



Clackmannanshire & Stirling
**Health & Social Care
Partnership**

Strategic Workforce Plan 2019-2022



Clackmannanshire
Council



NHS
Forth Valley

Contents

Introduction to our Workforce Plan	3
The Strategic Context	5
Our Partnership Vision & Principles	6
Our key priorities for 2019-22	8
Our Enabling Activities	8
Our Current Partnership Workforce	9
Our Future Workforce	14
Investing in our workforce skills to meet shifting demands	14
Equipping our workforce for digital transformation	15
Developing collaborative leaders for the future	16
Engaging and motivating our staff	17
Appendix A: Our Current Partnership Workforce	18
Appendix B: Our Partnership Vision	20
Appendix C: Action Plan	21

Introduction to Our Workforce Plan

What is Workforce Planning?

Workforce planning, at its simplest, is the process by which we ensure that we have the right people, in the right place, at the right time, and at the right cost.

However, for the Clackmannanshire and Stirling Health and Social Care Partnership (the Partnership) workforce planning will help us achieve much more than ensuring we have the right number of people, and in the correct roles and places. It is also a means to ensuring that we have the right people, in the right places, and who embody our vision for a collaborative, innovative, and ultimately successful Partnership centred on the needs of our patients, customers, and service users.

Therefore, workforce planning is a crucial tool to enabling the Partnership to realise our most important outcomes, and our vision for the future of health and social care – that is, enabling people in Clackmannanshire and Stirling to live full and positive lives within supportive communities.

How was this workforce plan created?

The Partnership's workforce planning framework was created by utilising the NHS six step method for Workforce Planning. This framework was agreed through a short life working group for workforce planning which was established in 2018, and comprised members from across all partnership areas (Clackmannanshire Council, Stirling Council, and the NHS).

This workforce plan covers the entire partnership workforce, and it is important to note that its scope impacts on all those who work as part of the partnership, our 3rd sector colleagues, informal workforce and volunteer workforce.

This workforce plan aims to provide a baseline for future workforce development planning across the partnership, and begins the process of establishing a common language across partner organisations in terms of workforce priorities and development; both now and in the future.

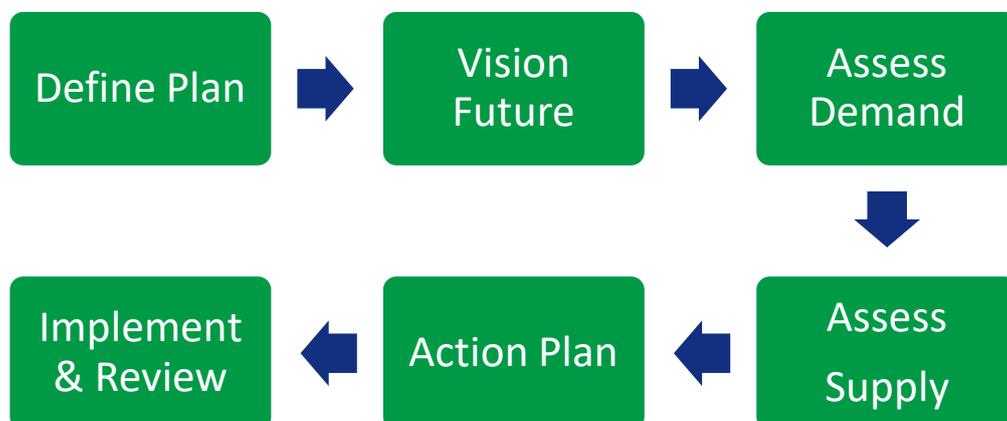


Fig 1: Workforce Planning Framework

Why do we undertake Workforce Planning?

Simply put, our workforce is our biggest asset. Without the compassion, experience and commitment of our workforce we will not be able to deliver on our ambitions for integration.

We are therefore committed to ensuring appropriate and relevant workforce development and support to enable successful integration of health and social care and to ensure a confident, competent and engaged workforce within the Partnership.

This commitment was articulated in detail within 'Caring Together', the Partnership's Integrated Workforce Plan for 2016-2019, which outlined the following priorities:

- Through an approach of caring together, we will ensure a workforce that is fit for the future of Health and Social Care;
- We will ensure that our service users get the right level of support early enough to deliver on our strategic outcomes;
- We will ensure our workforce feels engaged with the work they do and are supported and empowered to continuously improve the information, support, care and treatment they provide;
- At the heart of the care and support provided will be a culture of collaboration putting the service user at the centre and creating connections between partner organisations to share skills, knowledge and resources to deliver improved services and outcomes; and
- We will ensure that our workforce delivers best value, making the best use of available resources within an environment that strives for quality, efficiency, safety and integration at every opportunity.

This workforce plan builds on these priorities, and provides a clear pathway for developing our workforce both now, and in the future. Additionally this plan seeks to define specific actions which will help realise our priorities, and establishes the measures we will put in place to evaluate and review their success.

The Strategic Context

It is likely that over the next three years the context in which the Partnership provides its services will remain challenging. Beyond our local environment, national challenges such as Britain's exit from the European Union will create ongoing economic uncertainty which will impact across partner organisations (both local authority and the NHS). At the same time, the need and pace for transformational change both within the Partnership, and at individual organisation level outside of health and social care integration, will continue to create challenges and difficulties both for our current and future workforce.

A combination of increased demand for services, coupled with continued reductions in funding at local authority level will mean that our Partnership workforce cannot continue to work in ways which maintain the status quo. Furthermore, it is likely that our current workforce will also make up a significant portion of our future workforce over the next three years; thereby creating opportunities, and challenges, when upskilling our workforce to meet the rapidly changing demands of our citizens.

The shift in demand for our services means that the requirement for significant operational and cultural change to enable successful integration will be predicated on the collaboration and innovation of our workforce. We will require a workforce capable and supported to take current working practices and harmonise them, with the aim of creating a seamless and person-centred provision of care within Clackmannanshire and Stirling.

We recognise that this process cannot happen overnight; and, that to enable these changes we require a workforce who are engaged, motivated and driven by a passion to make a real difference in our citizens lives. This means focussing on the development of our workforce and our leaders at all levels, providing opportunities for career progression and learning, and engaging with staff so that their views and ideas are used to help develop our services.

