



A pan Lothian HR and OD network is also operating to collaborate and identify more efficient and effective practice on workforce matters.

5. The joint HR & OD group developed a work plan that has guided the HR and OD activity in the creation of the EIJB and preparatory work for delivering an integrated health and social care workforce in Edinburgh.
6. A key early development was agreement with the NHS Lothian Partnership representatives and CEC Trade Union representatives to a Memorandum of Understanding that gave a commitment that respective terms and conditions of employment would continue to be applied to staff in each organisation (see Appendix 1).

## Main report

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7. To date the main focus of the workforce plan has been to support the introduction of the EIJB and support the workforce agenda in the following areas:-
  - Organisational Design and Development – supporting the appointment of the new roles of Chief Officer, Chief Finance Officer, interim Locality Managers and supporting the Chief Officer with the development of the new EH&SCP operating model and organisational structure
  - Supporting the Lothian IJBs with the development and induction arrangements for IJB members pan Lothian
  - Staff Engagement events and communication arrangements to support the introduction of the EIJB, associated structural changes and key messages
  - Leadership Development – Introduction of a Leadership Programme titled “Playing to your Strengths”. This is a 2 day programme for approximately 160 senior leaders across Lothian that has a focus on integration. The first of 4 events took place in November 2015 and was highly evaluated. A further 3 events are planned from March to September 2016. This also provides excellent networking opportunity. A brief outline of the Leadership Development Programme is attached as Appendix 2 and a note of other Leadership Development Options is attached as Appendix 3.
  - Team Development – In collaboration with other Lothian Partnerships, the approach adopted has been to engage Animate Consulting who will work with the Partnerships to develop a framework and toolkit designed to support newly integrated teams. The aim is to develop a person-centred team working culture that supports the vision, values and strategic plan of each Partnership. Edinburgh is considering a pilot site to progress work and it is proposed that the future toolkit will be used internally to maximise the capacity of the Partnership to support new teams and ways of working. A brief outline of the Team Development approach being progressed is attached as Appendix 4.
  - Learning and Development – The City of Edinburgh Council and NHS Lothian developed a joint learning and development action agenda around 6 years ago and there are many areas of integrated learning and development

already in place. An NHS Lothian Learning and Development Adviser has been seconded to the Council for the last 2 years and during this time has mapped existing joint learning and development, explored, developed and implemented new learning and development activities. This has culminated in the creation of a Learning and Development Alliance involving the Council, NHS Lothian, the other 3 Lothian councils, EVOG and Scottish Care. It will also include local further and higher educational institutions. The alliance will meet for the first time on 23 March and its purpose is to make the best use of our combined learning and development resource in the city for the benefit of the health and social care workforce and ultimately the people and communities of Edinburgh and beyond.

8. The current and emerging workforce issues are as follows:-

- Project Plan for Recruitment and Retention of front-line social care staff to raise the profile of care as a career and grow the pool of care workers; working with schools through an academy approach, employing modern apprentices, using recruitment campaigns, exploring flexible working arrangements and gaining better understanding of reasons for turnover through conducting exit interviews/exit surveys.
- The finalisation of the EH&SCP workforce numbers and workforce profile to inform management information and organisational change arrangements.
- Identification of where systems and processes on workforce matters could be more integrated to support more effective operations. Discussions have started with Trade Unions on how to formally engage on a more integrated basis as well as with ICT colleagues on manager access to HR and other people related systems within both organisations.

Next Steps:

9. A future workforce strategy will require to be aligned to the EIJB Strategic Plan that will make use of the capacity across the whole system. It is anticipated that this will be developed during 2016/17 and will be informed by the following:-
- The Edinburgh Health and Social Care Partnership organisational structure based on a locality and centralised operating model where the workforce will be representative of the needs of the service to champion people centred care.
  - The Test of change sites and areas of work where good practice is identified.
  - Workforce Planning and Integrated Workforce Development approaches to assess resource capacity and capability.

Key developments and enablers to inform the Workforce Strategy are as follows:-

- A pan Lothian Workforce Planning group has been established to progress the 6 step approach to workforce planning, informed by any future requirements specified by the Scottish Government.
- The establishment of a Lothian Learning and Development Alliance group (as paragraph 7) to make best use of the sector learning and development investment and resource.
- The IJB Executive Team chaired by the Chief Officer that will monitor the workforce demand and supply challenges.
- The Transforming Health and Social Care Programme that will provide rigour and structure to support the delivery of service changes
- A Chief Officer, manager and front-line staff engagement session within the 4 localities during March 2016.

## Key risks

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10. The complexity and scale of the change over two organisations carries a range of risks in relation to the workforce, however the steps identified within the report will assist to mitigate these risks.

## Financial implications

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11. The work identified in the report will be supported jointly through existing NHS and Council HR& OD resources and where appropriate, in collaboration with other Lothian wide colleagues.

## Involving people

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12. The NHS Partnership, Trade Unions and third sector are engaged in the various forums and workforce work streams and there is ongoing staff engagement through various engagement mechanisms.

## Impact on plans of other parties

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13. The work will impact on the NHS and Council work force plans with potential impact on other Council and IJBs mechanisms, but as the report references, there are mechanisms in place on a pan Lothian basis to address these.

