

WORKFORCE PLAN

2025 – 2028



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DIRECTOR'S FOREWORD

Our ability to deliver high quality, sustainable, accessible services that support East Lothian citizens to live independent, healthy lives, relies on the unwavering commitment and dedication of our staff. They are our greatest asset. Valuing, supporting and investing in our workforce is one of East Lothian Health and Social Care Partnership's key priorities.

East Lothian's population continues to increase and is ageing at a rate higher than other areas of the county. Even with reduced resources, staffing pressures and financial uncertainties, our teams have shown they are adaptable, agile and embrace everything that is thrown at them.

Over the past two years, our teams have undergone rigorous assessment and inspection across Adult Social Work, Support and Protection Services, Social Care, Care Homes, ongoing LCAS and applications for Endoscopy JAG Accreditation. Their efforts and achievements have been recognised with high praise. However, it is their response to evaluation, the way they have developed strategies, identified alternative practices, and delivered remedial change that is impressive. Showcasing their promise to improve service delivery and user outcomes, all while working within strict financial parameters.

Our collective teams have worked collaboratively, extending partnership and alliances. Have identified best practice and reacted to change at a heightened pace. Under pressure they have responded with innovation, challenging the status quo, and become leaders in identifying and delivering alternative means of care delivery.

This Workforce Plan highlights the challenges facing our organisation and collective services. It sets out an agenda which has been designed to address these challenges and capitalise on existing strengths and opportunities.

The Plan provides a framework which supports the development of flexible and sustainable staffing models with increased community partnerships including the third and education sector, to support and increase our workforce.

Our goal is to shape the future of health and social care through innovative thinking, collaborative working, and promoting personal independence. To achieve this, our focus is on building, enriching and supporting our experienced, skilled, resourced and professional workforce to meet the significant challenges that exist in health and social care within East Lothian, so they can support our citizens.

With the continued dedication and strength of our workforce, we have the essential qualities needed to rise to the challenges ahead.

I am immensely proud and incredibly grateful to every member of the Health and Social Care Partnership team. I thank them for all that they do and for all that we can, and will, achieve collectively and collaboratively going forward.



Fiona Wilson, Chief Officer

BACKGROUND

The East Lothian Health and Social Care Partnership (ELHSCP) consists of two partners: NHS Lothian (NHSL) and East Lothian Council (ELC).

These partners remain the employers of staff within ELHSCP, and both have detailed workforce plans. As a result, this plan does not duplicate the detail of these plans but builds on these to address common issues across the Partnership.

The Integration Joint Board (IJB) sets strategy, issues directions to ELHSCP for service delivery, and monitors performance against delivery. ELHSCP focuses on the delivery of health and social care services and supports the IJB Strategic Plan.

ELHSCP will continue to monitor workforce requirements using existing workforce planning measures, meeting statutory and regulation requirements alongside ongoing audit/inspection by the Care Inspectorate. The Health and Care (Staffing) (Scotland) Act 2019 will ensure requisite levels of staff are in place to meet expectations. Each of our partners will take a lead on the annual reporting required under the act. However, we will work closely with them to ensure that ELHSCP fulfil the requirements.

ELHSCP uses the workforce planning process to make sure it has the right people with the right skills in the right place at the right time. This workforce plan focuses on the 3 years from 2025 to 2028. It will also aim to look beyond that by setting foundations that will deliver requirements for many years to come. It outlines how ELHSCP will support and develop the capacity and abilities of people who contribute to the delivery of health and social care in East Lothian. The paid workforce includes people with a range of health and social care skills who are committed to working together in a single organisation. Their aim is to improve the lives of people within East Lothian who need health and social care support.

ELHSCP will place workforce and workforce development at the core of how it delivers on positive outcomes for individuals and its' strategic priorities.



ELHSCP will therefore work with partners to deliver integrated workforce planning which will include:



Profiling the workforce



Redefining career pathways



Integrating workforce policies and practices



Supporting proactive recruitment campaigns

The Workforce Development Plan concentrates on the following principles:

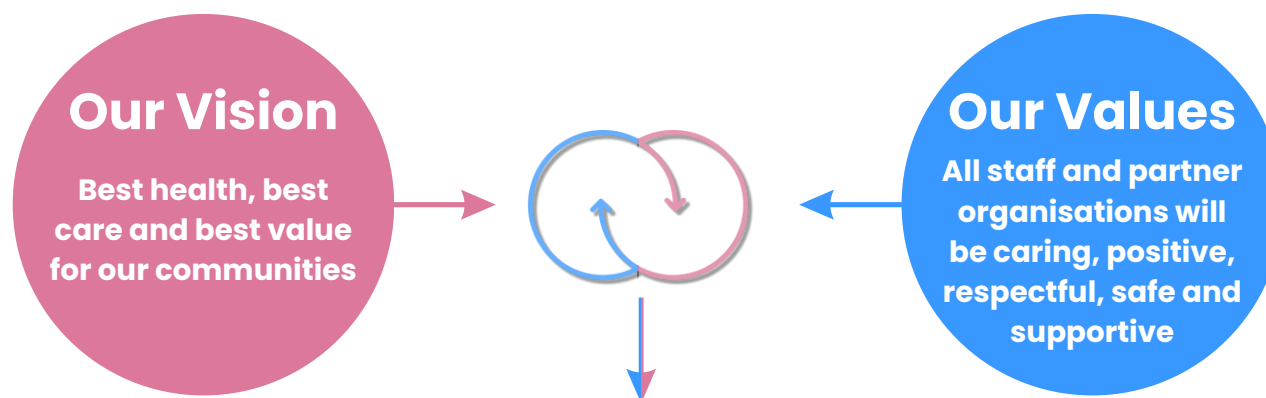
- Ensure that the focus of Partnership Workforce Development activity is on developing knowledge, skills and competencies that support the delivery of Partnership goals and outcomes;
- Ensure that development needs are accurately identified and aligned with strategic priorities;
- Ensure that workforce 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 to ensure it is fit-for-purpose;
- Use a range of different approaches to meet development needs, ensuring an appropriate blend of delivery methods (i.e. online, in-person, vocational);
- Ensure that resources available within ELHSCP for workforce development and training are used as effectively as possible and capacity for doing so within ELHSCP explored
- before resources are procured out with;
- 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.

All General Managers within ELHSCP were asked to respond with a workforce plan for their area. The workforce plan aims to set a baseline with regards to workforce information and data. This can then be referenced in future to identify and determine relevant trends and themes.

Partnership

We have taken a partnership approach in the development of our Workforce Plan. Our long-established collaborative approach ensures joined up working with our local statutory, independent, voluntary, and third sector partners and Trade Unions. All of whom make a significant contribution to ensure that East Lothian is a safe, secure, and attractive place to work. Underpinning this is a need to attract people to a career in health and social care and to sustain the workforce. There is also a need to make sure that staff feel valued, ensuring rates of pay and terms and conditions of employment are competitive and fair.

Considering all the aspects we need to approach workforce planning, ELHSCP will ensure recognition of contributions and support obtained from staff and sustain these as we progress. The action plan will be reviewed regularly at our Workforce Planning & Organisational Development Steering Group. The scale of ELHSCP's remit and activities is extensive. The workforce plan will never, nor should it attempt to, address every single aspect of ELHSCP's operation. The purpose of the workforce plan therefore is to establish, in broad terms, how best to ensure the workforce delivers ELHSCP's vision, values, and aims. Whilst achieving this, we will continue to encompass the values of both NHS Lothian and East Lothian Council, as the respective employers.



To ensure that our health and social care services are:

- Joined up for service users
- Taking account of the particular needs of individual service-users and their circumstances in different parts of the country
- Respecting our service-users' rights and take account of their dignity
- Taking account of the way that our service-users participate in their communities
- Protecting and improve our service-users' safety
- Improving the quality of our services and ensure that they are planned and delivered in a way that is engaged with our communities

In developing workforce plans, there is significant crossover with our partners – NHS Lothian and East Lothian Council – to ensure that work plans are interlinked and comprehensive. This ensures the output from the workforce plan presents a cohesive picture of health and care workforce need across East Lothian.

Our Workforce Planning & Development Steering Group consists of Senior Management and functions as a high-level strategic oversight group. It is responsible for advising senior management and the Workforce Development team on all workforce related matters including learning and development, recruitment and staffing issues within ELHSCP. The Group works with the guidance and support of key business partners from both partner organisations. They assist in the management of risks relating to the delivery of workforce planning and development priorities within the services and the wider partnership.

Staffing groups and services across ELHSCP include:

- Acute and Ongoing Care Services
- Adult Social Work Services
- Chalmers Sexual Health Centre
- Community Mental Health Team
- Community Nursing
- East Lothian Rehabilitation Service
- Learning Disabilities Team
- Outpatients Team
- Planning and Performance Teams
- Primary Care
- Substance Use Service

Community of East Lothian

East Lothian currently has an estimated population of 108,972 which is a 3% increase since 2018, which constitutes as the second largest increase nationally. This is compared to a 0.9% growth across Scotland in the same period. The population is projected to increase by a further 2.1% by the year 2025 and 4.1% by 2028 (compared to 0.5% and 0.9% across Scotland).

Our population of adults aged over 64 currently accounts for 20.9% of the population and those of working age accounts for 50.9% of current population. The ongoing trends show that by 2028, adults aged over 64 will account for 23.4% of the population and those of working age for 49.1%.

Although there are several housing developments being built throughout the region, the cost of property does not attract people who work in Health and Social Care. This means that north and east of the region become very difficult to recruit to, due to the distance and lack of public transport into these areas.