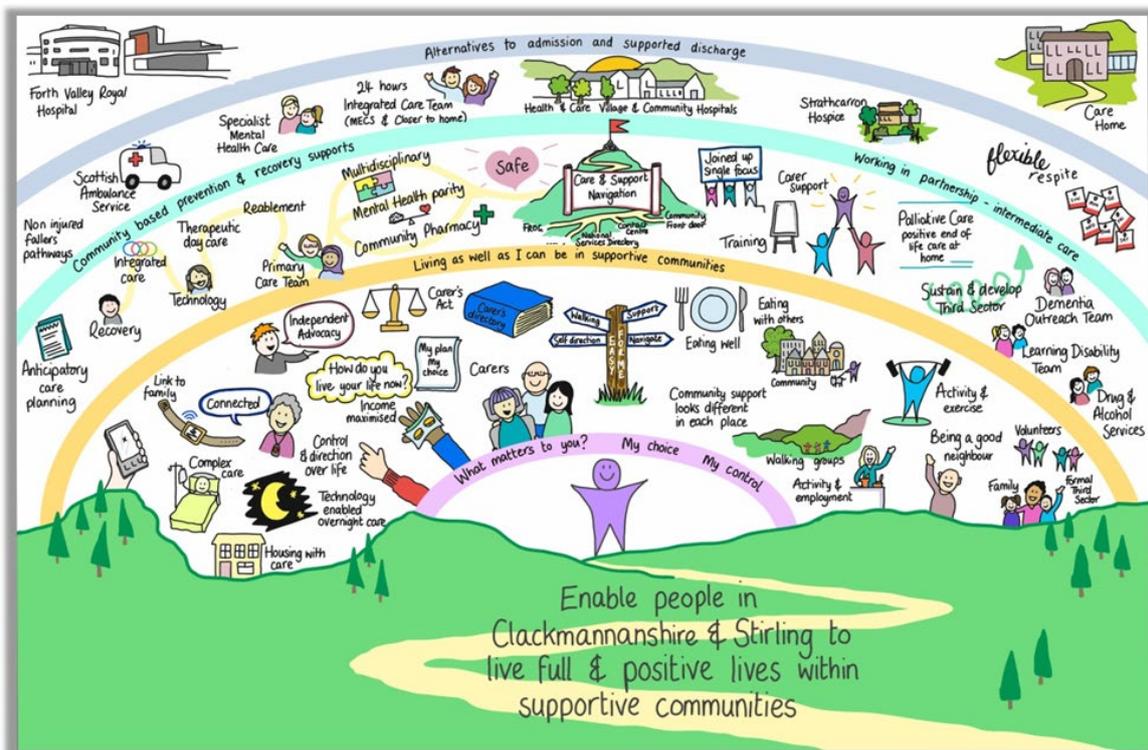
So whilst the contexts in which the Partnership operates will remain challenging over the next three years, this workforce plan, in addition to the Partnership's Strategic Commissioning Plan and Strategic Needs Assessment, provides a clear baseline as to how we can continue to improve services for the citizens of Clackmannanshire and Stirling.

Our Partnership Vision and Principles

Our Vision is to enable people in Clackmannanshire and Stirling to live full and positive lives within supportive communities

To consider the meaning of this vision, a collaborative exercise was undertaken with a graphic artist and members of our Strategic Planning Group. They were able to illustrate what the vision means for our Partnership, and our communities. This Rich Picture has been used in the development of this Strategic Commissioning Plan, guiding our discussions and next steps with our communities.

A larger version of this illustration is provided at Annex B of this document.

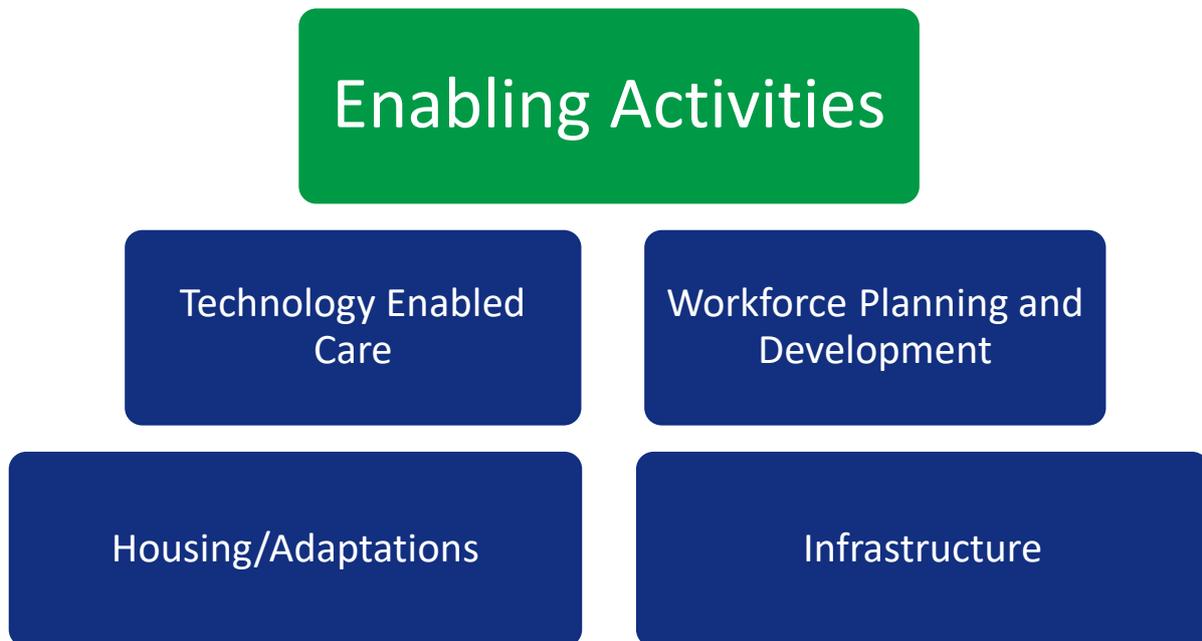


Our key priorities for 2019-22

Our Strategic Commissioning Plan for the period 2019-22 defines our key priorities and enabling activities. They are as follows:

Vision	Priorities	Enabling Activities				Strategies and Initiatives to deliver change
...to enable people in the Clackmannanshire and Stirling Health & Social Care Partnership area to live full and positive lives within supportive communities	Care Closer to Home	Technology Enabled Care	Workforce Planning and Development	Housing / Adaptations	Infrastructure	Intermediate Care Strategy
	Primary Care Transformation					Primary Care Improvement Plan
	Caring, Connected Communities					Carers (Scotland) Act 2016 Community Empowerment (Scotland) Act 2015 Free Personal Care for under 65's 'A Connected Scotland: our strategy for tackling isolation and loneliness and building stronger social connections' Public Health Priorities for Scotland
	Mental Health					Mental Health Strategy
	Supporting people living with Dementia					Dementia Strategy
	Alcohol and drugs					Forth Valley ADP Strategy

Our Enabling Activities



Our Current Partnership Workforce

The Integration of Health and Social Care services requires all partners to work together in new ways to support transformational change at all levels of their organisations. When determining the future workforce requirements we must take account of our existing workforce, developing roles and skills.

Our Health and Social Care Workforce

Whilst Clackmannanshire Council, NHS Forth Valley and Stirling Council already have separate systems in place to collect data on their workforce, a systematic and harmonised approach to collect a single data set on the Health and Social Care workforce across all sectors remains challenging. Going forward the Partnership will continue work to harmonise systems, policies, and processes with the goal of being able to provide more in depth, and ultimately more useful data to support workforce planning going forward.

The Partnership has a largely permanent workforce which indicates the investment it has made to ensure stability and continuity within services, while respecting individual career pathways.

The workforce is predominantly female, which presents a challenge as to how to promote careers in health and social care to our male demographic. Currently, the Partnership continues to actively work with schools and colleges to promote health and social care careers and needs to do more to target the male workforce to explore the range of careers to which they could contribute.

Overall there is an ageing demographic within the workforce in both health and social care professions. Active efforts to re-balance this and to have appropriate succession planning in place is required, as a significant number of employees will retire within the next 10 years.

