



RISK, AUDIT AND PERFORMANCE

Date of Meeting	27 August 2025
Report Title	Workforce Plan Report 22-25 Final Progress Report
Report Number	HSCP.25.066
Lead Officer	Sandy Reid, People and Organisation Lead
Report Author Details	Grace Milne Senior Project Manager gracemilne@aberdeencity.gov.uk
Consultation Checklist Completed	Yes
Directions Required	No
Exempt	No
Appendices	A – Workforce Plan Final Progress Report 22-25
Terms of Reference	

1. Purpose of the Report

- 1.1. This report presents to the Risk Audit and Performance Committee the final progress Report for Aberdeen City Health and Social Care Partnership Workforce Plan 2022 - 2025. This report gives an overview of our current workforce over the period of the plan and the progress made against the Workforce Plan Priorities.

2. Recommendations

- 2.1. It is recommended that the Risk, Audit and Performance Committee:
- a) Notes the progress of the Workforce Plan 2022 -2025
 - b) Instructs officers to undertake full engagement process for the development of refreshed Workforce Plan 2025-2029



RISK, AUDIT AND PERFORMANCE

3. Strategic Plan Context

The ACHSCP Workforce Plan 2022 – 2025 aligns directly with the ACHSCP strategic plan 2022 – 2025, specifically in relation to our enabler for workforce. However, links have already been made to the areas of focus for the next Workforce plan directly from the Strategic Plan and Routemap for delivery 2025 -2029.

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; an overview of ACHSCP workforce at 2022. Alignment with the 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 2022 -2025 together with the improvement measures and expected impact.
- 4.2. The current workforce plan was aligned to ACHSCP Strategic Plan 2022 – 2025 and we have continued 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.
- 4.3. IJB instructed that the annual report on the workforce plan progress is reported to RAPC. Appendix A outlines the final progress report and summarisation of the workforce actions 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. The report updates the impact on increase profile of ACHSCP at recruitment and job events and the impact of annual conference events on staff health and wellbeing. The report includes updates on implementation of the Health and Social Care (Staffing) (Scotland) Act 2019.



RISK, AUDIT AND PERFORMANCE

- 4.4.** The report also includes areas of focus for refreshed workforce plan which have already been identified through our engagement and development of the Strategic Plan 2025 – 2029. A timeline and engagement and consultation plans are set out for the development of the refreshed Workforce Plan 2025 – 2029.

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 has focussed on three key themes for the ACHSCP workforce over three years; recruitment and retention, health & wellbeing, and growth & development opportunities. The ACHSCP Workforce Plan final Report 2022/25 outlines progress to date and sets out areas of focus for the next workforce plan.

5.4. Legal

There are no specific legal implications related to this report.

5.5. Unpaid Carers



RISK, AUDIT AND PERFORMANCE

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 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 information governance implications arising from the recommendations of this report.

5.7. Environmental Impacts

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

5.8. Sustainability

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

5.9. Other

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



RISK, AUDIT AND PERFORMANCE

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 deliver.

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.

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.

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 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.

A session was conducted on the 13 October 2023, to consider risks 1 & 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



RISK, AUDIT AND PERFORMANCE

- Mutual aid approach can be examined.
- The 10 providers work well 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.

- 6.4.** 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.