The migration of families into the area has also increased the number of schools and pupils who require immunisations, with an extra 60,000 childhood vaccinations delivered annually. The teams who cover services provided within the education estate are now covering over 400 schools. They have a very rigid agenda to enable them to include all schools. However, teacher and school staff strikes which have caused the closure of the schools delay these services and have a knock-on effect to the schedule of vaccinations.

| Age | 2018 | 2022 | 2025 | 2028 |
|--|-------|-------|-------|-------|
| 0-15 | 19350 | 19533 | 19322 | 19009 |
| 16-24 | 10092 | 9803 | 10127 | 10770 |
| 25-44 | 24103 | 25400 | 26234 | 26439 |
| 45-64 | 31075 | 31077 | 30605 | 30212 |
| 65-74 | 11733 | 12419 | 13181 | 14460 |
| 75+ | 9437 | 10740 | 11772 | 12513 |
| Overall increase of over 65s since 2018 | | 1989 | 3783 | 5803 |
| % of population over 65 | 20% | 21.3% | 22.4% | 23.8% |

(National Records of Scotland)



10,000+ new homes planned in East Lothian

More people living longer with complex needs and long-term conditions.

It is likely that demand for community services will continue to rise due to the ageing population and rise in baseline population levels in East Lothian. There is significant new housing capacity in East Lothian, in addition to the projected increase in the over 65 population which is higher than national average. We would previously, on average, receive 9 new referrals each week for rehabilitation. This has now doubled as the demand for Rehabilitation services increases with a population expansion due to more than 10,000 new properties. With children, younger people and adults living for longer with complex conditions, which are often long-term and multiple, this also adds pressure to the services.



Rehabilitation referrals have doubled from 9 to 18 per week

The older population is predicted to increase at the same time as the working age population remains static - and this trend can be seen across Scotland. Therefore, at the same time as demand for services is likely to be increasing, it could be more challenging to employ the workforce to meet demand. The increase in citizens' age across our county means that we require a workforce which is innovative, collaborative, and can find solutions amongst the most challenging scenarios.



Many unpaid carers provide 50+ hours of care per week

Cancelled care visits at short notice lead to stress and burnout

Across East Lothian, additional unpaid care is already in place for many who require it. These carers have told us about the impact it has on them when one of their few care visits are cancelled by the provider with little notice. This typically means that they must step back in to provide basic care. Many carers are already providing over 50 hours of care per week. The support from care providers is a lifeline to them, allowing them a reprieve to cope and continue caring. Many of the unpaid carers are older or have additional needs themselves, putting them at risk of illness or injury by doing more for their loved ones. There is an expectation that unpaid carers will support people where a package of care is not available or is unreliable. The result can be further financial hardship for the carers who are already facing serious hardship. In line with our strategic aims more people are now cared for at home or in a homely environment. That also means that unpaid carers are providing more complex support. Many parents are caring for children with complex disabilities and providing nursing level care, while others care for people with dementia which can cause stress and distress. Resource to support breaks for carers is also very limited, meaning that carers can't access the breaks that they need to maintain their own health and wellbeing.

Financial impact

As with all public sector organisations, ELIJB are currently facing exceptional financial pressures. In these times of financial uncertainty, it is important that we keep up with local demand whilst managing to do all of this with less resource. Although the population of East Lothian has increased in recent years, the budget afforded to ELIJB has not increased in line with population and therefore demand.

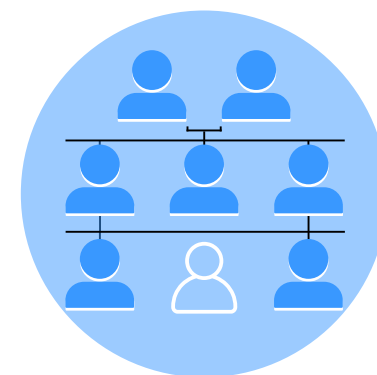
We have identified that there are some workforce gaps being plugged using bank and agency staff due to difficulties recruiting and covering longer term absences. These resources come at a premium cost. We have identified areas where this is a particular issue and will recruit permanent staff to put ELHSCP workforce spend into a more stable financial position.

Although budgets are having an impact at organisational level, they are also having an impact on individuals as the cost of living continues to increase. Amongst other things, this affects the ability of some to be able to get to work. Due to the rurality of and lack of public transport to some of our workplaces, staff will have to rely on personal vehicles. The current cost of living situation is having a noticeable impact on mental health. This not only puts pressure on our mental health teams, but also increases the number of staff who are absent from work. New figures from Scotland's Census show the number of people who reported having a mental health condition more than doubled between 2011 and 2022. In 2022 617,100 people reported in the census that they had a mental health condition. The increase from 4.4% to 11.3% of the population was the biggest change across the range of categories listed in the census question on health conditions. Mental health is the biggest cause of our staff being absent from work. Around 2% of our staff are absent from work at any given time for this reason.

Our Community Payback Team are leading on an initiative to tackle clothing poverty called 'Big Pick' events which take place monthly. They take any reusable clothing handed into East Lothian recycling centres and sell at an affordable price to the community of East Lothian. This not only addresses the problems of clothing poverty and reducing waste, but monies raised from these events is given back to local charities that work with ELHSCP.



Population growth vs flat budget



Workforce gaps and agency spend



Cost of living and mental health

WORKFORCE OVERVIEW

WORKFORCE OVERVIEW

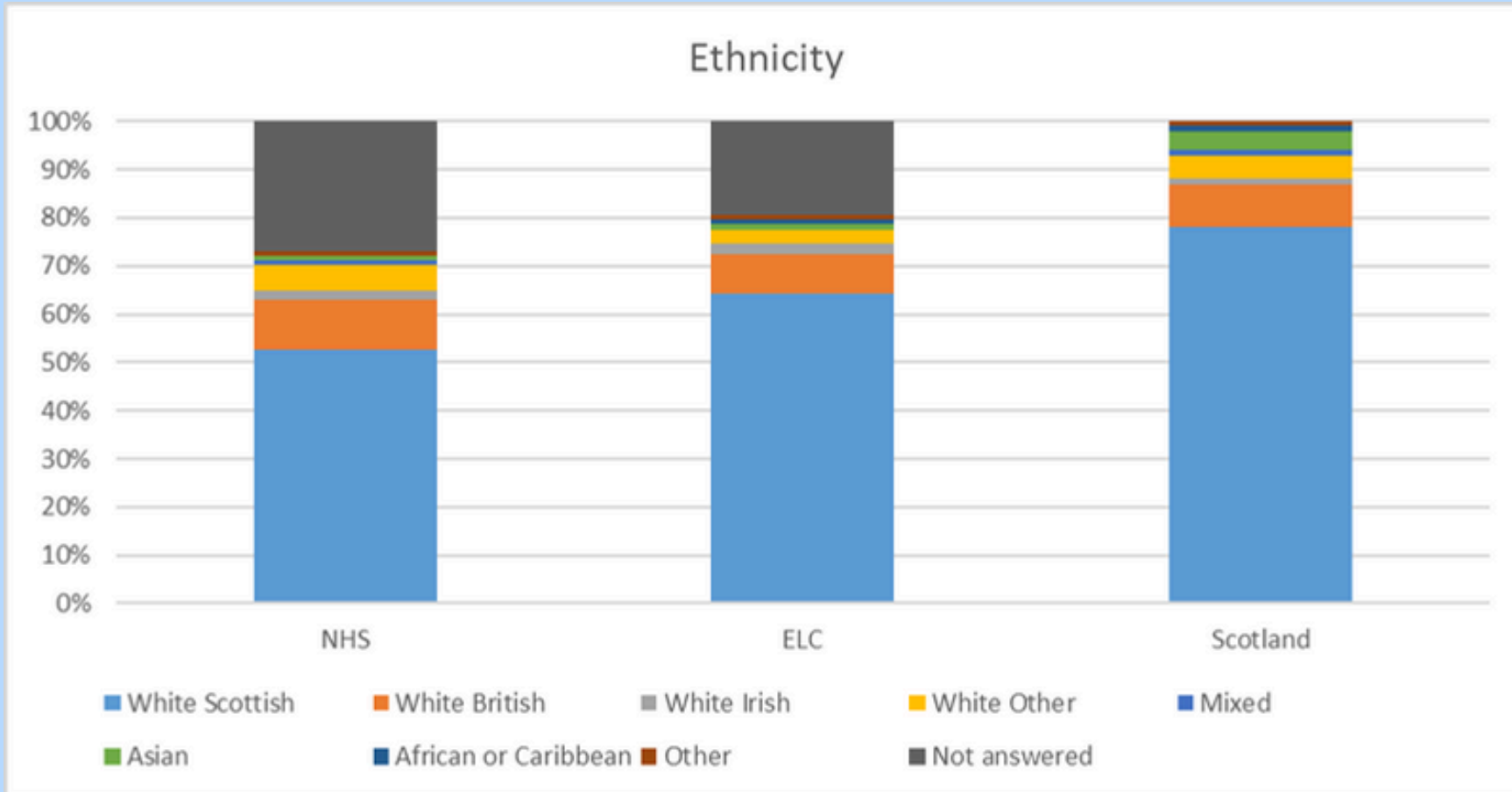
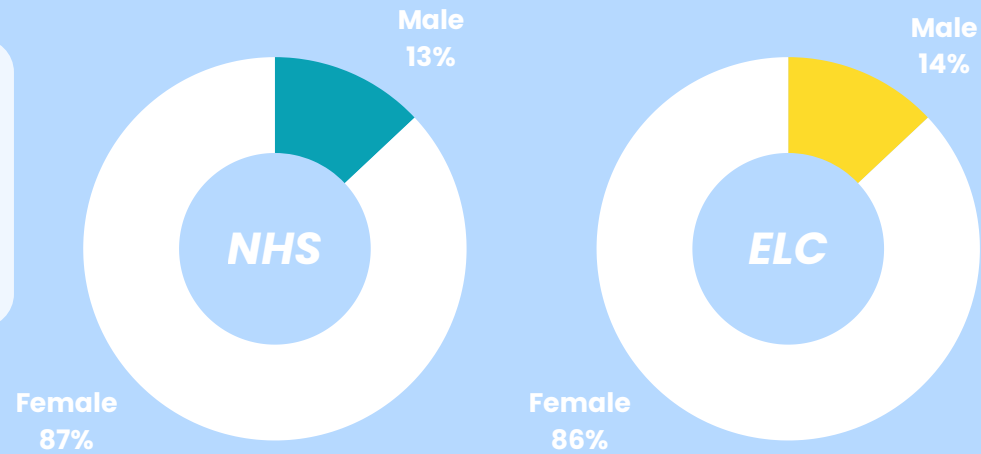
This plan has been created in liaison with our partners' workforce development teams and the workforce in general. It will outline what the workforce will need to deliver successful outcomes, highlight what actions ELHSCP need to take to deliver the future workforce.