There is also a requirement to work collegiately with local schools, colleges and universities to promote the Partnership as a positive place to work for those interested in a health and social care career.

Our informal & voluntary workforces

The informal workforce are acknowledged and valued for the significant amount of unpaid care they provide to family, loved ones and friends, with many not even recognising themselves as Carers. With the introduction of the Carers (Scotland) Act (2016) which took effect on 1 April 2018, a Partnership Implementation Group has been in place to ensure that Carers are placed firmly as equal partners in care. All Partnership staff irrespective of role have an important role to play in identifying Carers and signposting these individuals to services that can help them. This is even more important with 'hidden' Carers who may not even realise that they are a Carer.

Additionally, the contribution of our voluntary workforce plays a vital role in achieving the vision and priorities of the Partnership. Continued engagement with voluntary organisations, with an aim to fostering and developing partnership working arrangements, will ensure that we can support voluntary groups and individuals in the critical role which they undertake.

Our Key Demand Drivers

On 1 April 2016 the Partnership published its first strategic plan to cover the period 2016-2019. The plan sets out how we intend to meet the current needs of the population as well as considering projected population changes. A key theme throughout was making the best use of our resources to deliver efficient and effective health and social care. In order to support the production of the plan a strategic needs assessment was produced to provide an understanding of the health and care needs of our local population.

Since its original publication, an update to the Strategic Needs Assessment has been provided, with the Partnership also publishing an updated Strategic Commissioning Plan for the period 2019-22.

Our Strategic Commissioning Plan defines the key priorities and future demand drivers for the Partnership. They are defined as:

Care Closer to Home

A range of integrated services can support people in their own homes, reducing dependence on acute hospital admission. This approach ensures that people can receive the right support at the right time from the right person, and to do so requires a workforce with the appropriate competences to deliver this. These services include:-

- Bed based intermediate care delivered from the Bellfield Centre and Clackmannanshire Community Health Centre;
- Community supports from Reablement teams;
- Enhanced Care Team of community nursing and allied health professionals; and
- Technology Enabled Care responder teams.

Primary Care Transformation

Access to GPs and primary care matters greatly to people and the wider health and care system. People need quick access to the right professional and an understanding of new ways of working which are clear for people to navigate.

Work is being done to recruit to positions within primary care to support transformation, along with education and awareness for practice administration staff to ensure appropriate and safe screening of people when they need help.

Caring, Connected Communities

Informal supports within our communities and neighbourhoods ensure that people feel connected and can live well. Reducing loneliness and isolation is important to both people being cared for, and their unpaid carers. This requires a whole system approach, which seeks to involve and engage with communities, the 3rd and Independent Sectors, to exploit the richness that every neighbourhood can provide in supporting its citizens.

This requires innovative thinking which seeks to collaborate with everyone, to build services and opportunities which connect communities.

Mental Health

Scotland's Mental Health Strategy calls for parity of esteem with physical ill health. Services are working to ensure that people accessing services for support with mental health problems do not experience a lesser service than those accessing support for physical ill health.

This again requires appropriate support for the induction, and on-going learning needs of the mental health workforce. It also requires us to consider the mental health needs of our workforce to ensure that we foster a culture of compassion and kindness to one another to make our services healthy places to work within.

Alcohol and Drug Partnership

In the partnership we require to align the work of our Alcohol and Drug Partnership with that of the HSCP. Within this there will be realisable benefits for the workforce to engage in wider learning and development opportunities previously not open to them. Greater understanding of substance misuse, alcohol problems and the harmful affects that these can have on all of our citizens is interdependent with the other HSCP priorities.

Dementia

People living with dementia tell us that they wish to remain in their own homes for as long as possible, and that they remain included in their communities, and in society in general. The partnership will continue to promote dementia awareness with wider community groups to help underpin this priority.

For the wider workforce, the partnership engages in the Promoting Excellence Framework, delivering Dementia Skilled training to relevant practitioners. The partnership will also continue to engage in the national Dementia Champions programme, while also working with Dementia Services Development Centre at Stirling University to explore all appropriate new and innovative learning and development opportunities.

Our community profile

A key driver of demand for Services across Clackmannanshire and Stirling is the distribution of our population, and the individual needs and requirements that come with a rapidly shifting demographic.

The table below illustrates the population profile across the Partnership. Clackmannanshire and Stirling as a whole has an estimated population of 145,100 with Stirling accounting for 65% (93,750) and Clackmannanshire for 35% (51,350).

Age Group	Clackmannanshire			Stirling			Clackmannanshire & Stirling		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
0-15	9,024	4,621	4,403	15,493	7,902	7,591	24,517	12,523	11,994
16-49	21,397	10,650	10,747	41,933	20,140	21,793	63,330	30,790	32,540
50-64	11,046	5,428	5,618	18,899	9,236	9,663	29,945	14,664	15,281
65-74	5,955	2,822	3,133	9,651	4,601	5,050	15,606	7,423	8,183
75+	3,928	1,646	2,282	7,774	3,202	4,572	11,702	4,848	6,854
Total	51,350	25,167	26,183	93,750	45,081	48,669	145,100	70,248	74,852

Fig 2: National Records of Scotland (NRS) population estimates

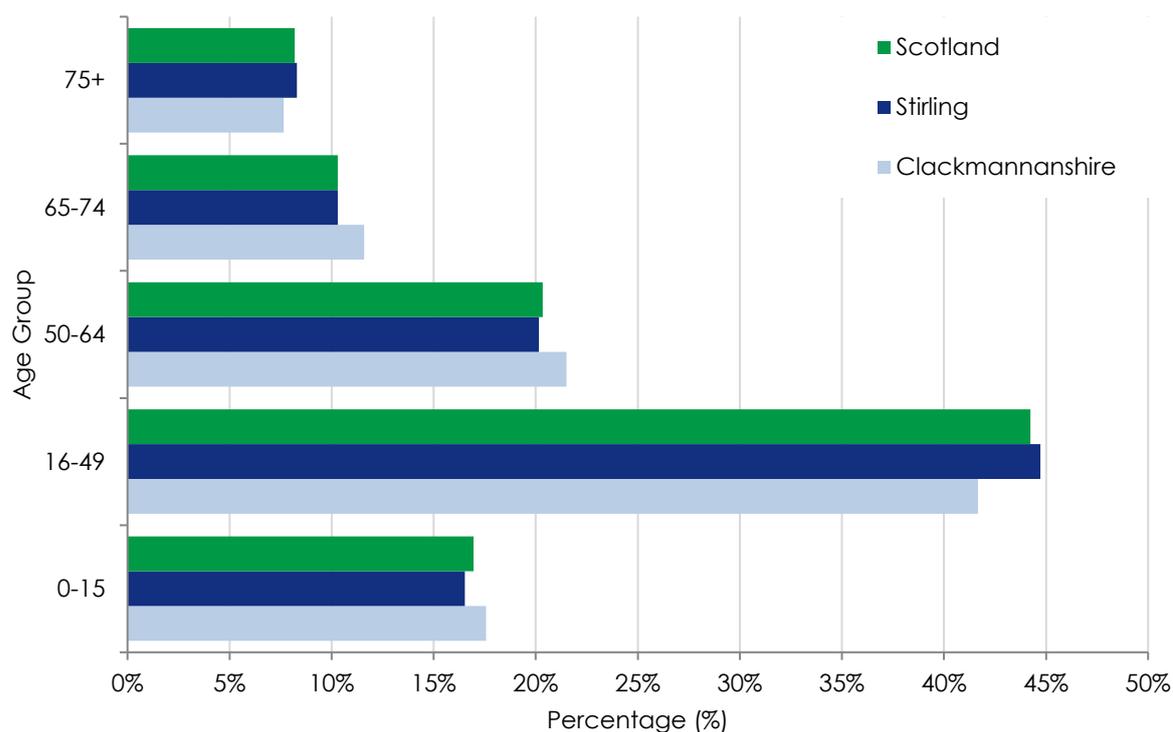


Fig 3: Clackmannanshire & Stirling age distribution (Scotland comparison)

