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Public Board Meeting

**March 2019
Item No 12**

THIS PAPER IS FOR DISCUSSION

WORKFORCE PLAN INTENTIONS 2019/20

Lead Director Author	Linda Douglas, Director of HR & OD Kevin Reith, Deputy Director of HR & OD
Action required	The Board is asked to 1. Discuss the proposed workforce plan intentions for 2019-20.
Key points	<p>Initial workforce intentions have been developed based on consultation with Workforce Leads across the organisation, our 2020 Workforce Strategy and the NHS Scotland Health and Social Care Workforce plans. 2019/20 plans are being developed alongside the financial and Operational Delivery Plan planning process. Interim proposals have been considered by the Workforce Development Steering Group and reported to the 2020 Steering Group in order to commence our recruitment and training cycle for this year.</p> <p>Key Considerations which will inform our workforce plan for 2019-20:</p> <ul style="list-style-type: none"> - Operational recruitment to continue our trajectory towards our 2020 workforce profile. - Development of Advanced Practice, building on work being progressed through the Advanced Practice Group. - Workforce development to support Major Trauma and Enhancing Specialist Capabilities Programme. - Changes to our Support Service areas arising from the development of Target Operating Models arising from the National Boards Internal Support Service Transformation programme and associated national shared service developments. - A range of work across the Everyone Matters themes to enable our workforce aspirations. <p>Discussions will continue with the Director of Finance & Logistics to consider proposals in line with the 2019-20 budget setting process.</p> <p>The intended schedule for agreement of the workforce plan targets is outlined, which will culminate in the Board approval of the Workforce Projections for 2019-20 in June 2019.</p>



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SCOTTISH AMBULANCE SERVICE BOARD

WORKFORCE PLANNING 2019-20

Linda Douglas, Director of HR & OD

SECTION 1: PURPOSE

This paper outlines the current considerations arising from the workforce planning cycle which will inform the Workforce Projections for 2019/20 and will inform our final submission to the Scottish Government by the required 30 June 2019 deadline.

SECTION 2: RECOMMENDATIONS

The Board is asked to **discuss** the proposed workforce plan aims for 2019-20.

SECTION 3: BACKGROUND

Workforce planning is a statutory requirement for all NHS Scotland Boards and requirements are as set out in the Scottish Government Circular CEL 32 (2011).

The Board approved the Scottish Ambulance Service Strategic Workforce Plan 2015-20 in June 2015. This set the direction of travel in terms of our workforce contribution to our 2020 Strategy Taking Care to the Patient. The Workforce Plan 2018/19 supports the outcomes of the 2015-20 Strategic Workforce Plan.

Workforce planning assumptions arising from the strategy are based on the comprehensive modelling work completed at the end of 2015. This established the baseline aspirations for our workforce profile for 2020. This work outlined the likely trajectory for front line staff requirements to 2020 which underpins the planning of recruitment and training plans for each year. Annually, the workforce planning aims are developed as part of our Annual Operational Plan and budget setting cycle.

Each year, to comply with CEL 32 (2011), all Boards must submit a Workforce Projection and supporting narrative to the Scottish Government by end June.

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The timeline for development and approval of the 2019/20 workforce plan aims is:

Regional/Directorate Initial Planning	February/March 2019
Review and validation of Operations Workforce proposals	March/April 2019
Presentation of Draft Workforce Plan aims to Board	28 March 2019
Internal review and validation of workforce plan aims	April/May 2019
Current Workforce Information extracted for Projections	10 April 2019
Presentation of Workforce Projections 2019/20 to NPF	24 May 2019
Workforce Projections presented to Board for discussion	29 May 2019
Final Approval of Workforce Projections by the Board	26 June 2019
Submission of Workforce Projections to Scottish Government	28 June 2019

SECTION 4: DISCUSSION

Context for 2019-20 Workforce Plan

The workforce planning process aims to work in complement with the Annual Operational Plan and Budget setting processes. All aspects of our planning framework have been adjusted over the last two years, with the move from Local Delivery Plan (LDP) to Operational Delivery Plan (ODP) and from this year to the Annual Operational Plan. The workforce planning process also needs to align with the introduction of a new national three-year Financial Framework approach which will commence from 2019/20.