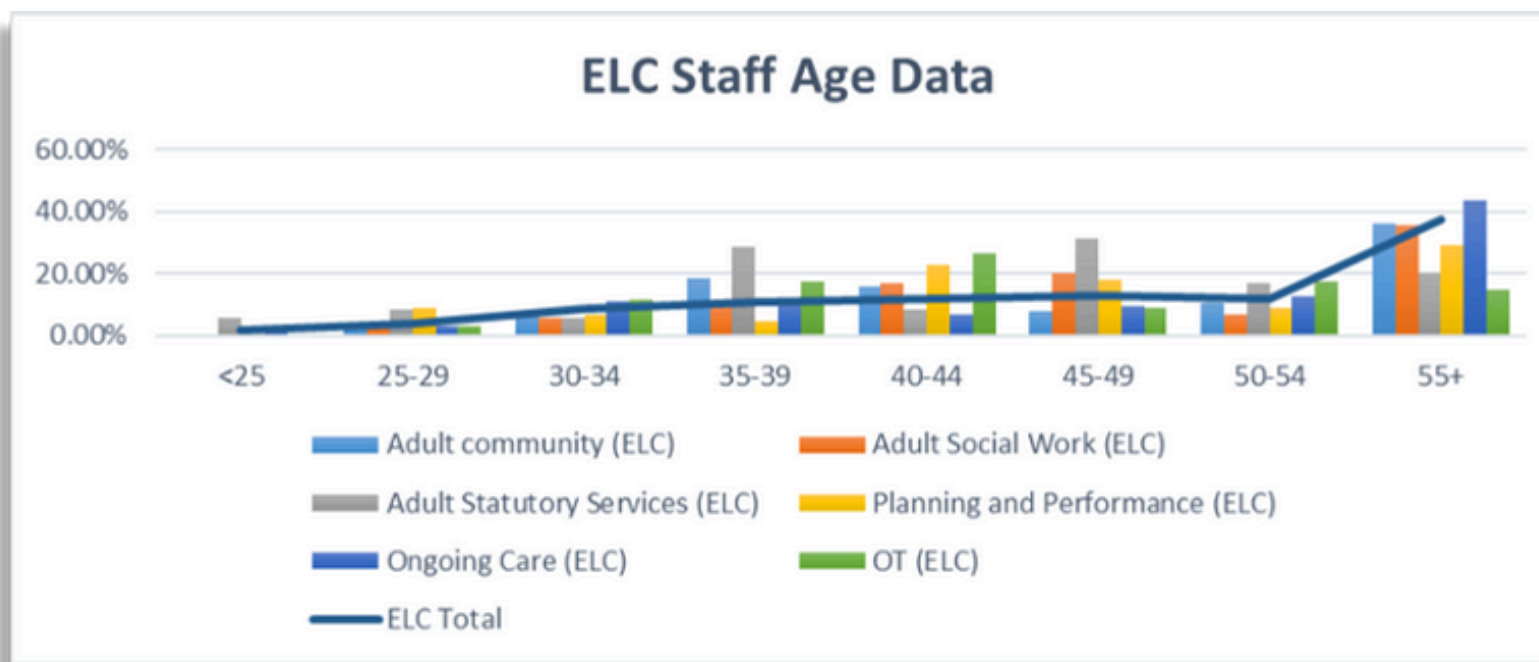
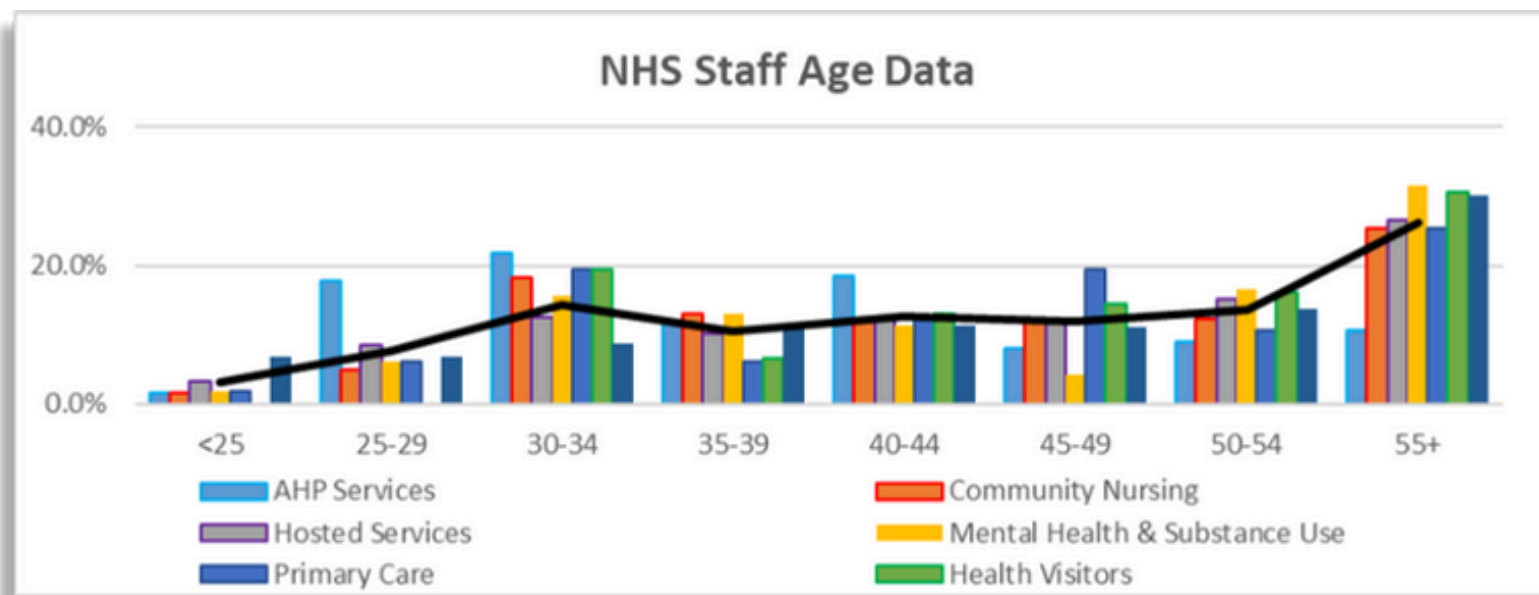
Since the collation of the 2022-2025 workforce plan, our workforce has risen from 1,114 to 1,215 WTE. Staff within hosted services across Astley Ainslie Hospital and Chalmers Sexual Health Centre also add an additional 290 WTE staff to our total.

We have a very diverse workforce with a wide array of characteristics. As this information is voluntary under GDPR, we have limited specific information on the makeup of our workforce to allow us to report on it. In some areas, up to 26% of staff have either chosen not to or have been unable to update their personal data on our systems. Some community-based staff have little or no access to the necessary systems to allow them to update their information.