The figures presented above illustrate that the age profile in Clackmannanshire and Stirling is very similar to that of Scotland as a whole. Roughly 65% of the population are aged between 16 and 64, around 17% under 16, around 10% aged 65-74 and 8% aged over 75.

Projected population

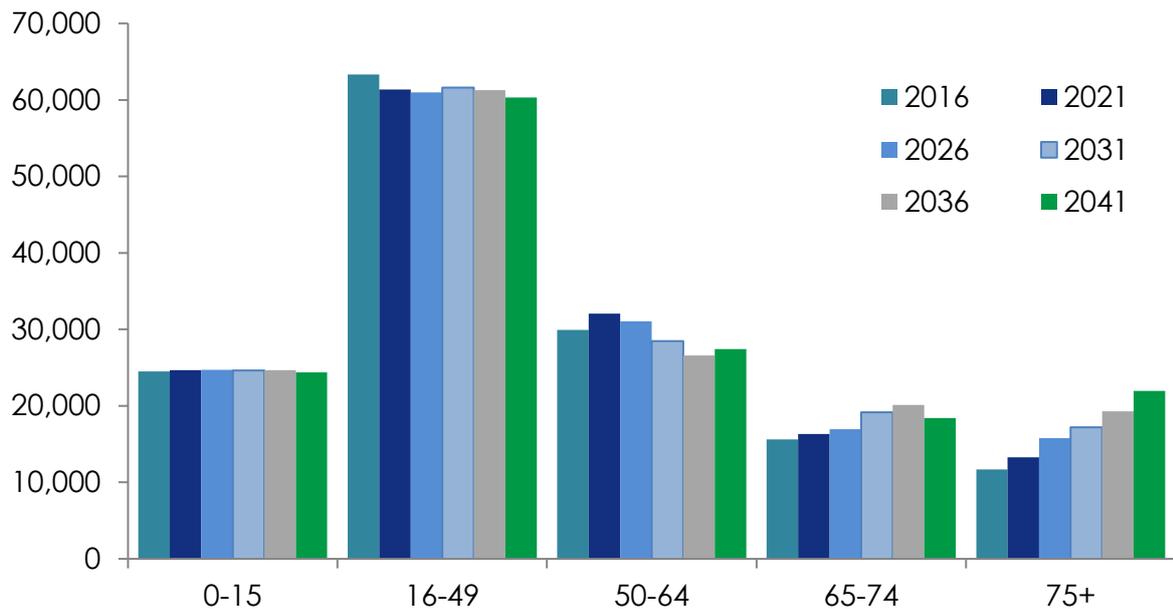


Fig 4: Population Projections for Clackmannanshire and Stirling HSCP

The chart above shows that:

- The overall population is projected to increase by 5% by 2041. There are however differences in the age profile with the older aged population projected to increase considerably.
- In Clackmannanshire the older population is predicted to increase at the same time as the working age population is decreasing. This means that at the same time as demand for services could be increasing, it could be more challenging to employ the workforce to meet this demand.
- For people of pensionable age and over, Clackmannanshire's population is expected to increase by 27.5% by 2041 and Stirling's by 29.3% and for those aged 75 and over by 99.5% in Clackmannanshire and 81.5% in Stirling. Older people are generally high users of services and this could impact significantly on demand for services.

The increase in citizens' age across our Partnership means that more than ever we require a workforce which is innovative, collaborative, and which can find solutions amongst the most challenging of scenarios. For the Partnership, working in the same manner, within the same silos, and with the same processes and procedures will no longer be an option.

We also recognise that to meet the change in our demographics we will need to engage with, and transform not only our core workforce amongst our three partner organisations, but also seek to pro-actively engage and consult with our 3rd sector, informal, and voluntary workforces, in order develop a cohesive and shared learning environment which recognises all our strengths, and plays to these advantages for the benefits of our citizens.

Our Future Workforce

As a partnership we recognise that in the future we will require a different type of workforce skilled to meet the demands of both integration, and our citizens. Consultation with key stakeholders as part of our Strategic Planning Group has demonstrated that traditional ways of working, or the status quo, will no longer be enough to meet the challenges we will face in the future; and, that for integration to succeed we will need staff, managers, and leaders who are enabled to show innovation, collaboration at all levels, and who are no longer bound by traditional bureaucracy or ways of working.

We recognise that this radical shift in both operational practices and our working culture cannot happen overnight. We also recognise that to enable this change we need to focus on key development areas which will act as catalysts for transforming our Partnership, which we outline below.

Investing in our Workforce's Skills to Meet Shifting Demands

Currently, workforce development, and learning and development are supported through employing separate partner organisation policy and procedures; however, it is the intention over the next three years to work towards a shared set of protocols for the Partnership to promote integrated ways of working, equity, quality and breadth of learning. These protocols will include:

- Induction, statutory, mandatory and core learning and training;
- Professional registration requirements;
- Supervision, appraisal (performance review) and practice development;
- Continuing Professional Development;
- Career development (including supporting students and volunteers); and
- Research and practice development opportunities to support the Partnership as a learning organisation at the forefront of evidence-based practice.

We will ensure that the Partnership's Workforce Development & Training Framework adopts the following principles in relation to Joint Workforce Development and Training. We will:

- Ensure that the focus of all Partnership Workforce Development and Training activity is on developing shared knowledge, skills and competencies that support the delivery of Partnership goals and outcomes;
- Ensure that development needs are accurately identified and aligned with strategic priorities;
- Ensure that workforce development and training is undertaken via effective and efficient delivery methods and implemented in a timely manner;
- Ensure evaluation of workforce development and training activity at varied levels, and that the Framework itself is regularly reviewed to ensure it is fit-for-purpose;

- Use a range of different approaches to meet development needs, ensuring an appropriate blend of formal and non-formal delivery methods;
- Ensure that resources available within the Partnership for workforce development and training are used as effectively as possible and capacity for doing so within the Partnership explored before resources are procured outwith. This will be further enabled by working with other agencies, locally and nationally;
- Adopt a needs-based and flexible (rather than a 'one-size fits-all') approach, as appropriate; and
- Maximise opportunities for inter-professional / inter-agency learning including with our third sector partners.