## Background reading/references

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**Not applicable**

## **Report author**

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## **Links to priorities in strategic plan**

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**Strategic  
Plan 1016 –  
19 (Draft)**

Integrated Workforce Development

**Memorandum of understanding**  
**Position of City of Edinburgh Council and NHS staff**  
**working in Health & Social Care**

City of Edinburgh Council

1. City of Edinburgh Council staff will continue to be employed on their existing terms and conditions of service as per their current contract of employment. This will incorporate all City of Edinburgh Council's policies and procedures, including employment policies and procedures
2. The City of Edinburgh Council's Code of Conduct for Employees will continue to apply.
3. For City of Edinburgh Council managers who manage staff employed by a different organisation they must manage those staff in accordance with that organisation's employment conditions and policies.
4. All staffing reporting and management arrangements must ensure that there are appropriate arrangements in place for professional leadership and supervision.
5. Each partner organisation still has an obligation to ensure that their agreed partnership and consultation arrangements are applied when taking forward change proposals
6. Arrangements for redeployment during periods of organisational change will have to take into account the policies and procedures within each employer's organisational change policies.

NHS Lothian

7. NHS Lothian staff will continue to be employed on their existing terms and conditions of service as per their current contract of employment. This will incorporate all NHS Lothian's policies and procedures, including employment policies and procedures.
8. The NHS Scotland Staff Governance Standard will continue to apply.
9. For NHS Lothian Managers who manage employees who have a different employer they must manage these staff in accordance with their employer's terms and conditions and policies.

10. All staffing models must ensure that there are appropriate arrangements in place for professional leadership and governance.
11. Each partner organisation still has an obligation to ensure that their agreed partnership and consultation arrangements are applied when taking forward change proposals.
12. Arrangements for redeployment during periods of organisational change will have to take into account the policies and procedures within each employer's organisational change policies.

## Edinburgh Health & Social Care Partnership

### Leadership Development Programme

Edinburgh's approach over the last year to deliver leadership development to support integration across the health, social care and voluntary sectors has been to create a brief intervention in the form of an evidenced based and successfully evaluated national leadership programme (*Playing to your Strengths*). This is being delivered locally and in collaboration with West Lothian, East Lothian and Midlothian Partnerships.

We have completed the 1<sup>st</sup> of four planned programmes and early indications are extremely positive. Feedback has been the value of developing contacts with leaders in other Partnerships, having time out to think about their leadership and listen to the experience of others including a key-note presentation from a senior public sector leader, the strengths-based approach, the positivity of the coaching and a 360 appraisal. The 'brief intervention' nature of the programme was also valued as it was easily achievable in busy lives.

The target audience is Senior leaders from across health & social care and the 3<sup>rd</sup> Sector within the 4 Health & Social Care Partnerships in the Lothian area. Over the next 6 months there will be 3 further programmes with 40 participants in each cohort – Edinburgh have 16 places in each co-hort so on completion, 64 leaders from Edinburgh will have been through the programme.

*Playing to your strengths* is a brief intervention consisting of a **one day** development workshop sandwiched between **two 1:1 coaching conversations**.

The purpose of *Playing to your strengths* is to draw attention to people's strengths and resilience so that they can leverage these and lead effectively in times of change. It takes an "assets" or "strengths based" approach advocated by many researchers and practitioners in the field of leadership and psychology, and it has been shown that when leaders play to their strengths they are energised and can channel that energy into driving quality improvements.

The outcome from *Playing to your strengths* is the creation of strengths based personal development plan that will support successful leaders use their strengths and develop complementary competencies to enhance their leadership.

*Playing to your strengths* recognises that increasing complexity and uncertainty of services cannot necessarily be addressed through a single one-size fits all leadership model. There is no single solution. This means that dealing with uncertainty, ambiguity, and 'grey areas' is now part and parcel of our everyday leadership landscape.

During the development workshop there is also be a session with a senior leader from the Scottish Public Sector, who will invite discussion about the current climate and its demands from leaders. They will also share their route to resilience and invite participants to do the same.



Either side of the workshop participants will have a 2 hr coaching conversation with an experienced coach. The coaching conversation pre workshop is to start thinking about strengths and resilience. The post workshop coaching conversation will take place quickly after the workshop with the intention of leaving people with a tailored strengths based personal development plan to support delivery in their current and future roles.

Participants are also invited to complete a 360 assessment as part of the programme and receive feedback on this at the 2<sup>nd</sup> coaching session.



## **Edinburgh Health and Social Care Partnership**

### **Team Development**

#### **Creating a framework and toolkit for the development of integrated health and social care teams.**

Edinburgh's approach to team development has been to commission from Animate Consulting (through a competitive bidding process), in collaboration with West Lothian, East Lothian and Midlothian Partnerships, a framework and toolkit designed to support newly integrated teams. The aim is to develop a person-centred team working culture which supports the vision, values and strategic plan of each of the Partnerships.

The Framework will include a diagnostic element to enable teams to identify their collective priorities for development.

The Toolkit will be modular including as a minimum:

- Leadership in an integrated team
- Teams in change and transition
- Culture, values and vision
- Roles, responsibilities, professionalism and governance in integrated teams
- Communication, collaboration, working with difference and dealing with conflict in integrated teams
- Innovation, risk and celebrating success

There will be a range of resources which can be used by teams, individual team members and team leaders to address a particular need and be capable of being used without the need for external support.