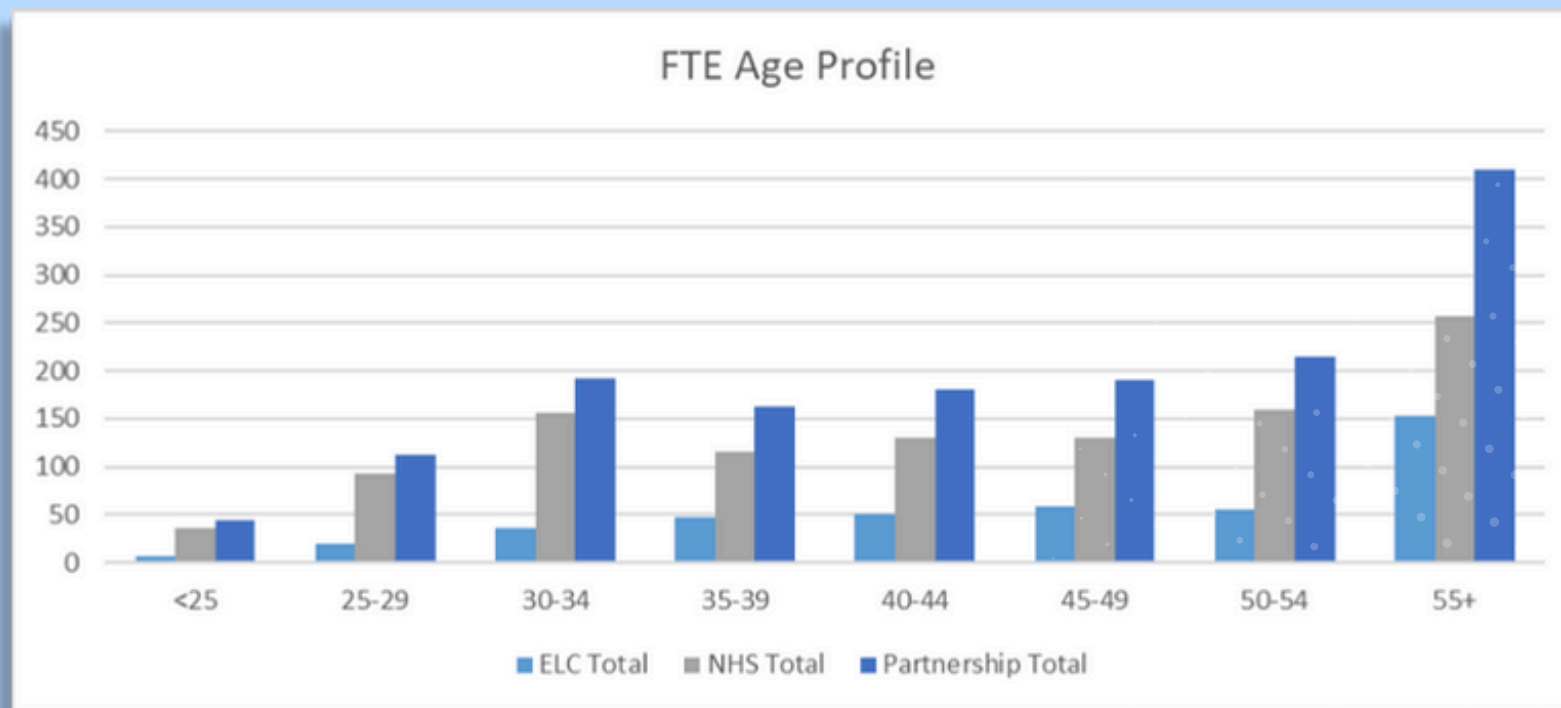
The information that we do have shows that we have proportionally less white Scottish staff in our teams than the overall community of Scotland. This means that our workforce is more nationally diverse than the population of Scotland.

As the professions within health and social care typically attract female workers, we are likely to always have a proportionately high number of female staff within the Partnership. However, we continue to encourage male applicants into our roles and can see an increase in male staff in some areas.





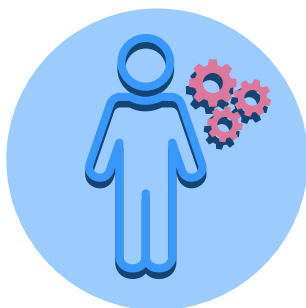
In ELHSCP, we are fortunate to have a skilled, dedicated workforce. However, the age profile of that workforce indicates a potential skills shortage due to staff retireals over the next few years. The charts show that over 40% of the ELHSCP workforce is aged over 50. This is an area that requires our attention, in that, a significant part of our older workforce is likely retire over the next 10-15 years. This part of our workforce is very skilled and knowledgeable, and this could give us a significant skills gap if we do not take steps to address it.



Workforce Drivers

As we move through the delivery of our plan, there is a need to reconsider how some of our services are delivered. This will ensure ELHSCP are delivering the right services to the right people in the most effective way possible.

Our Workforce Plan will take account of:



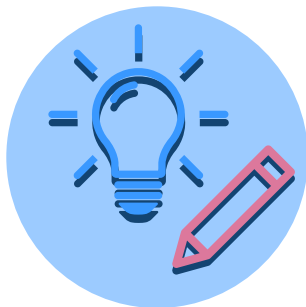
Staff roles



Workplace from which care is delivered



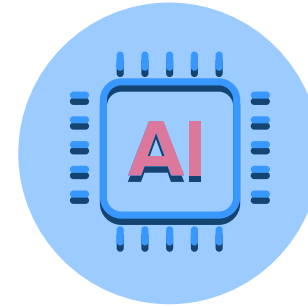
Training/upskilling our current workforce



Skills required



Pattern of work required to support our service users



Technology and digital opportunities

During the lifetime of this Workforce Plan, it will have to take account of how these changes will re-shape the workforce.

A combination of innovation and strategic planning will help ELHSCP identify and deliver the workforce it requires, when and where it is required. This will be in terms of both volume and skills and of effective and efficient deployment.

Key objectives are:

- Provide support, training, and development opportunities to upskill accordingly.
- Maximise opportunities to attract a new workforce to ELHSCP through various methods including apprenticeships, work placements and recruitment including local chances and careers for people experiencing barriers to employment.
- Develop a flexible workforce able to respond to future needs and demands.
- Meet the requirements of existing and developing legislation, but also be guided by national, regional and local strategy & policy.
- Reduce absence levels.

The long-term aim for health and social care in Scotland is for people to live longer, healthier lives at home or in a homely setting. We will have a health and social care system that:

- Is integrated;
- Focuses on prevention, anticipation and supported self-management;
- Will make care and treatment at home the norm in a community setting;
- Focuses on care being provided to the highest standards of quality and safety, whatever the setting, with the person at the centre of all decisions; and
- Ensures people get back into their home or community environment as soon as appropriate, with minimal risk of re-admission.

WORKFORCE JOURNEY

PLAN → ATTRACT → TRAIN → EMPLOY → NURTURE

It is important for ELHSCP to promote integrated ways of working, equity, quality and breadth of learning.

These will include:

- Induction, statutory, mandatory and core training and development;
- Professional registration requirements;
- Supervision, appraisal and practice development;
- Continuing Professional Development;
- Career development (including supporting student placements);

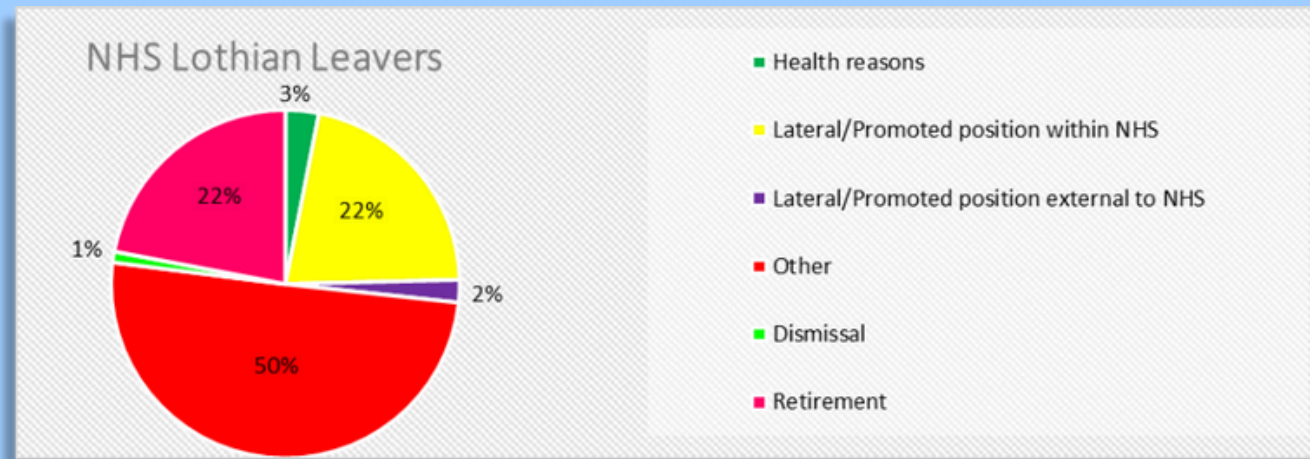
We collect information about the reasons why people leave ELHSCP. We try to gain a better understanding of the reasons employees move jobs and to gather their views and insights into workplace issues. This information is vital to improve service delivery and address critical recruitment and retention issues.

Over the last two years we have had a turnover of 15% staff across all of our teams. As over 50% of these resignations have no reported reasons, it is difficult to analyse the reasoning behind this. Of the staff who provided reasons for leaving, 31% of ELC staff moved to other public sector posts and 44% of NHS staff to other NHS posts. This may have been due to the development opportunities that have been available to them within ELHSCP.

Analysis of the data can contribute to our approach to improving employee retention. It helps us devise action plans to make necessary improvements to counter the potentially costly and disruptive effect that high levels of employee turnover can have.



The following charts illustrate the reasons why our staff left ELHSCP between April 2022 and March 2024.



The Workforce Development Team will allow the for more development opportunities to be delivered internally, but also for better products to be sourced externally. This will include better leadership pathways and talent management, improved succession planning and training needs analysis. The team deliver a regular Development & Wellbeing Newsletter which will allow staff a singular point of information on what is available to them.

Step 1: Plan

The generic recruitment of nursing staff across the NHS Lothian estate means that most advertising is grouped along with all other similar posts throughout Lothian. If someone is specifically looking for a post within East Lothian, it is not easy to find and likely to be missed. We now request that a 'spotlight' is placed on these adverts to highlight that the post is based in East Lothian to attract more applicants.

Succession planning will permit better talent identification and management, allowing for better development opportunities and pathways into promoted positions. Within certain professions, staff will be given the opportunity to temporarily swap positions with others who do the same role as them but in a different team. This will allow staff to broaden their knowledge within their role to give them a better opportunity to progress into promoted posts. Nursing teams have already carried out this activity to increase resilience across their services.

