



RISK, AUDIT AND PERFORMANCE COMMITTEE

Date of Meeting	28 November 2023
Report Title	ACHSCP Workforce Plan Annual Report
Report Number	HSCP.23.080.
Lead Officer	Sandy Reid, People and Organisation
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Consultation Checklist Completed	Yes
Directions Required	No
Exempt	No
Appendices	a. ACHSCP Workforce Plan Annual Report 2022-23
Terms of Reference	4. Approve, monitor and review a performance framework for the IJB in respect of its policy objectives and priorities in relation to all functions of the IJB. This includes ensuring that the Chief Officer establishes and implements satisfactory arrangements for reviewing and appraising service performance against the national health and wellbeing outcomes, the associated core suite of indicators and other appropriate local objectives and priorities.

1. Purpose of the Report

- 1.1. This report presents to the Risk Audit and Performance Committee the 2022/23 Annual Report for Aberdeen City Health and Social Care Partnership Workforce Plan. This report gives an overview of our current workforce and the progress made against the Workforce Plan Priorities.

2. Recommendations



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2.1. It is recommended that the Risk, Audit and Performance Committee:

- a) Notes the progress of the Workforce Plan to date.

3. Strategic Plan Context

3.1. 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. This report provides an update on the progress made over the previous 12 months.

4. Summary of Key Information

4.1. On 29 November 2022, IJB approved the Aberdeen City Health and Social Care Partnership (ACHSCP) Workforce Plan 2022-2025. 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.

4.2. Our workforce plan is aligned to our Strategic Plan 2022 – 2025 and we continue to engage and collaborate with our ACC and NHSG colleagues on the development of their respective workforce plans to ensure they work in parallel and complement each other avoiding duplication where possible. We have relevant representatives from organisations across the partnership who are members of the oversight and specific workstreams to ensure we continue to work together effectively to better support and develop our workforce.

4.3. IJB instructed that the annual report on the workforce plan progress is reported to RAPC. Appendix A outlines the current workforce and highlights progress since the workforce plan came into place. This includes an encouraging increase in headcount and FTE/ WTE (Full Time Equivalent or Whole Time Equivalent) across the partnership. There has also been a decrease in staff turnover which suggests some stabilisation since the pandemic period.



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- 4.4.** The report also includes updates on the areas of focus for the next 12 months outlining the approach to supporting the delivery of key aims of the workforce plan. The three priority workstreams will have responsibility for the delivery of the key aims and actions within the plan and will be made up of relevant representatives from across the workforce. The workstreams will also be considering the actions of testing the Health and Social Care (Staffing) (Scotland) Act 2019 and towards launch in April 2024, pending further feedback from Scottish Government.
- 4.5.** On 1 April 2024 it is expected that the Health and Care (Staffing) (Scotland) Act 2019 will be enacted. Every Integration Authority must have regard to the guiding principles of the Act, guidance that is issued by Scottish Ministers, duties relating to staffing for care providers, and publishing an annual report including information about risk related to staffing levels. In collaboration with the Care Inspectorate, ACHSCP are part of a volunteer group to help test some of the guidance which is due to conclude by early 2024.

5. Implications for IJB

5.1. 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). Prior to the introduction of the new Integrated Impact Assessment (IIA) and guidance approved by IJB on 25 April 2023 a Stage 3 Health Inequalities Impact Assessment (HIIA) was completed for the workforce plan which can be found [here](#). There are no further IIAs required for this particular report.

5.2. Financial

There are no direct financial implications arising from the recommendations of this report.

5.3. Workforce

The ACHSCP Workforce Plan 2022 – 2025 will focusses on three key themes for the ACHSCP workforce; recruitment and retention, health & wellbeing, and growth & development opportunities. The ACHSCP Workforce Plan Annual Report 2022-23 outlines progress to date and sets out how improvements will be made over the next 12 months. This will be



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delivered by the specific workstreams and monitored by the Workforce Plan Oversight Group.

5.4. Legal

There are no direct legal implications arising from the recommendations of this report.

5.5. Unpaid Carers

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. The plan was developed alongside 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.

5.6. Information Governance

There are no direct informational governance implications arising from the recommendations of this report.

5.7. Environmental Impacts

There are no direct environment implications arising from the recommendations of this report.

5.8. Sustainability

There are no direct sustainability implications arising from the recommendations of this report.

6. Management of Risk

6.1. Identified risks(s)

Risks that if there is not a focus on Recruitment and Retention and supporting people into careers at Health and Social Care would cause more vacancy issues across the partnership, affecting service delivery.



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Risks that if there is not focus on Staff Mental Health and Wellbeing that staff turnover increases as well as continued high absence rates, again affecting service delivery across the partnership.

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 and improvements will be made and how the progress and impact of the plan will be measured. These actions directly contribute to the controls and mitigations required in relation to the risks identified above.

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

Risk 1 - 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 7 – 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.

A joint session was conducted on 13 October 2023, to consider risks 1 and 7 in a 'deep dive' of how we are mitigating and how we can develop and strengthen our mitigation of these risks.

Specifically, for Risk 1, the main proposal to help provide further assurance was: A joint approach to be taken to mitigate the risk.

- There are further opportunities to collaborate
- Mutual aid approach can be examined.
- Services continue work together to keep people safe and prevent hospital admission.

It is proposed that the partnership working continue through the Workforce Priority workstreams to support each other with best practices, shared learning and resources.



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Specifically in relation to Risk 7, the main proposals raised/assurances given were: Improve the application processes; promote retention opportunities; look at guaranteed interview schemes, change advertising processes; utilise the untapped workforce refugees and asylum seekers and support them in to our workforce; promote shadowing opportunities; the holding of the Partnership's recruitment fair; and streamline information for the workforce. These are all main themes and actions of the Recruitment and Retention workstream and will be explored and delivered collaboratively to support whole system workforce.