



INTEGRATION JOINT BOARD

Date of Meeting	11 February 2020
Report Title	Aberdeen City Health and Social Care Partnership Workforce Plan 2019/21
Report Number	HSCP.19.097
Lead Officer	Sandra Macleod, Chief Officer
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Consultation Checklist Completed	Yes
Appendices	a. ACHSCP Empowered Workforce Plan 2019/21 b. Workforce Plan – Progress Monitoring Aberdeen City Health and Social Care Partnership

1. Purpose of the Report

This report seeks to update the IJB on implementation of the Aberdeen City Health and Social Care Partnership (ACHSCP) Empowered Workforce Plan.

2. Recommendations

2.1. It is recommended that Integration Joint Board :

- a) Note progress made to date in the Implementation of the ACHSCP Empowered Workforce Plan (2019-21)



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3. Summary of Key Information

- 3.1.** The Public Bodies (Joint Working) (Scotland) Act 2014 (the Act) required that a strategic plan is produced and presented to the Integration Joint Board (IJB).
- 3.2.** The workforce plan supports the ACHSCP in delivering its strategic priorities and ensures appropriate staffing arrangements are in place across the ACHSCP. It was co-produced with a wide variety of stakeholders and staff groups.
- 3.3.** There are also detailed workforce plans for each statutory partner organisation (Aberdeen City Council (ACC) and NHS Grampian (NHSG)) who will continue to contribute to and be part of these discussions and processes. The ACHSCP workforce plan looks to ensure a workforce with the right skills and behaviours that is sustainable. The aim is to enhance the work which is currently in place and to specify workforce priorities for the health and social care partnership.
- 3.4.** The Plan acknowledged that in order to achieve the identified objectives, there is a need to:
- Fundamentally change what is done, the way it is done and with whom to fully integrate services
 - Increase engagement of the workforce, in its widest sense, by making them feel more valued
 - Support staff's well-being (physical & mental)
 - Make work a joyful thing and increase trust with colleagues and partners



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These enablers are required in order to ensure change is achieved that positively impacts both colleagues and customers.

- 3.5.** It considered some of the key challenges that have been reported to the IJB in other contexts (such as ageing population; ageing workforce and increasing complexity; lack of digitalisation). These challenges point to a need to engage in the potential of younger people, in order to have appropriate succession planning in place. The need to retain and train people to support the transformation of the way support is delivered is also required.
- 3.6.** Ensuring the workforce is digitally enabled and mobilised using new technologies is a priority for the partnership.

Delivery

- 3.7.** Underpinning the delivery of the workforce plan was an action plan based upon four themes; Right People, Right Skills, Right Roles and
- Short Term: 1 year
 - Medium Term: up to 2 years
 - Long Term: 3 years
- 3.8.** In the past year, ACHSCP has become much more proactive in seeking to attract its future workforce. This now includes regular attendance at school 'career fairs' and 'Developing Young Workforce classroom sessions in Aberdeen and Aberdeenshire, hosting apprenticeships and working with Job Centre Plus colleagues. Much of this activity inevitably can only produce



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benefits (future staff) in the medium to long term and creates interest in clinical and 'business support' roles (admin; cleaning; estates).

- 3.9.** A major impact on increasing workforce capacity will also be achieved, if we can improve the health and wellbeing of our workforce. ACHSCP sickness levels are typically 4% - 5% on average but formal activity is now taking place in areas with much higher absence (Woodend Hospital). This work is now also a high priority within ACHSCP, and we expect to attain our Healthy Working Lives 'Gold' Award in the Spring. Similarly, a system-wide 'Quality Improvement' approach (Lean Six Sigma) is being used to increase the capacity of the current workforce, with a focus on reducing waste, duplication and digitalisation.
- 3.10.** A lot of effort is now also being made to retain more staff within ACHSCP. This includes the Annual HEART/Staff Recognition) Awards, making ACHSCP an enjoyable and fun place to work and working with NHS Grampian and Aberdeen City Council to develop 'Long Service' Awards.
- 3.11.** However, the challenges faced in maintaining an appropriate level of staff in the workforce are complex, multi-functional and require collaborative solutions with partners across Grampian.
- 3.12.** For example, the housing costs in Aberdeen, can often mean that staff whose skills are in short supply nationally, may decide not to move to Aberdeen to work. Similarly, younger staff may have attended school in Aberdeen, but then choose to move to Aberdeenshire when buying a home thus making future working in Aberdeen less attractive. Some collaborations do now exist with housing providers to provide 'key worker' housing, but the scale of this provision will not meet all future demands.