A training needs analysis has been completed for all roles to ensure that we can better understand the growing needs of each of the teams of staff. However, intricate skills matrices are required and will be completed to understand the unique needs of each individual member of staff in areas such as digital literacy.

Staffing Requirements

Our workforce will:

- Have the skills, knowledge, experience and motivation to deliver the highest quality services;
- Be flexible and adaptable around our changing organisational needs;
- Be resilient to change and instigate, as well as adapt to, changes in service delivery;
- Work in an increasingly integrated way across ELHSCP;
- Celebrate roles including specialisms and working together;
- Be a workforce that delivers with an emphasis on quality;
- Be a workforce supported to deliver quality services in the most efficient way.

Nursing

There have been previous difficulties in recruiting qualified nurses into some staff nurse or district nursing posts. It was identified that if there were minimum numbers of qualified nurses (B5) on shifts, some of the other vacancies could be filled with B4 Assistant Practitioners. This change in establishment was overseen by the Chief Nurse at the time. It has created a more resilient workforce and has eased the pressure sufficiently and allowed the services to continue to be delivered safely.

Additionally, year after year there continues to be significant spaces that are unfilled in university nursing courses across all disciplines. This means that there are a reduced number of staff entering the workforce in qualified positions. There are alternative routes to qualifications if they have chosen not to go straight into university when they have left school or changed career. Staff can begin in the band two Clinical Support Worker role where they will have an opportunity to complete SVQs and HNCs. This will prepare them for a part-time degree course which will enable them to progress into the band 5 staff nurse post.

Similarly, there has been difficulty in recruiting specialist doctors or consultants to certain posts. We have recruited B6 nursing practitioners and B7 advanced practitioners into these to cover the essential clinical parts of the role.

Scottish Government have recognised that many band 5 nurses have been working at a level which is higher than the agreed rate for the role. It has been agreed to review the Agenda for Change system and in particular the B5 nursing roles for staff working across NHS Scotland. This will allow B5 nurses to have their job re-evaluated if they can evidence that they have been working above that grade since April 2023. This is likely to have a significant impact on retention of staff at this level.

Social Work

Student Placements

Through hosting student placements from Scottish universities, we increase prospective future social workers' knowledge of East Lothian and encourage them to apply for vacancies within East Lothian. ELHSCP will continue to accept placements from universities, but we have only two active Practice Educators within our Adult Social Work teams. This limits the number we can take on without employing external PEs. Social Workers have been offered the opportunity to complete the Graduate Certificate in Practice Learning (GCPL). Staff are concerned that the commitment they need to make to studying alongside their current caseloads means that it will be too challenging to achieve the qualification. In light of this, we will release staff from some of their day-to-day duties to undertake Practice Educator training. We will sponsor two social workers a year to obtain their GCPL. This will ensure that we can build a robust workforce and generate the next generation of social work workforce for East Lothian. When our teams host social work students, their universities pay us a placement fee, this will allow us to continue funding the qualifications.

Mental Health Officers (MHO)

Although we can fund staff to complete the Mental Health Officer award, the staff must leave their own post for a period of eight months to allow them to complete this. Scottish Government previously provided funding for a backfill Social Worker to cover the post for the duration of the study. The funding was removed in 2024, so the teams struggle to cope when they lose a member of staff for that period without any cover. This has meant that we have not been able to offer sponsorship for this qualification for the academic year 2024/5. We will support it in 2025/6 due to the ongoing lack of MHOs within East Lothian. However, we may not be able to fund it in future until the financial situation becomes more stable. If any of our current MHOs leave their post, we may not have any internal staff who will have the correct qualifications to apply for the vacancy. A general shortage across Scotland may mean that the posts sit vacant for longer periods.

Social Care

Since the previous Workforce Plan was published in 2022, we have seen the closure of Eskgreen Care Home, The Abbey and Belhaven Hospital and Care Home. During the run up to these closures, the affected staff were supported. Dependent on their preference, alternative employment with their employer (either NHS or ELC) was sought, or options for leaving the organisation.

The different terms and conditions used by both partners meant that there were variances in the options available to staff. As ELC employs less than 5000 staff, there were less choices available for redeployment. Where redeployment was not possible and retiral or alternative work was not an option, staff were offered redundancy. However, NHS Lothian employs more than 25,000 staff so had opportunities for redeployment for all staff. Where initial offers of redeployment posts were not accepted by staff, those staff will be held in a pool awaiting alternative offers of redeployment.

All Social Care teams within the Partnership require qualifications in Social Services and Healthcare (SSHC) or equivalent for their SSSC registration. The specific roles within our Care Home, Care at Home, and Day Services teams determine the minimum level required. For staff who do not meet the minimum requirement, we utilise the Modern Apprenticeship funding to help them achieve an SVQ in SSHC. However, to enable their further development we will offer them the level above that required for registration. This will allow them to progress their career to the next level without having to complete another similar qualification in quick succession. Between 2022-2024 we were able to put a number of social care staff through one of the SSHC qualifications by utilising Skills Development Scotland's Modern Apprenticeship funding.

| Qualification | Number Completed | Number in Progress |
|--|------------------|--------------------|
| SVQ2 SSHC | 11 | 12 |
| SVQ3 SSHC | 40 | 17 |
| SVQ4 SSHC (Technical) | 13 | 2 |
| SVQ4 Care Services Leadership & Management | 3 | 3 |

(Correct as of January 2025)

Our workforce holds a variety of qualifications which meet the requirements of employers and regulatory bodies. The skills of all workers are perhaps not fully understood or utilised effectively which may restrict movement across the sector. The creation of clearer development pathways within will go some way to address this. Staff in social care are being given the opportunity to complete further qualifications in preparedness for future development and promotion.

Business Support

As all the Health and Social Care teams evolve, their business support needs change. Most of the Business Support staff are supporting several teams with different administrative tasks. This attempts to provide a resilient, multifunctional team who can support one another and provide cover during periods of intense activity or during absences.

However, this often means that the focus is on one area meaning that other areas are left without the necessary cover. A service review is being completed to ensure that they are not working in isolation and provide resilience across the HSCP, and its business support functions as required.



Allied Health Service

Request for Assistance is an Allied Health referral service within East Lothian. The public, carers and health or social care professionals can call directly to speak to an experienced Occupational Therapist or Physiotherapist to seek advice and support. They will be signposted, or following detailed conversation, be allocated to a therapist, or placed on a waiting list if their needs are not urgent. By having early referral discussions, we can understand what is most important. This enables us to ensure those telephoning for advice can be given this on the same day instead of waiting for assessment.

Over the period of a year, we found that approximately a third of telephone calls require advice on self-management or signposted to alternative and more appropriate services. A third of these callers are seen within 10 days and the remainder are placed on a waiting list. This has allowed for a reduction in waiting lists, improved efficiencies, managed client expectations and reduced complaints. In reducing waiting times and requirement to see people at their point of need we should see a reduction in the functional decline of the population. This will have an impact on reduction in care, equipment and adaptation provision thereby minimising intervention, maximising independence.

People are staying at home longer with an increased number of longer-term conditions and frailties. The physiotherapy and occupational therapy teams are providing more rehabilitation and reablement within clients' homes to help them to fulfil their wish to remain at home.