In terms of the Workforce Planning framework, the launch of the first National Health & Social Care Workforce Plan commenced in 2017, with part one (Health Care) published in June 2017, followed by Part two (Social Care) in December 2017 and the third and final part (Primary Care) in April 2018 were intended to be the basis for further changes in workforce planning practice.

As part of the development of the national plan, a commitment was made to complete a review of the present workforce planning guidelines which, as noted above, have continued as previously set out in the Scottish Government circular CEL 32 (2011). This work was not completed to the original intended timeframe however, consultation on the adoption of new guidance has been undertaken in January 2019, and will, when finalised, form the basis of an adjustment to our present approach.

The key national and regional elements which are being proposed are:

- Consolidated use of workforce planning methodologies and guidance through the national governance group arrangements (with representation from health, social care and third sector).
- Collection and aggregation of workforce information from workforce plans being used for analysis and will inform Scottish Government stakeholders and other commissioning groups.
- Scottish Government and COSLA will use evidence gathered from regional and local workforce planning to develop and annual integrated workforce plan for publication each year by 31 March.

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- Reinforcement of regional workforce planning arrangements to support development of Regional Delivery Plans.
- Evolution of workforce planning to improve coherence and read across regional and local plans, recognising wider health & social care environment.

In terms of specific local requirements which will directly affect our own service planning, the proposals are for:

- Board (and IJBs) to continue to undertake workforce planning activity in line with statutory responsibilities.
- Boards to identify and nominate a responsible officer to ensure publication of workforce plans and annual updates in line with timescales.
- Boards to develop three-year Workforce Plans, with the current proposal to build a plan to cover the period up to September 2022. It is proposed that this plan will be submitted to Scottish Government and published on our website by 30 September 2019.
- Between the submission of three-yearly plans Boards will be asked to complete a Workforce Planning Reporting Template on an annual basis.
- Boards are to ensure key stakeholder (Primary Care, Third and Independent partners) are engaged in development of plans.

Following the completion of consultation we will await final issue of the guidance and are seeking clarification on how we transition our current planning to 2020 with the new arrangements. Pending these changes there is an expectation all Boards will complete the Workforce Projections and Narrative submission as in previous years. Therefore timelines outlined above are based on this exercise being conducted in the normal time frame with final submission to the Scottish Government in June 2019.

Workforce Proposals for 2019/20

The key proposals for the next round of activity are summarised by functional area (note for ease of reference, this report has been split to reflect our organisational structure, rather than the structure of the Workforce Return, which is based on job family categories. When we finalise the return we will segment into the job family categories provided).

Operations/Ambulance Control

In terms of our core workforce requirements, we will continue to progress Paramedic increases to manage turnover and staff progression along with numbers required to deliver against strategic workforce targets. At this stage, the level of planned activity assumes the annual recruitment and training for 200 Paramedics in the next two years, with a possible third year depending on the extension of the Scottish Ambulance Academy contract, as part of the Paramedic Education Model changes.

From this year we will not be 'pump priming' the Paramedic pipeline with the same level of Technician staff increases we have made over the last three years. In order to manage our over-establishment of Technicians, we will work to Technician backfill and turnover only and manage the numbers back down to our workforce plan numbers through turnover and Paramedic progression.

