Protection (ASP) Procedures	Head of Mental Health, Addictions & Learning Disabilities	Reviewed the current level of ASP training being undertaken to ensure this reflects the requirements of the Council.

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Capable Workforce	Deliver HSCP-wide Clinical and Care Governance Symposium, with invitations including NHS external contractors.	Head of Strategy, Planning & Health Improvement	Half-day Clinical & Care Governance Symposium organised and delivered in November 2016 at Clydebank Town Hall. Over 120 staff participated and feedback strongly positive. All material from the event made available to all on the HSCP website.
Sustainable Workforce	Create career pathways to encourage retention among key staff groups	All Heads of Service	<p>1x Nurse in Addictions completed Nurse prescribing.</p> <p>3 x Mental Health Practitioner Posts developed as part of psychological therapies</p> <p>5x Support Workers developed in Learning Disability</p> <p>Care Academy working in partnership with Clydebank College to support placements in care at home and elderly residential care. All students who successfully complete the course are offered a guaranteed interview on our supply list.</p>
	Encourage opportunities for Modern Apprenticeships; nursing internships; and volunteering		Modern Apprentices: 2 x Mental Health 10 x Community Care

Primary Theme	Action	Lead	Update on Progress
Sustainable Workforce	Build on existing capacity within the volunteer and third sector workforce while ensuring the maintenance of quality and standards of service.	Head of Strategy, Planning & Health Improvement	Developed and agreed Strategic Partnership Agreements with West Dunbartonshire CVS and Carers of West Dunbartonshire, which provide a framework for co-producing capacity and quality. External Inspection of Services for Children and Young People in West Dunbartonshire highlighted similar strong partnership working with third sector, notably Y-Sort-It.
Healthy Organisational Culture	Continue to Implement Health Working Lives programme of activities	Head of Strategy, Planning & Health Improvement	Work completed and Council and HSCP still hold Gold award. This work has been incorporated into Employee Well Being Group.
	Leads HSCP integrated Health & Safety Committee and oversee actions across services.	Head of People & Change	<p>Group meets and has representation and input from Safety Reps from Trade Unions and management representation to cover all service areas. Learning shared across services through incident/Riddor reports.</p> <p>Key Actions for 16/17: NHS – Heads of Service/ to review and implement NHS GGC Action Plan following recent HSE inspection.</p> <p>WDC – roll out of Fig tree completed, which has improved reporting and analysis of trends.</p>

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Healthy Organisational Culture	Implement staff absence action plan.	All Heads of Service	Action Plan agreed for HSCP and services working towards reducing absence.
	Roll out I Matter for NHS teams and explore if further roll out can be used for WDC staff.	Head of People and Change	I Matter have been rolled out for NHS Staff and integrated team, full roll out to be commencing by April 2018.
	Talent management and succession planning within the workforce to mitigate the impact of future skills loss associated with an ageing workforce profile	All Heads of Service	<p>Succession Planning is supported as part of Personal Development Discussions.</p> <p>Workforce trends and areas potential high risk are identified as part of annual workforce planning review for each HOS and appropriate interventions are discussed and agreed.</p> <p>Number of staff have completed or undergoing Leadership and management development activities to support Career Development to build skills and capability to meet current organisational requirements.</p>

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Healthy Organisational Culture	On-going support for HSCP Board members	Head of People and Change	Paper to HSCP Board in May 2017 outlining proposals for Board Development and induction. Senior OD Advisor working with Chief Officer to support Board development
	Ensure workforce changes associated with service redesigns are undertaken in compliance with HR policies and procedures	All Heads of Service	Criminal Justice Redesign completed and all staff in post. Crosslet House open and workforce changes were in accordance with policy and working in Partnership with Trade Unions.

West Dunbartonshire HSCP Workforce and OD Support Plan Priorities 2018

Primary Theme	Action	Lead
Capable Workforce	Continuing to build on existing workforce and internal strategy to meet demands by training staff and explore opportunities to build capacity to meet increasing demands of MHO's amongst social care staff.	Head of Mental Health, Addictions & Learning Disabilities/ Head of Health & Community Care
	Dementia champions will work with staff to further raise awareness of Dementia and available resources. Uptake will be monitored	
	Ensure PDPs in place across workforce.	All Heads of Service
	Monitor and support registration status of staff and progress any improvements from outcome of internal audit report.	
	Monitor and support SSSC registration of staff in Care at Home Service	Head of Health and Community Care
	Continue to deliver on-going programme of data protection awareness sessions tailored to the staff working within the HSCP	Head of Strategy, Planning & Health Improvement
	Consider further how to develop functionality of CM2000 and actions arising from external audit.	Head Of Health and Community Care

Primary Theme	Action	Lead
Capable Workforce	Update Staff Governance and Practice Governance Framework.	Head of People & Change
	Develop Approaches to perpetrators of domestic abuse	Head of Children's Health, Care & Criminal Justice
	Prepare and implement outcomes arising from information Sharing Bill in 2019, including implications from Part 4 and 5 and guidance associated with this.	
	Ongoing delivery of self harm and sexual health and relationship training for appropriate staff from HSCP and community planning partners working with looked after and accommodated children and young people.	Head of Strategy, Planning & Health Improvement
	Review of training and implementation of training for staff across the Council for Adult support and protection to be completed by Public Protection Officer.	Head of Mental Health, Addictions & Learning Disabilities.
Sustainable Workforce	Create career pathways to encourage retention among key staff groups	All Heads of Service
	Encourage opportunities for MAs; nursing internships; and volunteering	
	Build on existing capacity within the volunteer and third sector workforce while ensuring the maintenance of quality and standards of service.	Head of Strategy, Planning & Health Improvement
	Scope out analyse age profile of Childrens Residential workforce due to concerns about aging workforce.	Head Of Children's Health, Care & Criminal Justice Services

Primary Theme	Action	Lead
Healthy Organisational Culture	Contribute and implement actions from Council Employee Wellbeing Group.	All Heads of Service
	Lead HSCP integrated Health & Safety Committee and oversee actions across services.	Head of People & Change
	Implement HSCP staff absence action plan.	All Heads of Service
Effective Leadership and Management	Support teams with team development to support current or new ways of working	Head of People & Change
	Complete roll out of I Matter.	
	Talent management and succession planning within the workforce to mitigate the impact of future skills loss associated with an ageing workforce profile	All Heads of Service
	On-going support for HSCP Board members	Head of Strategy, Planning & Health Improvement
	Ensure workforce changes associated with service redesigns are undertaken in compliance with HR policies and procedures	All Heads of Service