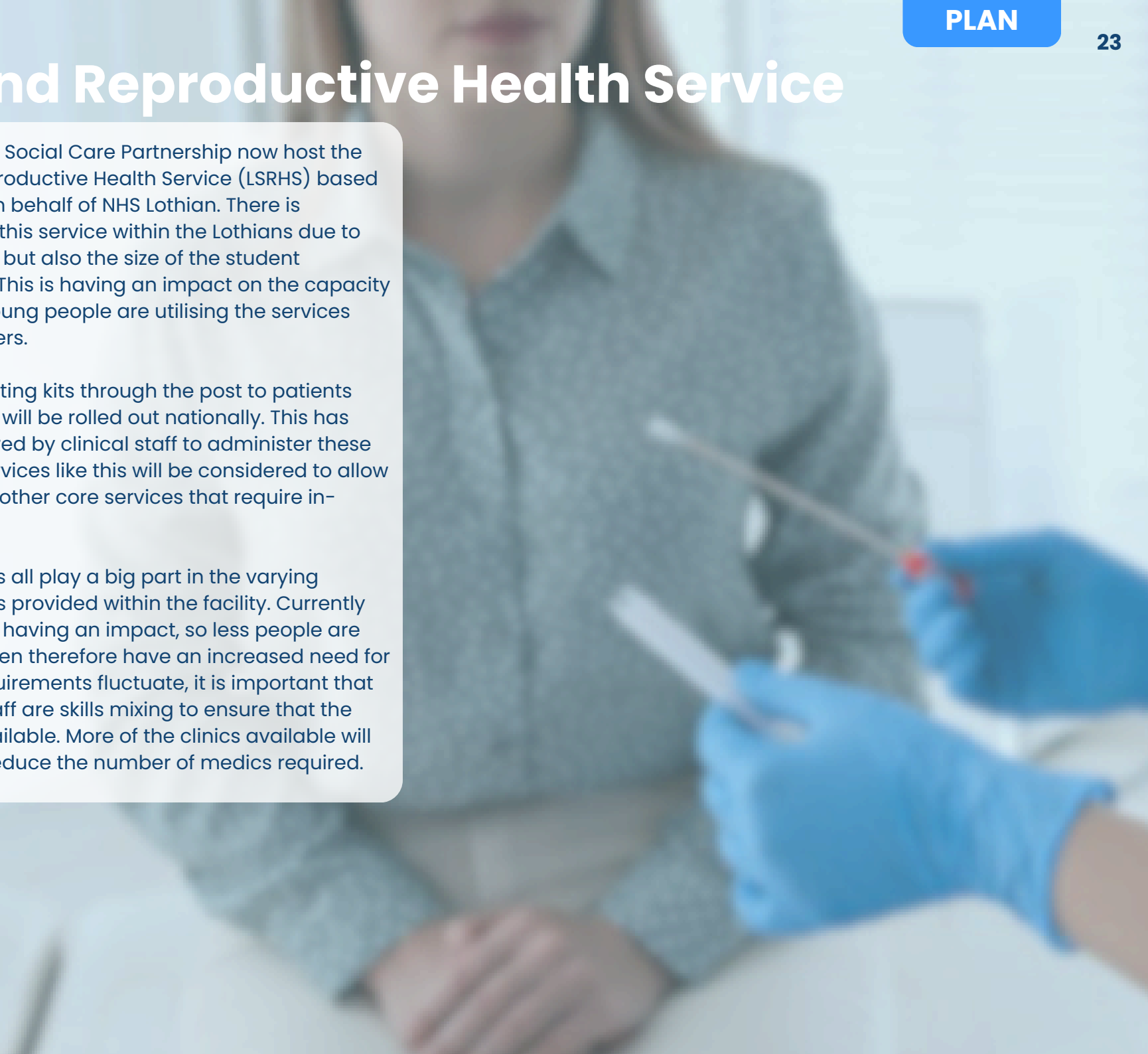


Sexual and Reproductive Health Service

East Lothian Health and Social Care Partnership now host the Lothian Sexual and Reproductive Health Service (LSRHS) based at Chalmers Hospital on behalf of NHS Lothian. There is increasing demand for this service within the Lothians due to the growing population but also the size of the student population in the area. This is having an impact on the capacity of local GPs, so more young people are utilising the services available within Chalmers.

A trial of sending STI testing kits through the post to patients has been successful so will be rolled out nationally. This has reduced the time required by clinical staff to administer these tests. Further remote services like this will be considered to allow staff to concentrate on other core services that require in-person appointments.

Socio-economic factors all play a big part in the varying demand on the services provided within the facility. Currently the high cost of living is having an impact, so less people are choosing to have children therefore have an increased need for the services. As the requirements fluctuate, it is important that medical and clinical staff are skills mixing to ensure that the services are always available. More of the clinics available will become nurse-led to reduce the number of medics required.



Step 2: Attract

It is evident that the recruitment and retention of staff in health and social care sectors is an increasing challenge. There are real issues in terms of a lack of available trained staff, or people willing to be trained to take on such a challenging role. This is being experienced across the country due to a national shortage of staff and an ageing workforce. Our challenge is to identify what ELHSCP should change in terms of current service models. We must also recognise actions we can take to attract people into employment within Health and Social Care careers in East Lothian.

Videos have been shot by Health and Social Care teams to showcase the myriad jobs and pathways within ELHSCP. These are used to encourage recruitment into the more difficult to fill posts. Recruitment includes a robust selection process and improved on-boarding and induction package for successful candidates. This empowers our workforce to start work with the knowledge and skills to be able to work confidently in their role.

We recognise the importance of increasing the number of young people employed by us. ELHSCP engages with High Schools, HEIs and employment agencies to ensure that we attract younger people to a career in Social Care via apprenticeships and entry pathway posts. One of these methods would be to introduce Foundation Apprenticeships in Social Services and Healthcare but there are not yet any local providers for this pathway. ELHSCP have encouraged more use of the Modern Apprenticeship Scheme within the organisation. Candidates are supported and assessed by qualified SQA assessors. Although this is currently outsourced, our longer-term aim is to have an internal team who could deliver this and the Foundation Apprenticeships across East Lothian. This will be essential for our future workforce needs and to ensure continuity of service as our disproportionate number of older workers retire. We will continue to work with East Lothian Works, who source the FAs for East Lothian high schools. Our hope is to find a way of ensuring that the qualification is delivered to local students to attract the workforce of the future.

The Foundation Apprenticeship would hopefully increase the number of younger people who are interested in these roles. Currently there are a high proportion of staff in these roles who are approaching retirement age who will typically be replaced by staff aged over 50. Increasing the training and qualifications available to care staff will increase opportunities for them to develop into promoted posts. The hope is that these pathways will make the role more enticing to younger people. Modern Apprenticeships will also be used for young people who have already left school who would like to obtain a qualification and have a pathway to follow.

All roles that do not have a specific requirement for health or social care qualification will now be advertised as an integrated post. This will give candidates the choice of whether to work under NHS or ELC terms and conditions in the hope that this attracts more candidates to apply.



Step 3: Train

As part of the pay settlement for Agenda for Change staff in 2023–24, it was agreed that staff would be provided with protected learning time. Work is ongoing to finalise the number of monthly hours that staff will be given for this protected time. Once it has been agreed it will be implemented across all our NHS staff. Following on from this, many of our teams which include Council staff have also agreed to implement protected learning time for their staff.

Learning and development is essential to our efforts to improve both the wellbeing and retention of staff, building diverse and complementary skills throughout our systems. Under the Health and Care (Staffing) (Scotland) Act 2019, we have a statutory duty to appropriately train and develop our staff. In particular, line managers should ensure staff have access to the equipment and time that they need to complete the mandatory training required to safely carry out their job. This will be required whether it be in-person training or on one of our learning management systems.

A supervisory induction programme will be introduced for all staff who are moving into their first supervisory role or joining ELHSCP in a supervisory capacity. It will also be available for staff who are interested in development into a supervisory role. This will not only give staff the advanced knowledge that they need but will also provide an introduction into supervisory and leadership skills.

ELHSCP will continue to work with ELC and NHS and offer the leadership programmes that are provided across both organisations. All ELHSCP staff are encouraged to use the Leading to Change website and app. This offers a range of leadership development programmes, opportunities, and support for staff at all levels, roles, and career stages in the sector. Any additional leadership training that is required by certain teams or positions are developed and provided as necessary.

The Scottish Government and COSLA have a shared ambition that the workforce is 'trauma informed'. There is a specific range of knowledge and skills required across the workforce, depending on role and remit in relation to people who have experienced trauma. NHS Education Scotland continue to develop a suite of training and learning resources to support local delivery and have trained some ELHSCP staff to deliver this programme. The basic level of training is built into our induction training to ensure that everyone who joins ELHSCP has a basic knowledge. Further training is delivered to all other staff, the level of training delivered will depend on their post.

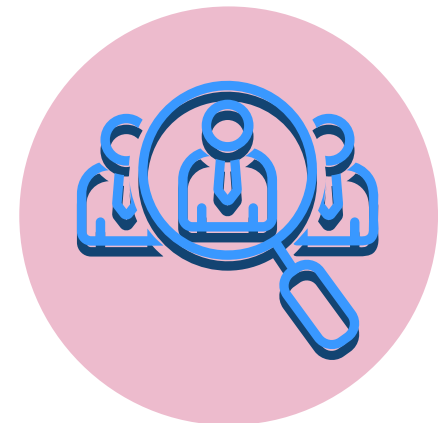


Step 4: Employ

Linking and co-ordinating with the workforce planning activity across the partner organisations, ELHSCP will need to build on its success to improve recruitment and retention prospects. A number of developments are necessary to promote the recruitment and retention of workers from the local area. These include clear career pathways for the wide range of employment opportunities, participating in the social inclusion agenda and apprenticeship schemes, and engaging with higher education institutes. These are key strategies in promoting the Youth Employment Strategy and both of our employers are already signed up with the Disability Confident employer scheme.

By providing student placements across ELHSCP in specialisms such as Social Work, Nursing and Allied Health we are promoting our partners within ELHSCP (NHS and ELC) as an employers. To allow us to continue to offer placements, we will ensure that we have the right staff to provide the support and education that the students require.

In ELHSCP we hold weekly recruitment scrutiny meetings to discuss all posts that have been put forward for advertisement and recruitment. Each post is discussed individually to identify if there is anything that can be done differently to cover the vacancy. The discussion also examines whether the vacancy is critical to ensure that we are identifying any transformation opportunities. Any prospective scope for redeployment is discussed in relation to staff who have been displaced within ELHSCP before being offered to wider NHS or ELC redeployment pools. This allows us to retain staff from ELHSCP in ELHSCP.



Step 5: Nurture

An improved induction programme has been introduced. This ensures that all staff, whether they are coming on-board under an NHS or East Lothian Council contract will have access to the same information. The session helps to set the scene on how NHSL and ELC work together. It also discusses the development opportunities that are available and the wellbeing initiatives that are being run across the Partnership.

The Chief Officer attends these sessions in person to welcome new staff into the organisation. This lets them know that she is in touch with all staff throughout ELHSCP for the duration of their employment with us. In addition, all of the General Managers attend to introduce themselves which allows staff to meet their senior managers and have the opportunity to ask questions. This has broken down barriers and made the managers more approachable to all staff.

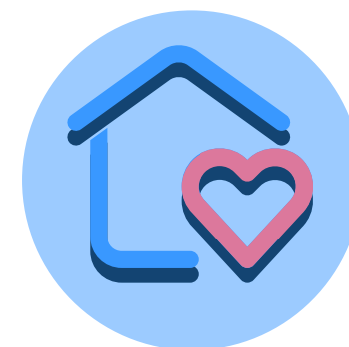
It is important that all staff have an opportunity to discuss their development with their line manager in addition to day-to-day communication and regular one to ones. Annual appraisals are encouraged throughout ELHSCP, and uptake figures are monitored. We encourage staff and their managers to have these conversations. This ensures that aspirations are documented, and opportunities identified for specific development which will in turn aid the succession planning process. Between February and December 2024, the uptake rate of appraisals across all teams went from 39% to 62%.