Equipping Our Workforce for Digital Transformation

As highlighted by the recently published Digital Health and Care Strategy, digital technology will play a critical role in better informing the way we design and shape services, transform the way those services can be delivered, and have capacity to make care provision more effective, efficient and responsive to the needs of our citizens and communities. Critically, technology also holds the potential to empower individuals to live more independently and manage their own care at home.

As the strategy recognises, *'workforce development in digital skills and capabilities across the whole health and care sector underpins the successful uptake and use of digital technologies'*.

With this in mind during 2019-2022 we will review the current capability of our workforce to work, learn and lead digitally, with any skills gaps and key issues identified addressed under the joint Training and Development framework. We will ensure that:

- Everyone involved in delivering health and social care and support for the Partnership has the confidence and competence to work digitally;
- All staff have the opportunity to develop their digital skills in order to lead more successful, digitally enabled work and home lives;
- Digital learning is recognised as a crucial part of workforce development, and part of a blended approach to learning and development including the achievement of standards and qualifications (making use of digital accreditation e.g. Open Badges where possible); and
- We develop digital leaders – capable of transforming of our Services, and leveraging the benefits of digital through their decision making processes.

Developing Collaborative and Innovative Leaders for the Future

The rapid pace of change within the Partnership, and the current white water of public sector finances, has created particularly acute challenges for our managers and leaders. To navigate these changes we require leaders capable of going beyond standard norms, and who are motivated, inspired and encouraged to seek out new ways of working.

To address these challenges the next three years will see the partnership focus on developing leadership capabilities at all levels, based on the following leadership qualities as identified for health and social care integration by Leadership for Integration (a joint partnership by NHS Education for Scotland, the Royal College of General Practitioners Scotland and the Scottish Social Services Council):

VISION	EMPOWERING
<ul style="list-style-type: none"> • Seeing how best to make a difference • Communicating and promoting ownership of the vision • Promoting a public service ethos • Thinking and planning strategically 	<ul style="list-style-type: none"> • Enabling leadership at all levels • Driving a knowledge sharing culture • Promoting professional autonomy • Involving People in development and improvement
SELF-LEADERSHIP	COLLABORATING AND INFLUENCING
<ul style="list-style-type: none"> • Demonstrating and adapting leadership • Improving own leadership • Enabling intelligent risk-taking • Demonstrating and promoting resilience • Challenging discrimination and equality 	<ul style="list-style-type: none"> • Leading partnership working • Influencing people • Understanding and valuing the perspectives of others
MOTIVATING AND INSPIRING	CREATIVITY AND INNOVATION
<ul style="list-style-type: none"> • Inspiring people by personal example • Recognising and valuing the contribution of others • Driving the creation of a learning and performance culture 	<ul style="list-style-type: none"> • Seeing opportunities to do things differently • Promoting and supporting creativity and innovation • Leading and managing change

Fig 5: Required Leadership capabilities (Leadership for Integration)

A programme of leadership development will be co-produced with managers and teams to help them recognise their own leadership strengths and sources of resilience and to help team and service leads to do so more collaboratively and effectively in delivering integrated care. All leadership development will be focused on shared and collaborative practice and will include a focus on relationships and partnership working with the third and independent sectors.

Engaging and Motivating our Workforce

Evidence shows us that having engaged, healthy staff leads to increased productivity and an overall happier workforce. How our workforce feel when they are at work is key to the successful delivery of high quality outcomes for our citizens. Staff engagement is therefore a key element needed to help the Partnership workforce meet the range of challenges that it faces and to deliver our key priorities.

By involving staff in decisions and communicating clearly with them, we will seek to maintain and improve staff morale, especially during periods of significant change. Our Strategic Planning Group has reflected this sentiment, outlining during consultation on workforce planning that engagement needs to happen at all levels of the partnership – from the big picture initiatives, to day to day communication between staff, managers and executives.

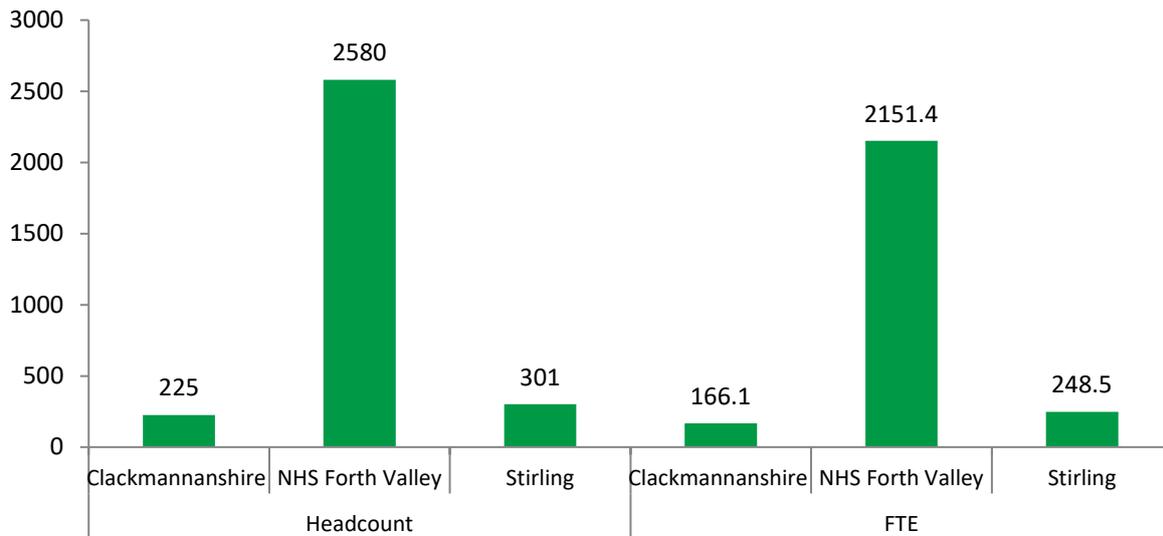
The Partnership's Participation and Engagement Strategy for 2019-2022 outlines the priorities which we need to take forward in order to improve the engagement and motivation of our staff, and, whilst many programmes of work will be underway already within partner organisations there is a need to ensure that this work is harmonised across all areas. We will:

- Share current practice in change management and agree a Partnership standard for change programmes, which includes a focus on developing our culture;
- Agree shared Partnership values and behaviours which will support a culture of collaboration, Person-Centredness and personal outcome approaches;
- Ensure respective organisational support staff are fully briefed, engaged and aligned to supporting the Partnership Workforce Plan;
- Ensure full and proactive staff engagement and involvement through the establishment of consultation meetings and Joint Forums; ensuring Staff /Trade Unions are engaged, with mechanisms for full engagement with the Partnership leadership group and staff;
- Ensure managers and leaders establish and embed staff engagement systems and process as the norm in their working practices to ensure that staff are able to engage with managers on any issues;
- Continue to develop and maintain a range of communication and feedback channels with staff, providing clear, consistent information through a range of different media;
- Implementation of a joint approach to measuring Staff Experience based on the NHS iMatter continuous improvement model; and
- Take forward a review of workforce policies and procedures with a view to harmonisation across partner organisations, where practicable, and in order to support team working for integration.

