



National Health and Social Care Workforce Plan Analysis of Consultation Responses

June 2017



**Healthier
Scotland**
Scottish
Government

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1. Introduction

1.1 Acknowledgements

The Scottish Government would like to thank all individuals and organisations who took the time to consider and respond to the proposals contained in the consultation paper on the Discussion Document – National Health and Social Care Workforce Plan.

1.2 Background

Scottish Ministers wish to ensure we have the right staff for our health and social care services now and in future. Different employers in health and social care are at different stages in planning for the workforce they need. It is essential that the roles they play, individually and collectively, and the areas they influence, are well understood. The Discussion Document published on 1 February 2017 sought views on issues which will help improve planning for the health and social care workforce. These views will inform the development of the National Plan, due to be published on 28 June 2017, so that the Plan can bring about improvements where they are needed both now and in future.

The Scottish Government is working with COSLA to ensure that the relevant social care aspects are represented and implemented as part of the overarching Plan, with a further chapter due to be published later this year.

1.3 Responses

From a total of 79 responses submitted, 67 respondents gave permission for their responses to be published, and as such they can be found the Scottish Government website at:

https://consult.scotland.gov.uk/health-workforce/national-health-and-social-care-workforce-plan/consultation/published_select_respondent

A full list of responses to the consultation is listed in Annex A.

1.4 Liaison with Stakeholders

In addition to the consultation, the Scottish Government has engaged with RCN, BMA, COSLA, and stakeholders from NHSScotland, local authorities, Integration Joint Boards and the third and independent sectors to help develop, guide and implement the proposed new National Health & Social Care Workforce plan.

1.5 Further Information

For further information on any aspect of this Consultation Report, please contact:

Grant Hughes

Health Workforce Division

Scottish Government

Room GR

St Andrews House

Regent Road

EDINBURGH

EH1 3DG

Email: grant.hughes@gov.scot

Telephone: 0131 224 2206

2. Consultation Responses

This section includes a brief commentary on responses received to the consultation and summarises the main points raised by stakeholders.

QUESTION 1: Governance

1. The Discussion Document indicated that governance arrangements would be put in place to help stakeholders set the direction of their workforce plans, asked whether the roles suggested were the right ones, and what steps would be needed to ensure these proposals are fully effective.
2. Respondents to the Discussion Document consultation:
 - agreed on the need for a workforce plan and the roles outlined in the Discussion document;
 - supported clear objectives for a workforce plan, connected to existing strategies and outlining shared principles;
 - emphasised the need for links between workforce, service and financial planning;
 - supported engagement with stakeholders such as universities, health, social care, third sector, patients, planners and employers;
 - encouraged links between national, regional and local levels to avoid duplication and share best practice; and
 - agreed that the workforce Plan should be subject to close scrutiny.

QUESTION 2: Workforce Planning Roles

1. The Discussion Document asked how barriers to collaborative working could be removed to ensure workforce planning is effectively coordinated.
2. Respondents to the Discussion Document consultation highlighted the integrated nature of workforce planning – in particular, that there should be
 - Integrated objectives, with greater alignment between the approach to service delivery, service, finance and workforce plans, workforce data and training programmes;
 - More effective engagement between all stakeholders;
 - Further resources made available for workforce planning;
 - A greater focus by Scottish Government and employers on building sustainable workforce planning capacity and capability;
 - Collaboration, rather than competition, between services.

QUESTION 3: Workforce Data

1. The Discussion Document asked how data should best be collated and used so that it works in an integrated context.
2. Respondents to the Discussion Document consultation:
 - agreed that robust data, and how it is collected and combined, is critical to effective workforce planning;
 - acknowledged that further work is required to address data gaps, improve quality and ensure consistency;
 - supported clearer roles for organisations around the analysis and reporting of data to support workforce planning;
 - supported clearer information governance to support the acquisition and linking of data.

QUESTION 4: Recruiting and Retaining Staff

1. The Discussion Document asked employers how they would like to tackle recruitment and retention nationally, regionally and locally, and what changes would support this.
2. Respondents to the Discussion Document consultation raised a number of themes:
 - Better data and forecasting would help identify recruitment and retention issues;
 - Well defined career pathways and flexible careers would help to support recruitment and retention;
 - More co-ordinated marketing input should help support recruitment into health and social care;
 - Flexibility in terms and conditions could help in certain circumstances;
 - Education and training should support changing requirements, and be more closely aligned to analysis of supply and demand and labour markets;
 - There should be a single approach to marketing career information, recruitment and retention and vacancies.

QUESTION 5: Clear and Consistent Guidance

1. The Discussion Document asked whether it would be helpful to have an overarching process, principles and framework for workforce planning across sectors.
2. Respondents to the Discussion Document consultation agreed:
 - that guidance should set out a clearly understandable framework for workforce planning, based around good practice principles;

- that this framework should, as far as possible, be integrated across sectors and groups;
- guidance should be based on best practice, informed by the best available evidence;
- that guidance should highlight opportunities for workforce planners to further develop their skills, through education and training;
- that guidance should be clearer on the data and analytical support available to ensure workforce planning is undertaken consistently.