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In terms of specific themes in our Operational and Ambulance Control areas the anticipated focus for 2019/20 onwards will include:

- **Demand & Capacity Implementation Plan delivery** building on the Paramedic increases for 2020 and re-aligning other frontline operational numbers as required to meet adjustments to our Clinical delivery model;
- **Development of scope of practice for Paramedics** in line with Paramedic Education model developments to support delivery of better care to patients;
- **Progressing Advanced Practice development** through our Strategy Group which will direct our expansion of Specialists/Advanced Paramedics to meet both our service strategic and the wider Health & Social Care system delivery requirements. In the process we will consider improvement work for the tasking of these roles and new developments such as Independent Prescribing;
- **Next Phase of Delivery for the Major Trauma Network** for Scotland ensuring our staff are developed to support effective triage of trauma patients by co-ordinating and managing flows through the Trauma Desk and extending the number of Advance Critical Care Practitioners (within overall advanced practice developments above);
- **Continued engagement with stakeholders for contribution to the National Health & Social Care Workforce Plan**, particularly part three: Primary Care services.
- **Implementation of the Operational Leadership Model** building on modelling principles developed in partnership which will ensure that leadership arrangements are effective in supporting front line staff we progress the workforce changes within our strategy;
- **Completion of the development of our Ambulance Control Centres** in line with our 2020 aims to develop our Clinical Hub model and support levels of Hear and Treat and onward referral for patients;
- **Optimising our Patient Transport arrangements** through development of scheduled care service to support Elective Centres and Modernising Outpatients programmes. We have built capacity within our training plans to ensure we can continue to recruit and train Ambulance Care Assistant staff to our strategic targets.

ScotSTAR & Air Ambulance

Workforce planning activity is being undertaken to ensure that our workforce requirements are appropriate to meet ongoing needs, reflecting the development of the Clinical Model, implementation of Major Trauma changes and evolution of advanced practice for the service. In 2019/20 our ScotSTAR North development will be reflected in the workforce figures in this area.

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National Risk and Resilience Department

The key priority will be completing the delivery of the workforce changes arising from Enhancing Specialist Capabilities programme to support pre-hospital major incident management.

Support Service Functions

The main impact over the next planning period will be the development of the Target Operating Models arising from the National Boards Internal Support Service Transformation programme. With initial proposals developed in 2018/19, we will be moving to adopt these changes in the 4 priority areas over the next three years:

- Finance
- Human Resources
- Procurement
- Estates & Facilities

As these adjustments are made, we would anticipate reduced whole time equivalent numbers as we develop more sustainable collaborative delivery arrangements.

Everyone Matters – Workforce Enablers

Workforce requirements arising from our 2020 strategy are directed by the Workforce Development workstream. In setting our programme aims for 2019/20 the Programme Board is developing plans which incorporate change initiatives under each of the key themes of the Everyone Matter themes of:

- Healthy Organisational Culture
- Sustainable Workforce
- Capable Workforce
- Workforce to Deliver Integrated Services
- Effective leadership and Management

Key enablers for the workforce plan are summarised below.

Healthy Organisational Culture

Developing an enabling culture which promotes staff engagement and ensures we are 'change ready' continues to be a significant element of our transformation agenda. In 2019/20 delivery of our Board OD Plan will include the four outcomes of Improving staff engagement & experience, Developing our workforce, Developing our leaders, Collaboration & Continuous Improvement.

Incorporated in our plans will be actions to address the three key improvement areas arising from iMatter 'I am confident performance is managed well within my organisation', 'I feel senior managers responsible for the wider organisation are sufficiently visible' and 'I feel involved in decisions relating to my organisation'. We will prioritise:

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- Embedding iMatter with the aim of improving our Employee Engagement Indicator score, as we continue to improve engagement through teams creating and implementing meaningful action plans in support of a continuous improvement cycle.
- Promoting collaboration throughout our organisational development agenda aligned to the National Boards Delivery Plan to support work activity aimed at delivering specific workstreams and supporting the Service to be change ready.
- Expanding our offering of organisational development initiatives to create and maintain high performing teams building on our values work, and where appropriate working with colleagues in National Boards to develop collaborative solutions in support of agile workforce.

Sustainable Workforce

To ensure our workforce changes are sustainable our work will continue to be closely aligned with the national developments around succession planning and talent management developments arising from Project Lift (see Effective Leadership & Management section below). The learning from this work will inform our broader succession planning processes across the organisation.