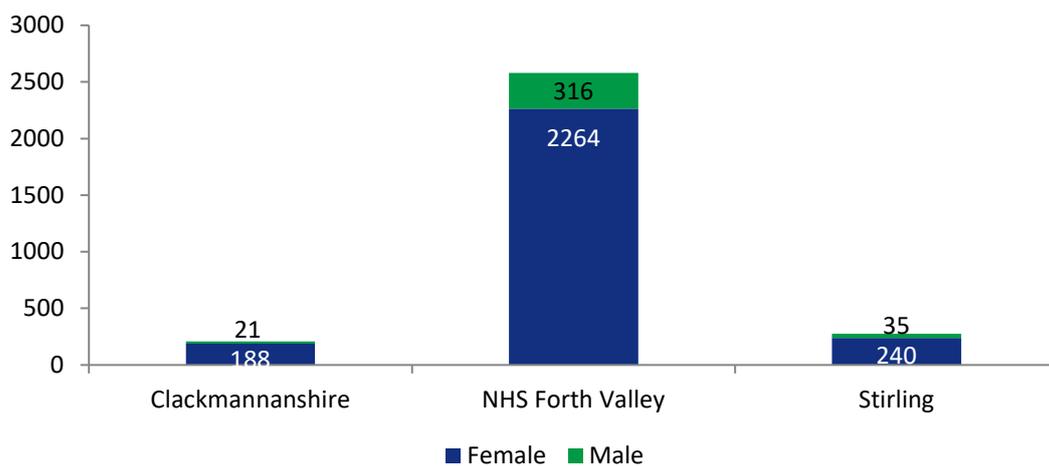
Appendix A: Our Current Partnership Workforce

The figures presented are a snapshot of the Clackmannanshire and Stirling Health and Social Care Partnership workforce. The data represents partnership staff only, and does not consider the wider workforce which will include partnership working and collaboration with 3rd sector colleagues, our informal workforce, and our volunteer workforce.