QUESTION 6A: Student Intakes

1. The Discussion Document asked how a more collaborative approach to student intakes might help.
2. Respondents to the Discussion Document consultation:
 - Supported a more integrated approach across the “controlled” groups involved in student intakes for doctors, dentists, nurses and midwives;
 - In some cases, saw opportunities for non-controlled professions in health and social care to benefit from a “controlled” student intakes process;
 - Recognise the effects of this process on the flows into other healthcare professions eg, pharmacists and paramedics;
 - Recognised that target setting should play a greater role in the commissioning processes for dental, nursing and midwifery and medical students;
 - Agreed that work on student intakes should be considered alongside the alignment of service, financial and workforce planning.

QUESTION 6B: Other Issues

1. The Discussion Document asked what other issues should be addressed to remove boundaries to successful workforce planning in health and social care.
2. Numerous points were raised in relation to this question as it was created to give all stakeholders the opportunity to raise issues or concerns outside the immediate scope of Questions 1-6. All of these identified issues can be viewed by clicking on the link in section 1.3 - *Responses*. These will be considered within the content of the Plan itself, and in its future iterations.

3. Next Steps

The Plan's Part 1: *A Framework For Improving Workforce Planning Across NHS Scotland* will be published in Summer 2017, setting out priorities to be taken forward and actions to help bring about improvements in workforce planning. The focus of this plan will be NHS Scotland, making coherent links between national, regional and local workforce planning activity where relevant, and including recommendations to improve practical workforce planning.

Part 2 of the Plan will be published later this year to reflect the position regarding workforce planning for social care.

Annex A: List of Respondents to the Consultation

Academy for Healthcare Science
Alistair Hodgson, Scottish Government, Technology Enabled Care & Digital Healthcare Innovation
Allied Health Professions Federation Scotland (AHPFS)
Association of Anatomical Pathology Technology
BMA Scotland
British Association for Counselling & Psychotherapy (BACP)
British Society for Rheumatology
Care Inspectorate
CELCIS (Centre For Excellence For Looked After Children)
Chartered Society of Physiotherapy Scotland
Chief Officers Health and Social Care Scotland
Coalition of Care and Support Providers in Scotland
College of Occupational Therapists
Community Pharmacy Scotland
COSLA
Council of Deans of Health Scotland
Anonymous Individual
Dr Alison Robertson, Consultant Clinical Psychologist
Dr Erik Jespersen, Lorn Medical Centre
Anonymous Individual
East Ayrshire Health and Social Care Partnership
East Lothian Health and Social Care Partnership
Falkirk Health and Social Care Partnership
General Dental Council
General Medical Council
Glasgow City Health and Social Care Partnership
Hanover (Scotland) Housing Association
MacMillan Cancer Support
Marie Curie
Mrs Les Anderson
National Healthcare Science Group
NHS Ayrshire & Arran
NHS Education for Scotland
NHS Fife
NHS Forth Valley
NHS Grampian
NHS Greater Glasgow & Clyde Mental Health Services Allied Health Professionals
NHS Greater Glasgow and Clyde
NHS Greater Glasgow and Clyde Heart Disease Managed Clinical Network
NHS Health Scotland
NHS Highland Health and Social Care Partnership
NHS Lanarkshire
NHS Lothian

NHS National Services Scotland
NHS Tayside
NHS Western Isles
North Ayrshire Health and Social Care Partnership
North of Scotland Workforce group
P. Morton
PAMIS (Promoting a More Inclusive Society)
Perth and Kinross Health and Social Care Partnership
Prostate Cancer UK
Rob Farley
Royal College of Midwives
Royal College of Nursing
Royal College of Physicians and Surgeons of Glasgow
Royal College of Physicians of Edinburgh
Royal College of Surgeons of Edinburgh
Royal Pharmaceutical Society Scotland
Scottish Ambulance Service
Scottish Branch of The Society for Cardiological Science and Technology
Scottish Commission for Learning Disability
Scottish Public Health Workforce Development Group
Scottish Social Services Council
Sense Scotland
Social Work Scotland
Society & College of Radiographers
Society of Personnel & Development Scotland (SPDS)
South Ayrshire HSCP Partnership Occupational Therapy
South Ayrshire HSCP
Sue Ryder
UNISON
West Dunbartonshire HSCP
West Lothian Integration Joint Board



National Health and Social Care Workforce Planning: Discussion Document

RESPONDENT INFORMATION FORM

Please Note this form **must** be completed and returned with your response.

Are you responding as an individual or an organisation?

- Individual
- Organisation

Full name or organisation's name

Phone number

Address

Postcode

Email

Information for organisations:

The option 'Publish response only (without name)' is available for individual respondents only. If this option is selected, the organisation name will still be published.

If you choose the option 'Do not publish response', your organisation name may still be listed as having responded to the consultation in, for example, the analysis report.

The Scottish Government would like your permission to publish your consultation response. Please indicate your publishing preference:

- Publish response with name
- Publish response only (without name)
- Do not publish response

We will share your response internally with other Scottish Government policy teams who may be addressing the issues you discuss. They may wish to contact you again in the future, but we require your permission to do so. Are you content for Scottish Government to contact you again in relation to this consultation exercise?

- Yes
- No



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