In shaping our workforce profile for our 2020 needs, working practices changes to best meet the needs of the Service will be progressed in collaboration with staff side partners to harness the potential of individual employees and to the benefit our retention levels. The focus of this work in 2019/20 will be from the Demand and Capacity implementation.

Ensuring the maximum contribution of our staff will be supported through the Services 2019/20 Wellbeing implementation plan to further improve staff health, wellbeing and resilience, by building on our existing arrangements and developing further options for support. This work dovetails with our Promoting Attendance plan as we focus on steps to identify and spread good practice making the difference across the Service.

Capable Workforce

The development of our Education delivery model has been a key feature of our work over the last three years and meeting the evolving needs of all staff will still be a large element of work to evolve our capable workforce. As referred to earlier in the paper we will face a significant challenge over the next three years as the changes to our Paramedic Education model are adopted in response to the Health Care Professions Council (HCPC) decision to increase the threshold for registration to degree level.

Beyond the initial challenge of commissioning the new arrangements, there will be a substantial cultural shift required at the latter stages of the present cycle. This will start with the expansion of student placements for undergraduates and will further evolve with the recruitment of graduates at scale into the workforce thereafter. We are developing our plans in anticipation of this change, and will begin to test these arrangements with recruitment of the graduate cohort from the first GCU programme in 2020/21.

Our Capable Workforce agenda will build on the development of our career pathways into advanced practice, ensuring we can meet the service needs for extended clinical skills through provision of appropriate education opportunities.

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The other current key theme for Capable Workforce is the development of our learning infrastructure to integrate the arrangements for the capture of learning needs, access to learning opportunities, and the tracking and monitoring of all learning activity across the Service. The launch of the first organisation wide learning management system in 2019/20 will build on the implementation of Turas Appraisal in 2018/19 and will extend into the area of online learning delivery through the migration to a new platform which we anticipate will be progressed within the next two years.

Workforce to Deliver Integrated Services

Last year saw the final release of the third and final part of the first National Health & Social Care Workforce Plan (Primary Care). The implications arising from this plan continue to be progressed and are incorporated into our workforce planning as noted above. This will direct our resourcing plans and we await the release of the first National Health and Social Care Integrated Workforce Plan later this year to develop our Service response to the updated requirements. As noted in the context section, we will also need to prepare for changes to the workforce planning governance, guidelines, and mechanism which will be launched this year following the consultation exercise.

The implications arising from the National Board Collaborative Plan were referenced in terms of our Support Service transformation agenda. Additional workstreams which will be progressed through allocation of transformation funding will also be an increasingly important element of the SAS response to integrated service delivery.

Effective Leadership & Management

Our Leadership and Management Development activities for 2019/20 are proposed in order to share knowledge, build stronger networks and encourage greater collaborative working practices. Leadership development activities will be designed and delivered across all functional areas, with the identification of where individual leaders sit within the Scottish Ambulance Service career framework and the four levels of leadership described within the NHS Scotland Leadership and Management Development Framework. We will build on work in the last year, including:

- Embedding the Project Lift framework and using its blueprint to develop our internal infrastructure for leadership development, talent management, performance management and values based recruitment to support the progression of our leaders.
- Work with National Board colleagues on leadership development to ensure that we develop progression options for aspiring leaders, first line and middle managers which will underpin the executive arrangements.
- Implement the final phase of the SAS Developing Frontline Leaders and Managers Programme (DFLM).

SECTION 5: CONSULTATION

The development of workforce plan proposals is coordinated by the Workforce Development Operational Group, reporting back to the Workforce Development Programme Board which is chaired by the Director of HR & OD.

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Decisions which require organisational sign off are escalated by the Workforce Development Programme Board to be considered by the 2020 Steering Group.

There is Staff Side representation in both the Workforce Development Operational Group and Programme Board. The Employee Director is also a member of both the Workforce Development Programme Board and 2020 Steering Group.

Workforce Plan numbers will be agreed from this process and as outlined above will then inform the Workforce Projections information to be considered by National Partnership Forum and then approved by the Board in June for submission to the Scottish Government by its deadline of 28 June 2019.

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