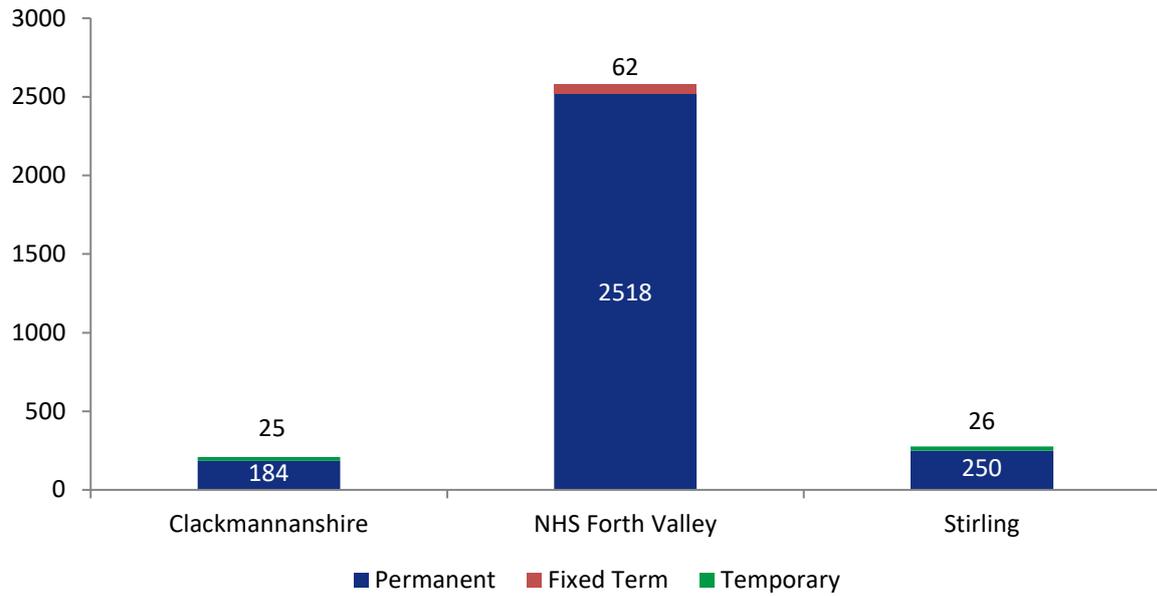
Headcount and Full Time Equivalent



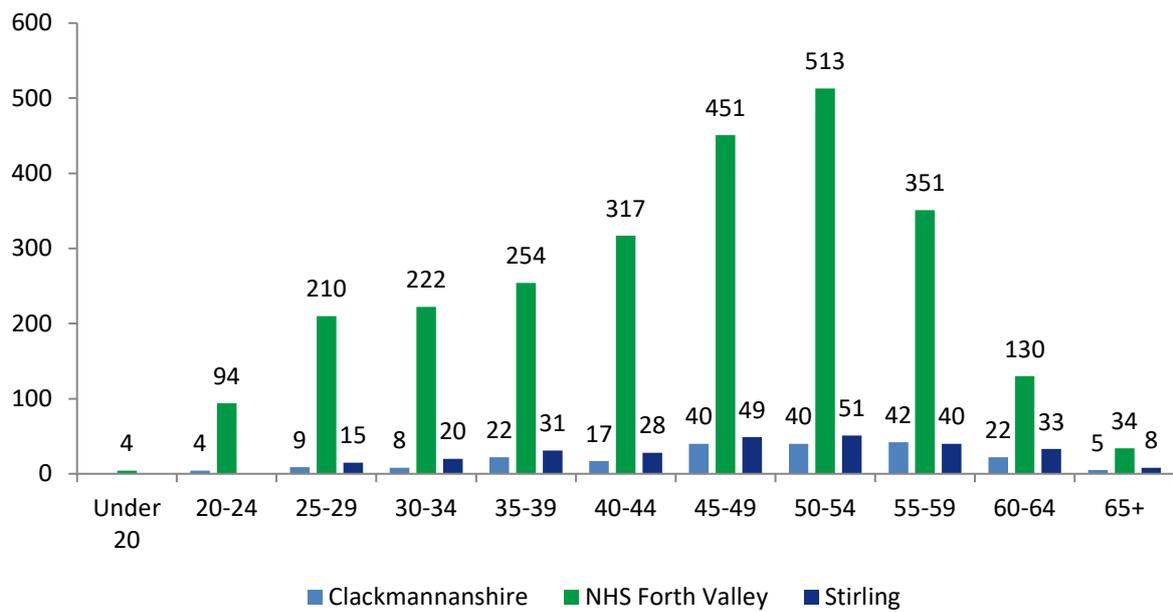
Gender



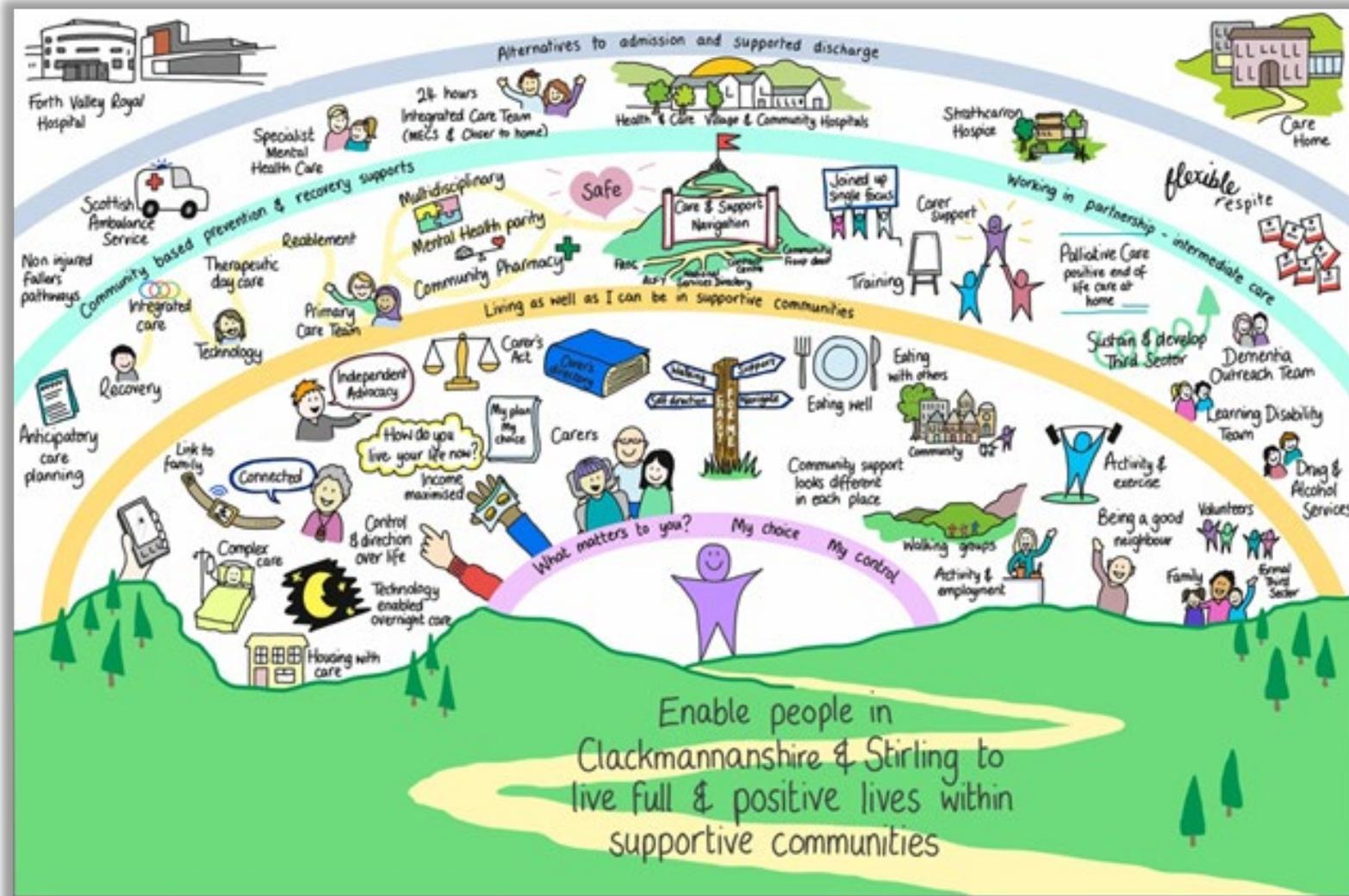
Contract Status



Age



Annex B: Our Partnership Vision



Annex C: Action Plan

Theme: Staff Skills and Knowledge Development

Our Aim	Why	Specific Actions	Timescales	How we will monitor & measure success
Refresh the Partnerships Workforce Development and Training Plan	Properly focused, aligned and equitable learning and development pathways will create career development opportunities, increase belonging within the Partnership and build a clear identity for our staff members at all levels.	<ul style="list-style-type: none"> Reconvene the Partnership OD & Workforce Development (OD/WD) Group Provide a refresh of the Workforce Development & Training Plan to the SPG Consult with the SPG on the Workforce Development & Training Plan 	<p>Q1 19/20</p> <p>Within 19/20</p> <p>Within 19/20</p>	<p>Approval of the Training & Workforce Development Plan through the IJB</p> <p>(%) of Partnership staff undertaking training within the Development Framework</p>
Ensure all partnership workforce development activity promotes the shared knowledge, skills and competencies that support the delivery of our outcomes	Our training and development interventions should offer more than just an opportunity to upskill in a particular subject, or skill area. They should be seen as an opportunity to network, to develop engagement with staff in our workforce, and to promote and embed shared values, competencies and skills.	<ul style="list-style-type: none"> OD/WD Group to have representation from all Partners, including 3rd Sector OD/WD Group to leverage the SPG as a consultative group to ensure deliverables are tied to Partnership outcomes Shared Partnership Skills Analysis to be undertaken to inform future L&D plans, and create a shared learning pathway for social and health care workers (thereby increasing workforce flexibility) 	<p>Q1 19/20</p> <p>Ongoing</p> <p>April 2020</p>	<p>Representation of all partner organisations on the OD/WD Group</p> <p>Presentation of Partnership Skills Analysis to the IJB Group in Q1 2020</p> <p>(%) of Partnership staff undertaking training within the Development Framework</p>

Explore options to increase staff engagement at all levels of the Partnership	Staff engagement within our Partnership is key to developing our Services, and for changing our organisational culture to one of collaboration and innovation.	<ul style="list-style-type: none"> Partnership to use iMatter results to inform Service based, and team led workforce development. 	April 2020	Publication of Partnership iMatter results
Creation of a shared induction process	Induction is key to fostering a sense of engagement with an organisation; and, is particularly important where ways of working, traditional barriers, and cultures are being challenged and developed by our Partnership approach.	<ul style="list-style-type: none"> Identify specific lead to take forward creation of a joint induction process Shared induction process to be presented to the SPG as part of their development sessions in order to check content 	Q1 19/20 December 2019	<p>Presentation of completed Shared Induction process to IJB within Q3 2019</p> <p>(%) of new partnership staff completing Shared Induction process</p>
Ensure partnership resources are used effectively to enable collaboration and joint working	Developing OD and WD initiatives requires staff who are clear on their obligations, their roles, and how their contributions help realise the Partnership's priorities and outcomes.	<ul style="list-style-type: none"> Terms of reference for OD/WD Group to be refreshed in order to clarify roles & responsibilities, and ensure equitable spread of time and resources across partner organisations 	Q1 19/20	Refreshed Terms of Reference approved by OD/WD Group within Q1 19/20
Maximise opportunities for inter-professional / inter-agency learning including 3 rd sector partners	Properly focused, aligned and equitable learning and development pathways will not only create career development opportunities, but a sense of true partnership between NHS, LA, and 3 rd Sector colleagues.	<ul style="list-style-type: none"> L&D leads to explore options for inter-professional learning opportunities L&D leads to explore how Elearning and blended learning approaches can be leveraged across partner organisations 	To fall in line with Shared Skills Analysis and Training and Development Framework – Apr 2020	(%) of Partnership staff , 3 rd Sector, and Voluntary workforce undertaking training within the Development Framework
Promote a shared, partnership approach to L&D and skills development with staff	For training and development to be effectively promoted there needs to be a cohesive brand which promotes inclusivity and partnership.	<ul style="list-style-type: none"> L&D leads to explore options for partnership L&D branding, thereby creating a sense of ownership and identity for staff 	Q3 2019/20	Partnership branding launched and attached to development opportunities

