



INTEGRATION JOINT BOARD

Date of Meeting	30 August 2022
Report Title	Draft ACHSCP Workforce Plan 2022 - 2025
Report Number	HSCP22.073
Lead Officer	Sandra MacLeod, Chief Officer
Report Author Details	Stuart Lamberton Transformation Programme Manager SLamberton@aberdeencity.gov.uk
Consultation Checklist Completed	Yes
Directions Required	No
Appendices	a. <i>Draft ACHSCP Workforce Plan 2022 - 2025</i>

1. Purpose of the Report

1.1. This report presents the first draft of the Aberdeen City Health and Social Care Partnership (ACHSCP) Workforce Plan for 2022 – 2025. After further consultation the final version will be presented to the Integrated Joint Board (IJB) on 11 October 2022.

2. Recommendations

2.1. It is recommended that the Integration Joint Board:

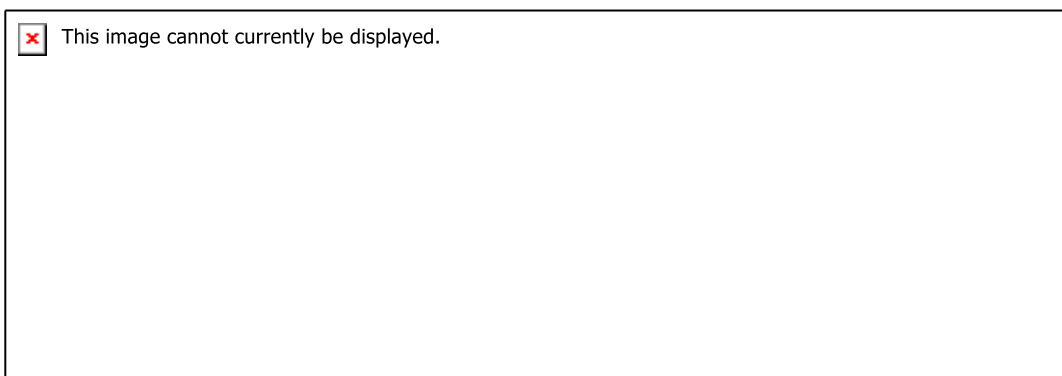
- a) Considers the initial draft ACHSCP Workforce Plan 2022 – 2025 (at Appendix A) and instructs the Chief Officer to bring the final version of the ACHSCP Workforce Plan 2022 – 2025 to the IJB on 11 October 2022
- b) Endorses the continued work of the short life working group with the ongoing wider staff consultation and incorporation of the feedback from Scottish Government



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3. Summary of Key Information

- 3.1. On 11 March 2022 the Scottish Government published the [National Workforce Strategy for Health and Social Care](#). This strategy contains 3 key objectives; *Recovery, Transformation, and Growth* and sets out the five pillars of the workforce journey which should be core within the three year workforce plan:



- 3.2. On 1 April 2022 the Scottish Government provided a supporting guidance document to be used when developing the plan and it came with key deadlines:

31 July 2022 - Three Year Workforce Plans should be submitted in draft to the National Health and Social Care Workforce Plan Programme Office

31 August 2022 - Draft Three Year Workforce Plans will be reviewed and feedback provided by Scottish Government

31 October 2022 - Three Year Workforce Plans to be published on organisations' websites

- 3.3. A short life working group was established comprising of leads from the various staffing groups across ACHSCP and supported by the Transformation Programme Manager for Strategy to develop the ACHSCP Workforce Plan 2022 - 2025. This group initially met every 3 weeks and



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then weekly in the lead up to the end of July 2022 when the initial draft was submitted as per the deadline.

- 3.4.** The draft ACHSCP Workforce Plan 2022 – 2025 is the result of the previous two months of collation, engagement, and development. The core themes in the plan are *recruitment and retention, health & wellbeing, and growth & opportunities*. It is not finished as it now needs to go out for wider staff consultation where the feedback will be collated along with the feedback from Scottish Government to help inform the final version which will be ready for the IJB in October 2022.

4. Implications for IJB

4.1. Equalities, Fairer Scotland and Health Inequality

The ACHSCP Workforce Plan 2022 - 2025 aims to have a positive impact on all staff across the workforce including those with protected characteristics as defined in the Equality Act (2010). A Health Inequalities Impact Assessment (HIIA) is in development in advance of the final submission of the ACHSCP Workforce Plan 2022 - 2025 to the IJB in October 2022.

4.2. Financial

There are no specific financial implications related to this report.

4.3. Workforce

The ACHSCP Workforce Plan 2022 – 2025 will focus on three key themes for the ACHSCP workforce over the next three years; *recruitment and retention, health & wellbeing, and growth & opportunities*. The ACHSCP Workforce Plan 2022 - 2025 clearly sets out how changes & improvements will be made and how the progress & impact of the plan will be measured.

4.4. Legal

There are no specific legal implications related to this report.



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4.5. Covid-19

There are no specific Covid-19 implications related to this report.

4.6. Unpaid Carers

There are no specific Unpaid Carer implications related to this report.

5. Links to ACHSCP Strategic Plan

- 5.1. The ACHSCP Workforce Plan 2022 – 2025 aligns directly with the ACHSCP strategic plan 2022 – 2025, specifically in relation to our enabler for workforce. The strategic plan sets out the context for our workforce and, directly linked to the delivery plan, our ACHSCP Workforce Plan 2022 - 2025 sets out the measures and how we will achieve our goals.

6. Management of Risk

6.1. Identified risks(s)

The COVID-19 pandemic has had a significant impact on the workforce and as we adapted to meet the demand from and beyond the pandemic. ACHSCP has a higher turnover of staff compared to partner organisations. There is a shortage of clinical staff & social care staff which is a risk for sustainable service delivery, where staff are already dealing with a lot of pressure.

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

Risk 4 - Cause: Relationship arrangements between the IJB and its partner organisations (Aberdeen City Council & NHS Grampian) in areas such as governance, human resources; and performance

Event: Relationships are not managed in order to maximise the full potential of integrated & collaborative working.

Consequence: Failure to deliver the strategic plan and reputational damage

Risk 9 – Cause: Impact of Covid-19 has accelerated and accentuated long-term workforce challenges



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Event: Insufficient staff to provide patients/clients with services required.

Consequence: Potential loss of life and unmet health and social care needs, leading to severe reputational damage.

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

The ACHSCP workforce plan 2022 – 2025 will focus on three key themes for the ACHSCP workforce over the next three years; *recruitment and retention, health & wellbeing, and growth & opportunities*. The plan clearly sets out how changes & improvements will be made and how the progress & impact of the plan will be measured. These actions directly contribute to the controls and mitigations required in relation to the risks identified above.

Approvals	
	Sandra Macleod (Chief Officer)
	Paul Mitchell (Chief Finance Officer)