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- 3.13.** Attracting new staff to Grampian will be essential and ACHSCP can only do this working as part of a Grampian 'system'. This could for example include social media campaigns promoting the benefits of living and working in Aberdeen.
- 3.14.** Working with Aberdeen University and Robert Gordon University to attract more Grampian residents to study locally, is another solution that could increase the future supply of the primary care workforce. For example, in 2018, only 3/43 Physiotherapy graduates at RGU came from Grampian and only one went on to work for NHS Grampian after graduation.
- 3.15.** Another option which could be explored would be to ask some staff to work in other areas, if there was a high risk of not being able to provide safe service levels. This would require support from Union/Staff-side colleagues.

4. Implications for IJB

- 4.1. Equalities** – Both partners are committed to equalities of opportunities both in recruitment and progression as well as non-discrimination within the workforce.
- 4.2. Fairer Scotland Duty** – Part of our workforce strategy will be to ensure we recruit the right people and to increase exposure across all socio-economic groups with a particular focus on developing young people, modern apprenticeships and overall succession planning. By doing this we are paying due regard to the Fairer Scotland duty. We look to recruit the right staff who can support those in need no matter their situation.



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- 4.3. By reviewing our workforce arrangements and making improvements we look to ensure socio-economic implications are taken into account of Fairer Duty Scotland
- 4.4. **Financial** – There are no direct financial implications arising from the recommendations of this report.
- 4.5. **Workforce** – the report reflects the plan to ensure a workforce that can deliver the strategic vision and plan of the ACHSCP.
- 4.6. **Legal** - Implementation of the workforce plan will help ACHSCP ensure that it fully meets its duties as set out in the Public Bodies (Joint Working) (Scotland) Act 2014. Powers under the Act which would permit the Board to employ its own staff have not yet been invoked.

5. **Links to ACHSCP Strategic Plan**

- 5.1. The workforce plan seeks to support delivery of all five themes within the Strategic Plan. The plan includes key enablers and actions which are aligned to its priorities.

6. **Management of Risk**

6.1. **Identified risks(s)**

There are no specific risks relating to the Committee noting the Audit Scotland Report.



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However, there is a risk to the future availability of our workforce if ACHSCP is not able to increase its supply of staffing and retain existing staff.



6.2. Link to risks on strategic or operational risk register:

There are links to the Strategic Risk 9 (which is reviewed and updated regularly). There is a risk of failure to recruit and that workforce planning across the Partnership is not sophisticated enough to maintain future service delivery.

6.3. How might the content of this report impact or mitigate these risks:

This Report has highlighted a number of potential solutions to mitigate the risks within the Workforce.

However, many of these are National and Grampian challenges and as such cannot be mitigated solely by ACHSCP.

Approvals	
	Sandra Macleod (Chief Officer)
	Alex Stephen (Chief Finance Officer)



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Appendix B

Workforce Plan – Progress Monitoring Aberdeen City Health and Social Care Partnership

ACHSCP Empowered Workforce Plan 2019 /21 - Action Plan Progress Monitoring		
Aim	Progress Update	Status
Staff Wellbeing	'Gold ' Healthy Working Lives Award expected by end March 2020 `	
Attraction	Significantly higher profile now for ACHSCP at school career fairs and with Job Centre Plus clients	
Retention	Plans to begin 'Long Service' and 'Special Recognition' Awards in 2020.	
Training	More focus planned in 2020 on social care training	
Development	Greater emphasis on OD in 2020 via OD and Culture Group	
Flexibility	Good progress made in promoting benefits of flexible working to staff and the organisation	
Collaborative Service Redesign	More focus planned in 2020	
Customer Engagement	More focus planned in 2020	
Feeling Involved (Staff and Partners)	Good progress made to date	
Digitalisation	Some progress but much more focus planned in 2020	
Prevention	'Gold' Healthy Working Lives Award expected	
Young People and Pathways	Organisation has made numerous new partnerships with schools and tertiary education in past year and these will be developed in 2020.	