



INTEGRATION JOINT BOARD

Date of Meeting	29 November 2022
Report Title	ACHSCP Workforce Plan 2022 - 2025
Report Number	HSCP22.101
Lead Officer	Alison Macleod
Report Author Details	Stuart Lamberton Transformation Programme Manager SLamberton@aberdeencity.gov.uk
Consultation Checklist Completed	Yes
Directions Required	No
Appendices	<ul style="list-style-type: none"> a. <i>ACHSCP Workforce Plan 2022 – 2025</i> b. <i>Health Inequalities Impact Assessment</i>

1. Purpose of the Report

1.1. This report presents to the Integration Join Board (IJB) the final version of the Aberdeen City Health and Social Care Partnership Workforce Plan 2022 – 2025.

2. Recommendations

2.1. It is recommended that the Integration Joint Board:

- a) approves the final version of the ACHSCP Workforce Plan 2022 – 2025 as attached at Appendix A
- b) instructs the Chief Officer to report progress annually to the Risk, Audit, and Performance Committee

3. Summary of Key Information

3.1. On 30 August 2022 the IJB were presented with the first draft of the ACHSCP Workforce Plan 2022 – 2025. This was accompanied by a summary of



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development and an overview of key timescales, [agenda item 6.5 refers](#). The final plan was originally due back to IJB on 11 October 2022, but Scottish Government were delayed in providing feedback which in-turn pushed our timescales back for presenting this final version to the IJB.

- 3.2. As required by Scottish Government and the IJB the plan contains detailed information on; a summary of population health statistics, an overview of ACHSCP workforce, our progress since 2019, alignment with the development of NHS plan for the future, ACC workforce plan, ACHSCP strategic plan, and our financial planning, feedback from the most recent workforce survey, shared learning from the impact of COVID-19 and the challenges we face, clear aims and key actions required over the next three years together with the improvement measures and expected impact.
- 3.3. The IJB gave feedback on the first draft of the ACHSCP Workforce Plan 2022 – 2025 and over the course of September and October 2022 further feedback has been gathered from the wider staff consultation along with commissioned and independent services. Positive feedback and suggestions were also received from the Scottish Government and our third sector colleagues.
- 3.4. In response to the Independent Review of Adult Social Care in Scotland. the [joint statement of intent](#) published by Scottish Government and the Convention of Scottish Local Authorities (COSLA) on 24 March 2021 outlined key areas to be addressed across the Social Care workforce in particular. The ACHSCP Workforce Plan 2022 – 2025 acknowledges the challenges faced by Aberdeen City and across the North East. Specific actions are included in the plan to focus on recruitment and retention in this area as well as the development of sustainable career pathways.
- 3.5. The final version of the ACHSCP Workforce Plan 2022 – 2025 is attached at Appendix A. Updates to the plan include, but are not limited to:
 - The inclusion of data and supporting information from commissioned and independent services to ensure the plan is as reflective as possible across services in ACHSCP
 - Review of the actions refined under the key priorities of *recruitment & retention, mental health & wellbeing, and growth & development opportunities*



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- Better linkage between what the data and information tell us and how this relates to the aims and actions identified in the plan
 - Alignment across the revised ACC Workforce Plan, the NHSG plan for the future, and our ACHSCP strategic plan and our risk register
- 3.6.** The purpose of the ACHSCP Workforce Plan 2022 -2025 is to set out our intentions with clear aims over the next few years. Delivering on the aims and key actions identified in the plan together with the support required will be progressed by the delivery group. The delivery group membership and terms of reference are being pulled together led by the current short life working group. A delivery plan for progress reporting, with identified leads and associated timescales, will be developed and implemented by the delivery group. The ACHSCP Workforce Plan 2022 -2025 is a live document and will be kept updated by the delivery group.

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 stage 3 Health Inequalities Impact Assessment (HIIA) has been completed and is attached at Appendix B.

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 & development 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 via the delivery group.



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4.4. Legal

There are no specific legal implications related to this report.

4.5. Covid-19

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

4.6. Unpaid Carers

It is expected that the key themes identified in the ACHSCP Workforce Plan 2022 – 2025 will have a positive impact on unpaid carers as part of our workforce and the priorities set out in our ACHSCP Strategic Plan 2022 - 2025. The importance of the advice and guidance required to support unpaid carers as part of our workforce forms part of our working culture. This plan has been developed alongside the development of our new Carer's strategy which has specific actions to support unpaid carers as part of our wider workforce and to value their role within the health and social care system.

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.



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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: The ongoing recruitment and retention of staff

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.