Theme: Developing Collaborative leadership

Our Aim	Why	Specific Actions	Timescales	How we will monitor & measure success
Support the development of leadership training opportunities which promote collaboration, compassion, and resilience	A programme of leadership development will be co-produced with managers and teams to help them recognise their own leadership strengths, sources of resilience, and to help team and service leads to do so more collaboratively and effectively in delivering integrated care.	<ul style="list-style-type: none"> Partnership OD/WD Group to explore leadership development opportunities, utilising both external and in-house training solutions with a view to implementing within 2020/21 financial year OD/WD Group to bring forward leadership development proposals for all levels of management to the SPG in order to sense check aims, content, audience, and outcomes 	Options Appraisal to be presented to Strategic Leadership Group within Q4 2019/20 . Implementation of programme within over 2020-22 .	(%) of Partnership Managers engaged in Leadership and Development Programme. (%) increase in staff engagement levels when compared against the iMatter Continuous Improvement model
Ensure leadership development opportunities are provided at all levels of management				
Involve leaders from across partner organisations to emphasise co-dependency and more buy in to integrated services				
Create development pathways for our leaders – emphasising and recognising that our current staff members are our future leaders				
Provide development opportunities for SPG members on a continuing basis to embed and promote a shared vision and working culture	The Strategic Planning Group is a key enabling body to realising effective partnership working across Clackmannanshire and Stirling. The expertise of this group, and their ability to act as a critical eye to strategic initiatives should be further leveraged through ongoing development.	<ul style="list-style-type: none"> SPG members to be provided with a rolling series of development events as part of their scheduled meeting cycle. OD Leads to create calendar of development events in line with SPG meeting cycle 	Ongoing as part of SPG meeting cycle.	Ongoing feedback and evaluation of SPG sessions sought via group membership

Theme: Engaging and Motivating our Workforce

Our Aim	Why	Specific Actions	Timescales	How we will monitor & measure success
Ensure a harmonised approach to engagement, particularly with regards to change management.	A managed, consistent, and clear approach to cross-organisational engagement will promote our values and priorities.	<ul style="list-style-type: none"> Undertake and refresh the Partnership's Participation and Engagement Strategy 	Update for Q2 2019/20	(%) increase in staff engagement, amongst other both quantitative and qualitative measures, accomplished via the iMatter Continuous Improvement model, and through reference to the deliverables within the Participation and Engagement Strategy,
Embed partnership values and behaviours which support collaboration and a person-centred approach	Our values, behaviours, and priorities should drive and be at the forefront of how our staff works on a day to day basis.	<ul style="list-style-type: none"> Values and behaviours to sit at the heart of OD / LD activity, creating a thread from strategic level interventions to the Partnership's shared L&D pathways 	Ongoing	
Ensure the roll out of an appropriate staff experience and continuous improvement model	We cannot effectively provide support to our workforce without understanding the positives, and challenges, within individual teams and work areas.	<ul style="list-style-type: none"> OD / LD leads to co-ordinate roll out of the iMatter Continuous Improvement Cycle, including allocation of resources, promotion, and collation of data ahead of roll out 	Roll out May 2019 , then annually thereafter	
Explore staff communication options from strategic to shop floor level in order to promote partnership values	A managed, consistent, and clear approach to cross-organisational engagement will promote our values and priorities.	<ul style="list-style-type: none"> Undertake a refresh of the Partnership's Participation and engagement Strategy, ensuring engagement opportunities are outlined at each level (e.g. Executive, Strategic, Middle Manager, Staff) 	TBC by Participation and Engagement Working Group	
Create feedback and communication systems which both promote good news stories, and seeks honest and useful feedback from staff	A managed, consistent, and clear approach to cross-organisational engagement will promote our values and priorities.	<ul style="list-style-type: none"> Continue to offer a range of communication options, e.g. newsletters, cascades, which promote success and invite feedback 	To fall in line with the refreshed Partnership and Engagement Strategy	

Theme: Enabling Partnership Working

Our Aim	Why	Specific Actions	Timescales	How we will monitor & measure success
Undertake lessons learned from our successes with integrated working. Assess what went well, what could be improved, and apply it to later developments and initiatives	A developing partnership, with revised procedures, policies and processes requires a feedback mechanism capable of capturing successes, challenges and failures in order to develop and improve moving forward.	<ul style="list-style-type: none"> • Successes to be promoted through communication strategy, and included within ongoing engagement activities • Undertake lessons learned from integration projects with specific emphasis on partnership working enablers 	To fall in line with the refreshed Partnership and Engagement Strategy	Number of lessons learned evaluations undertaken within the financial year.
Consider inclusion of voluntary and 3 rd sector service professionals in workforce development opportunities, as required and as is appropriate to do so	True Partnership working requires us to take cognisance of the contributions which our voluntary and 3 rd sector makes, and the improved incomes which could be realised from increased partnership working.	<ul style="list-style-type: none"> • Project plans for engagement and workforce development to include specific consideration of 3rd sector inclusion 	Ongoing	Number of 3 rd Sector colleagues engaged in ongoing workforce development work.
Define the expectations on each partner organisation in order to share responsibility and establish agreed way of working	True partnership working requires a workforce who are clear about their responsibilities and are enabled to contribute effectively towards our goals and priorities.	<ul style="list-style-type: none"> • Partnership to define strategic leads for work areas (e.g. HR, IT) • Workforce Development and Training Plan to define expectations on each partner organisation 	Ongoing Apr 2020	Strategic Leads are identified and documented, with regular updating where necessary.

<p>Work to harmonise data, policies, and processes in order to promote effective workforce planning</p>	<p>Effective workforce planning requires data and processes which are harmonised; thereby enabling effective supply and demand forecasts and robust future planning.</p>	<ul style="list-style-type: none"> • Effective workforce planning relies on harmonised organisational information. HR leads to define a framework of HR information which can be harmonised • Strategic leads for workforce planning to be identified within each partner organisation in order to enable 12monthly workforce plan refreshes. 	<p>TBC by HR Working Group</p>	<p>Ongoing evaluation through the workforce planning framework</p> <p>Number of organisational policies approved and harmonised for the Partnership</p>
<p>Recognise that opportunities for true partnership working come from staff members themselves and enable this culture development to happen</p>	<p>The development of our Partnership cannot be taken forward in isolation, by a select group of staff and managers. To fully realise our priority outcomes we require staff who are engaged, and enabled to raise suggestions for Service improvement in an environment and culture which promotes collaboration and innovation.</p>	<ul style="list-style-type: none"> • Continue to offer a range of communication options, e.g. newsletters, cascades, which promote success and invite feedback • Undertake a refresh of the Partnership’s Participation and engagement Strategy, ensuring engagement opportunities are outlined at each level (e.g. Executive, Strategic, Middle Manager, Staff) 	<p>TBC by Participation and Engagement Working Group</p>	<p>Number of Partnership newsletters distributed</p> <p>(%) increase in staff engagement, measured via the iMatter Continuous Improvement model</p> <p>Approval of refreshed Participation and Engagement Strategy via the IJB</p>