This will allow staff to have better control over their own development. Over and above their mandatory and essential training, they will be able to have an input into what their own requirements are. ELHSCP want to ensure that we are supporting staff in developing a career path to support the retention of our skilled staff as a priority.

Internally we have begun to use Graduate Apprenticeships for staff who are looking to develop within ELHSCP in their chosen career path. As there are currently limited qualifications being offered in this scheme, the Business Management degree has particularly benefited our Business Support staff. However, it is hoped that further qualifications will be added to this list and will include Social Work qualifications in the very near future.

We must:

- **Equip our staff with the skills they need to deliver better outcomes for them and our service users;**
- **Enable and upskill all of those who need support, focusing on their abilities and what they can do, rather than limitations;**
- **Consider ways in which we can make careers in Health & Social Care in East Lothian more attractive;**
- **Consider options to make the best use of our resources to deliver our services in the most effective and efficient way.**



Staff Engagement

Evidence shows us that having engaged, healthy staff leads to increased productivity and a more effective workforce overall. How our workforce feels 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 ELHSCP 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. Engagement needs to happen at all levels of ELHSCP – from the big picture initiatives to day-to-day communication between staff, managers, and executives.

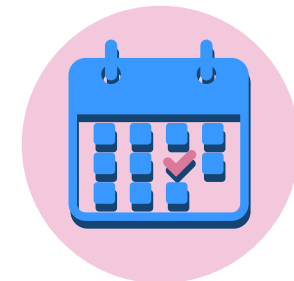
Whilst many programmes of work will be underway already within partner organisations there is a need to ensure that this work is harmonised across all areas.

We have:

- Developed a staff development and wellbeing newsletter which keeps staff informed of how to look after themselves and their staff.
- Created a Communications Team to ensure that our staff and the public are kept up to date with developments within the HSCP. The team have raised the profile of East Lothian as a positive place to work and recognised as leading HSCP in the delivery of HSC services.
- Introduced more meetings for senior managers, both as an organisation and within their professional groups. This ensures that all relevant information is communicated with them to share amongst their teams. The introduction of senior management team meetings where all senior managers, and not just general managers, are invited to share and hear about matters affecting the wider Partnership. Social Work teams have introduced subgroups for governance and learning and development to ensure that all social work teams are aware of what is affecting each of them.

A significant amount of engagement activity has already taken place with more planned, as we continue to build on this for the best outcomes of our staff and communities. This has included:

- Using feedback from staff opinion via surveys (i.e. iMatter) – suggestions for improvement, training, and best practice.
- Develop and implement a programme of additional engagement opportunities for staff including newsletters which will reach and engage with all staff, including those who have limited or no access to computers at work.
- Continue to work with key partners in the Joint Partnership Forum and link in with local groups as and when required to ensure fair representation and open discussion.

**Newsletters produced****More senior management meetings****Surveys conducted**

We will:

- Ensure respective organisational staff are fully briefed, engaged and aligned to supporting the Workforce Development Plan.
- Ensure managers and leaders establish and embed staff engagement systems and processes as the norm in their working practices. This will ensure that staff can engage timeously with managers on issues as well as on the growth and development of the workforce within the HSCP.
- Continue to develop and maintain a range of communication and feedback channels with staff, providing clear, consistent information through a range of different media.
- Take forward a review of workforce policies and procedures with a view to harmonisation across partner organisations, where practicable, and to support team working for integration.



**Staff
briefings**



**Staff
engagement**



**Communication and
feedback**



**Policies and
procedures**

Staff Wellbeing

Wellbeing of staff remains a focus of Organisational Development. Both East Lothian Council and NHS Lothian invest in significant employee wellbeing programmes with particular focus on staff Mental Health. Some of these initiatives include:

- **Wellbeing Wednesday** - weekly emails sent out by ELC with useful information, hints and tips for improving physical and mental wellbeing.
- **Eastspace** - is East Lothian's online source of mental health and wellbeing information managed by Health in Mind. The website provides information about local mental health and wellbeing services and support.
- **Wellbeing Webinars** - run by NHS Lothian.

Specifically, within ELHSCP there are lots of wellbeing initiatives run throughout from a central point or by individual teams dependent on what fits in with their work. Some teams have been actively encouraged by their managers to take a ten-minute wellbeing walk during their shift. This particularly helps staff who would ordinarily spend all day sitting at a desk.

Lothian Work Support Services (LWSS) offer occupational therapy assessment & rehabilitation. The service assists our HSCP employees who are struggling with their health and work or who are currently absent from work and want help to return. They help our employees to better manage their health and work needs through a managed process of advice, supported self-management, coaching and work focused therapies (vocational rehabilitation). Workplace and transferable skills assessments can be undertaken for job support & redeployment purposes.

The Workforce Development team now publish and share a regular Development and Wellbeing Newsletter. It includes tips for wellbeing and resilience with details of any wellbeing events that are coming up. It also includes information on all of the different 'awareness days' that are coming up such as Mental Health Awareness. Additionally, details of any training or development sessions that are available directly from ELHSCP and both the NHS and council networks are outlined. As is anything which is likely to be relevant to our workforce that is available through various free websites such as OpenLearn. Furthermore, it contains various articles which puts a spotlight on various teams or specialties within the Partnership. These articles introduce managers who some staff may never get the opportunity to meet otherwise.

GREATix is a tool that allows staff to record positive experiences and interactions within the workplace. When a colleague has carried out something outstanding, it can be recorded on the system, and they will receive a notification from GREATix. Whether they've gone the extra mile, excelled in their role, or shown kindness, logging the details on GREATix is a quick and easy way to recognise their efforts.

We are currently in the process of rolling out and promoting GREATix to all ELHSCP staff. We will raise awareness through our Staff Newsletter, through regular wellbeing communications, and through posters at our various staff premises. Staff only need to fill out a short nomination form on the staff member they'd like to nominate for a GREATix. That person will then receive a personalised certificate with the details of their recognition. The GREATix recipients will be celebrated through the ELHSCP Staff Newsletter which we hope will boost staff moral and celebrate the amazing work our staff do.

At the end of 2024 we held several on-site Staff Wellbeing Roadshows to promote the services, resources, and tools we have in place to support staff wellbeing. We have had some great conversations with staff and managers about what support is available. They have also generated conversations with different departments on what they currently do to support and promote their individual team wellbeing. It has also garnered some suggestions on what they think could be done to support their wellbeing better. From these conversations we will reach out to each department within ELHSCP to nominate a Wellbeing Champion for their team/department. This will allow us to co-ordinate a full partnership wide Wellbeing Team, ensuring that all areas are aware of the resources available to them. This will also allow us to have a bigger collective group of staff across the partnership to share wellbeing ideas and resources. This will hopefully make our staff Wellbeing offerings feel much more meaningful, inclusive, and visible to all.



Development and wellbeing newsletter



Improved ways for feedback



Wellbeing champion

Health Related Absences

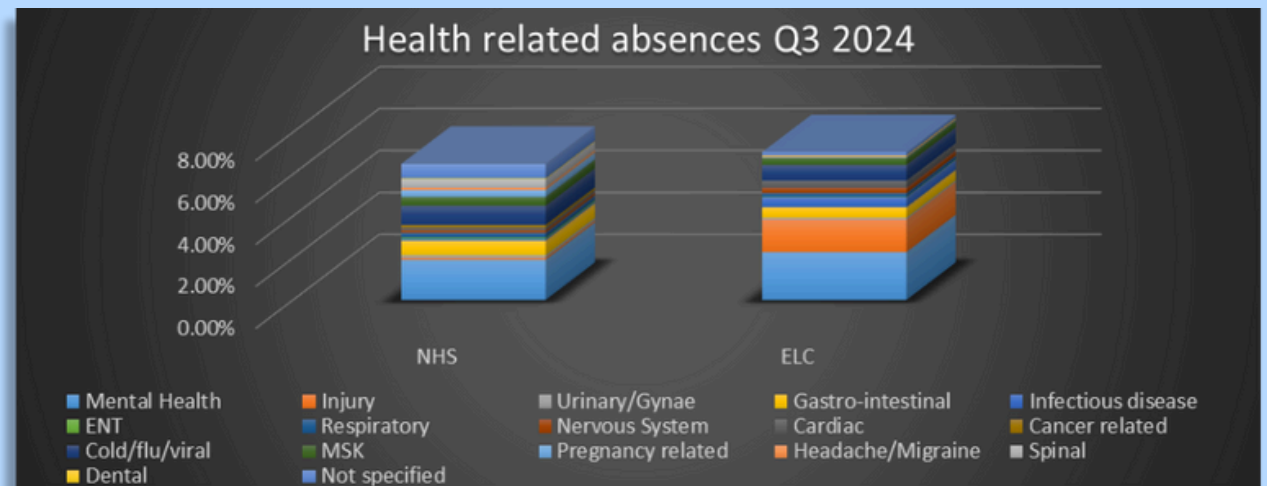
Mental health illnesses remain the most prevalent reasons for health-related absences across the Partnership. This has been a constant trend with this accounting for around a quarter of all absences at any given time.

Mental health conditions tend to be hidden due to stigma and fear of discrimination. Research has shown that work is the biggest cause of stress which can stop people performing at their best. A culture of fear and silence around mental health is costly to employers. As so many of our staff absences are related to mental health, we now offer Mental Health First Aid courses. These have given managers tools to recognise a range of mental health conditions, how to start a supportive conversation and when and how to signpost someone to appropriate professional help. They learn about the first aid action plan for mental health, can put it in place and know how to implement a positive mental health culture in the workplace.



