

Section 10 Workforce planning



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Each of the partners continues to face difficulties in attracting and retaining qualified and trained staff in particular disciplines. Additionally, unemployment in Renfrewshire has remained relatively low in recent years and this has created difficulties in recruiting staff to unqualified posts in services for children, e.g. residential child care officers, home carers etc.

CCSF funding has been used to create a range of posts and innovative projects which assist in the delivery of integrated services. An evaluation of these is planned during 2005/06 to ensure that they are delivering improved outcomes for children and families and represent best value in the use of the fund. The temporary nature of the funding to date has presented consistent problems for us in retaining staff.

Social Work

The 21st Century Review of Social Work was initiated in July 2004 to take a wide ranging review of the profession in the light of an increasingly complex and demanding role. It is a fundamental review of Social Work services in Scotland.

Recent investigations such as Caleb Ness, Victoria Climbié and the Borders cases have highlighted the need to improve practice in health, education, police and social work. The 21st Century Social Work Review Group is charged with finding ways to overcome barriers to integrated working which prevent the development of robust arrangements to support and protect vulnerable children and adults.

Like many employers in the care field, we continue to experience problems attracting high calibre applicants to fill frontline service jobs (e.g. social workers, home care workers). We have developed a range of initiatives in response to a national shortage of social workers:

- ❖ national fast track graduate social worker recruitment scheme implemented in 2003 will deliver 10 newly qualified social workers for Renfrewshire by 2008; and
- ❖ Renfrewshire's secondment scheme with Paisley University provides opportunities for our experienced employees to study on a part-time basis for the Diploma in Social Work. This scheme will train 21 of our staff to become qualified social workers by 2008.

These initiatives will make a significant impact on our ability to deliver our statutory responsibilities in the medium term and provide career opportunities for our existing employees.

Many of our staff have attained SVQ level 3 in Care, HNC in Care/Admin and post graduate qualifications through part-time study opportunities.

For the first time, the Scottish Social Services Council has set qualification targets for social work staff other than social workers. To meet these we are increasing the opportunities for staff to study for qualifications. Meeting these targets within timescales is a high priority for us.

Education

Over the past decade, we have experienced stability and there has been a sufficient supply of teachers, classroom assistants and other professionals who support educational provision.

The strategy of reducing class sizes in primary 1 and in maths and English in the first and second years of secondary schools may have some impact on the availability of



teaching staff.

Difficulties have been encountered in filling community learning posts and in youth development, reflecting a shortage of qualified professionals across the country in these particular areas.

From 2006-07 the early years and childcare workforce must register with the Scottish Social Services Council (SSSC). Registration is part of the drive to raise standards and strengthen the professionalisation of the workforce and to give service users confidence that the workforce is properly trained. The early years and childcare workforce will hold or be working towards a recognised qualification in order to meet registration requirements. To enable staff to do this the Scottish Executive have allocated workforce development funds to local authorities to:

- ❖ increase the number of qualified workers in the early years and childcare workforce;
- ❖ expand the workforce and widen training opportunities; and
- ❖ encourage diversity among the workforce that better reflects society.

A national target has been set by Ministers to increase the number of qualified early years and childcare workforce from 66% in 2004 to 85% in 2009. In Renfrewshire we are monitoring the changing needs of the workforce and planning training programmes to enable staff to meet registration requirements.

Health

Central to the development of child health services in Renfrewshire will be effective workforce planning at local and health board level linked to service planning and redesign taking account of:

- ❖ changing roles and skill mixes;
- ❖ new ways of working;
- ❖ recruitment and retention of medical, nursing and AHP staff;
- ❖ new deal for junior doctors;
- ❖ consultant contract; and
- ❖ working time directive.

Medical workforce

Consultant paediatricians now have redesigned job plans to meet service need. However, in Argyll and Clyde we still fall short of the European working time directive in terms of actual consultant posts required. There is a shortfall in the recommended number of posts for covering a 24-hour in-patient children's unit and this is being addressed through recruitment initiatives.

Nursing and health visitors

A nursing manpower model is being developed to address the future needs of in-patient, ambulatory and community nursing services in Renfrewshire. There are insufficient resources to provide all nurse specialist posts and investment is required to support the development of diabetes, respiratory and epilepsy nurse specialists across NHS Argyll and Clyde.

A project leader has been appointed to lead the implementation of the national framework for nursing in schools and the needs assessment for school nursing services in Renfrewshire.

A review of health visiting is under way across NHS Argyll & Clyde using an adaptation of the Telford model of workforce planning. Implementation of Hall 4 has



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implications for workforce planning and development of health visiting services across Argyll and Clyde.

Allied health professionals

There have been significant service pressures linked to recruitment and retention of allied health professionals. This is particularly the case in occupational and physiotherapy services in Renfrewshire which has resulted in increased waiting times. There are key challenges arising from the Additional Support for Learning Act, the increasing number of children diagnosed with ASD and increases in the survival rates of premature babies who require early intervention.

A number of posts are currently funded through the CCSF fund. An evaluation of these posts is planned to identify how effective they have been in terms of patient outcomes.