Absence Clinics

We now run monthly absence clinics to support our line managers. Advice and support from our Chief Officer, Employee Relations/Human Resources, staff unions and LWSS is given to our HSCP managers to help them to better understand the absence management processes. The clinics are in place to assist the managers in understanding what options they have to offer help and support to their staff. They outline the many wellbeing platforms on offer to assist staff to have safe and open conversations which will help them to return to work.



Support and Flexibility

Through workforce reviews across all teams within ELHSCP to ensure financial scrutiny, some roles have been identified where more collaborative working will provide efficiencies. For example, within the Learning Disabilities team it was recognised that social workers and nurses were independently visiting clients to obtain similar information. More collaborative working now means that only one visit is carried out, saving time for staff, and meaning less interruptions to the client.

Monthly Adult Social Work staff briefings are open to all staff also through MS Teams. Some of these sessions now include guest speakers from other departments or external agencies, information updates and professional practice updates providing essential communication and engagement.

Access to managers on a regular 1:1 basis is consistently offered. The main aim of the conversation is to ascertain the wellbeing of the staff and how their workload is impacting on them. This is predominantly through MS Teams for colleagues who continue to work from home and continues to be reinforced. This continues to be the platform for most formal and informal meetings throughout ELHSCP.

The Workforce Development Team provide support to managers in building team relationships, leadership & cultural improvement. We use the Clarity 4D profiling tool which is designed to improve people's understanding of different communication preferences amongst their colleagues. This knowledge allows them to flex their communication style in line with their audience, creating clarity, reducing confusion and aiding efficiency. The team create bespoke sessions for each team they work with to ensure that any ongoing issues are addressed. Their strengths are celebrated to encourage cohesion within the team, promote better working practices with an aim to retaining staff in their roles and teams.



Collaborative working



Staff briefings



1:1 Meetings



Team building

ORGANISATIONAL CHANGE

There are several services that have outgrown the premises that they currently occupy. Work is ongoing to identify buildings that are already owned by ELC or NHS which have space for these services to move to. The Edington Cottage Hospital in North Berwick has had a complete reorganisation of the services offered there. It now offers out-patient facilities, in particular the musculoskeletal clinics and vaccination clinics instead of inpatient beds. This has allowed the facility to serve a larger section of the community.

Most of the Social Work teams were transferred out of Randall House in 2023 into a space within John Muir House which is roughly half the size. This has meant that there is now a requirement for teams to desk-share and ensure that working from home is a consideration where possible. However, it is worthwhile noting that social workers must be office based for at least 60% of their working week. Along with losing office space, there has also been a loss of meeting rooms and training space which were allocated specifically to the Social Work teams. This has meant that no ad-hoc training can be organised due to the limited number of training rooms that are available. Fierce competition with all other teams within the Council to book these rooms means that we are often not meeting our mandatory training requirements. The section of the Social Work team that had been based within Brunton Hall in Musselburgh, will move out in 2025. Some of these staff will be relocated to John Muir House with their colleagues, and the remainder to a repurposed council building elsewhere in East Lothian. This is due to Brunton Hall being identified for demolition as a result of the expense of replacing parts of the building affected by RAAC.

The Care When It Counts (CWIC) service provides same day treatment for acute illnesses for patients registered at certain GP surgeries within East Lothian. This is a nurse led service which reduces the requirement for patients to always see a GP with their conditions. When this was first launched, patients would have to go through their GP surgery to be directed to the CWIC service. Patients can now refer themselves directly there which has reduced the volume of calls going through the GP surgeries.



The Care When It Counts Mental Health (CWICMH) service was established as part of East Lothian's response to the Primary Care Improvement Plan. The service acts as a primary care mental health service. However, as the service has developed, the required increased link to Intensive Home Treatment Team (IHTT) and Community Mental Health Team (CMHT) have become more acute. The service now sits within the Mental Health and Learning Disabilities structure, however, will continue to interface with the primary care oversight group and change board. In completing this work, the CWICMH service now forms part of a new model, aligning primary care and community mental health services. This has allowed services to work in partnership, to ensure people access the right care and treatment at the right time. It ensures that there is a clear mental health services pathway for those who need them. There is now an opportunity to work alongside other services to promote early intervention and mental health and wellbeing. The aim is that it will reduce demand on community and specialist services.



Digital Agenda

Scotland's Digital Health and Care Strategy was published in 2022. Its vision is 'To improve the care and wellbeing of people in Scotland by making best use of digital technologies in the design and delivery of services. To achieve our aims, and ultimately our vision, we will focus on six priority areas:

- **Digital access** - People have flexible digital access to information, their own data and services which support their health and wellbeing, wherever they are.
- **Digital services** - Digital options are increasingly available as a choice for people accessing services and staff delivering them.
- **Digital foundations** - The infrastructure, systems, regulation, standards, and governance are in place to ensure robust and secure delivery.
- **Digital skills and leadership** - Digital skills are seen as core skills for the workforce across the health and care sector.
- **Digital futures** - Our wellbeing and economy benefits as Scotland remains at the heart of digital innovation and development.
- **Data-driven services and insight** - Data is harnessed to the benefit of citizens, services and innovation.



As resources reduce and the opportunities offered by new technology increase, our Workforce Strategy will reflect the impact of these changes on both the delivery of care and the development of our workforce. ELHSCP have created a Digital and Data Programme Board to look at the areas of:

- Digitally Supported Health and Social Care
- Digital Systems and Infrastructure
- Data and Informatics
- Digital Skills and Leadership

As this is a new programme board for ELHSCP the aim is to have all of the delivery groups functional and producing outputs within 2025.

The KIND Network is an MS Teams learning platform across the knowledge, information, and data (KIND) workforce. It allows all of our HSCP staff to join online learning sessions in the digital transformation of health and care. Some of the topics include Power automate Data, Excel, Power BI, Tableau, Web Applications etc. The learning sessions cater for all learning levels, with different courses running from beginner level to advanced level. They also run 1-hour online events with data analysts and have regular 'book of the week' suggestions.

We currently use and promote this learning source to staff within the HSCP through our newsletter, staff development emails and TURAS learn. This enables staff to learn, grow and access training relevant to them, focussing on how skills are changing in response to service needs and digital transformation.

Near Me

Since 2020, there has been an increase in use of the Near Me video appointment platform. This has allowed our health professionals to see patients who have appointments rather than just speaking with them over the telephone. Often the physical appearance of someone can assist the staff in better understanding their needs. Although in person appointments are available again, Near Me is being used far more regularly than it had been prior to the pandemic. It benefits those who are not near one of the clinics, who may have mobility issues or a lack of transport to get them there.

Lone Working

Lone Workers can face risks during their working day – they may be exposed to abuse or violence, accidents, or sudden illness. Due to this ELHSCP are providing our Lone Workers with a Reliance Protect Personal Safety Device. This is a fully maintained service with support for device users and managers including an all year-round 24-hour response service to handle all Red Alert incidents. The roll out to Adult Wellbeing staff teams initially commenced in 2019. The roll-out had not went as planned in the initial stages but training has now been provided and all staff can access them where required.

Once usage of the devices improves, we will be able to ensure that all staff can have an individual device allocated to them.

| What | How | By Who | Review Period | Target Completion Date |
|--|--|--|--|------------------------|
| Consider quality improvements within all Health and Social Care teams. | Use feedback from iMatter for improvement and identifying best practice. | GMs to consider feedback and develop plans. | Plans created annually and reviewed monthly. | Ongoing |
| Introduce first line manager induction. | Liaise with senior managers to establish requirements and write material. | Workforce Development Team with input from GMs. | Every quarter until established. | April 2027 |
| Introduce SW Graduate Apprenticeships to develop staff already working within ELHSCP. | Identify staff who have potential to progress within ELHSCP but require additional qualifications to meet requirements. | Workforce Development Team. | Ongoing until launched by Scottish Government. | Ongoing |
| Increase the number of Social Work Practice Educators we have in our Social Work teams. | Identify staff prepared to take on the role and sponsor them to carry out the required qualification by utilising student placement fees paid to ELHSCP. | Workforce Development Team with support from Social Work GM. | Annually | Ongoing |
| Individual skills matrices to be completed by each member of staff to identify personal skills gaps. | Identify essential skills for each post and discuss with staff members their ability level. | Individual managers with support from Workforce Development Team. | Quarterly | June 2026 |
| Ensure that Foundation Apprenticeships in Social Services and Healthcare are delivered within East Lothian. | Create capacity within Workforce Development Team to deliver this internally or identify an external provider to do this on our behalf | East Lothian Works supported by Workforce Development Team. | 6 monthly | September 2026 |
| Confirm all teams are using Greatix to enable more staff recognition. | Roll out Greatix to all teams within ELHSCP to ensure awareness and usage of the system. | Workforce Development team with support from Quality Improvement team. | Quarterly | November 2025 |
| Complete service review of all ELHSCP Business Support teams. | Meetings with all personnel based within Business Support across ELHSCP to review posts and organisational requirements. | Operational Business Manager | Quarterly | April 2026 |
| Assess and mitigate impact from Agenda for Change settlement (reduced working week and protected learning time). | Review skill mix and service models to manage workload. | Service managers for all NHS teams affected | Quarterly | December 2026 |
| Ensure all staff are qualified as per updated registration requirements. | Review changing registration requirements and ensure staff add or update their qualifications when required. | Service managers with support from Workforce Development | Six monthly | Ongoing |