



Aberdeen City
Health & Social Care
Partnership

A caring partnership



Workforce Plan 2022 – 2025

Final Progress Report

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Foreword



This report is the final progress report for the Aberdeen City Health and Social Care Partnership Workforce Plan 2022 – 2025. This report gives an overview of our current workforce, and the progress made against the workforce plan priorities.

Workforce Plan Priorities;-

- **Staff Health and Wellbeing**
- **Recruitment and Retention**
- **Growth and Development Opportunities**

Our workforce over 2022 – 2025 saw recovery and remobilisation from the COVID Pandemic, an unprecedented increase in demand, as well as a difficult financial climate. Our workforce has shown its resilience withstanding these pressures, while maintaining good levels of care and support to the population of Aberdeen City.

Over the past 3 years we have seen significant progress against our Strategic and Delivery Plan, that is down to our committed workforce. Links to that progress is within our Annual Performance Reports here;-

- **2022-2023 Annual Report**
- **2023-2024 Annual Report**
- **2024-2025 Annual Report due to Integration Joint Board September 2025**

This report comes at a time where we have just recently approved our new Strategic Plan 2025 – 2029, setting new aims – shift focus to prevention and; early intervention and modernise our approach to service delivery.

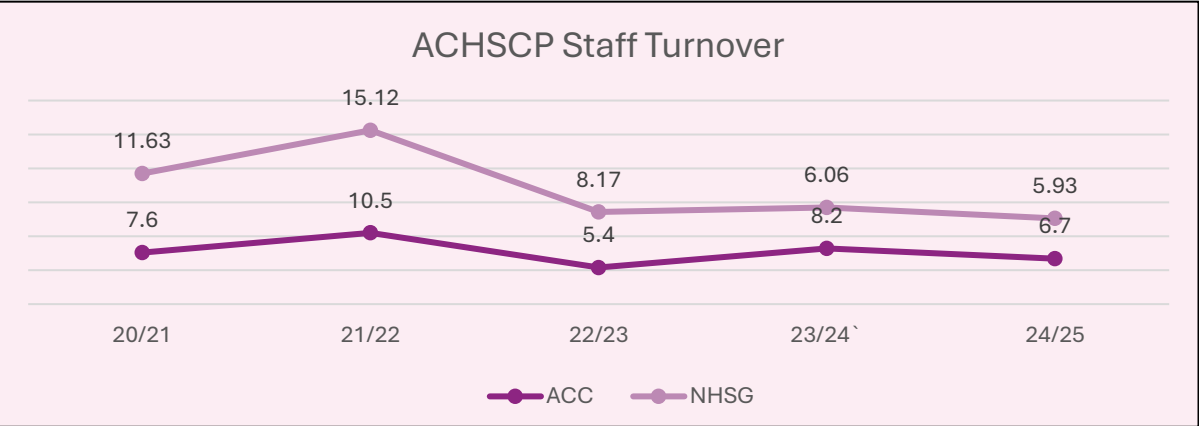
Our learnings from this workforce plan will impact our refreshed workplan and reflect our new Strategic Aims, many of our commitments over the next four years will impact our staff and how our services are delivered. We welcome staff input and support in development of the workforce plan and looking forward to future engagement sessions.

Workforce Overview

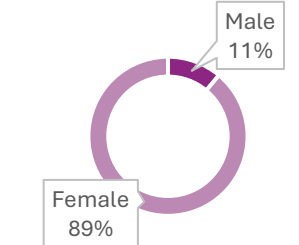
Overall, our workforce has grown in numbers over the years to support the increase of demand and pressures, and after the initial flux after the pandemic our staff turnover has remained steady. These figures unfortunately do not show the number of promotions within our internal services although our Grow our Own approach supports internal career progression. We understand that our financial climate may not be able to sustain additional capacity for staff going forward, we will have to ensure we maximise capacity by modernising our approach to service delivery and focus of early intervention and prevention. Our recent staffing protocol and scrutiny around vacancies that was introduced earlier in 2025 has had an impact on our headcount into 25/26. More on page 13.

We still have a large Female workforce population; however figures have slightly increased in our male workforce over the 3 years. Increase from 2022 9.68% Male to 2025 11.08%. Our workforce is approximately three quarters NHSG employed staff and one quarter ACC employed staff. However partnership workforce expands further than that across Commissioned services, working together towards the same outcomes.

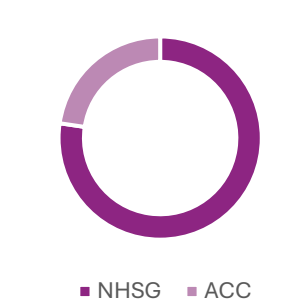
	2020	2021	2022	2023	2024	2025
WTE (Whole Time Equivalent)	1744.21	1741.31	1830.54	1933.13	1950.61	2046.96
Headcount	2164	2122	2197	2265	2317	2431



2025 Workforce Gender



Staff Employed FTE



Staffing groups and services across ACHSCP include;

- ▶ Community Nursing
- ▶ Allied Health Professionals
- ▶ Community Mental Health service
- ▶ Public Health services
- ▶ Substance Misuse and Alcohol services
- ▶ Sexual Health services
- ▶ Public Dental services
- ▶ Primary Care
(General Medical; General Dental, General Ophthalmic, Community Pharmacy)
- ▶ Social Work services for adults and older people
(including Criminal Justice services and physical disabilities)
- ▶ Support for people with learning disabilities and mental health conditions
- ▶ Specialist older adults & rehabilitations services
- ▶ Granite Care Consortium
- ▶ Bon Accord Care
- ▶ Strategy & Transformation Team



Workforce Overview

Absence Data helps us understand our workforce and enables the partnership to help put measures in place to keep our staff healthy. We value our staff and want to look after their wellbeing.

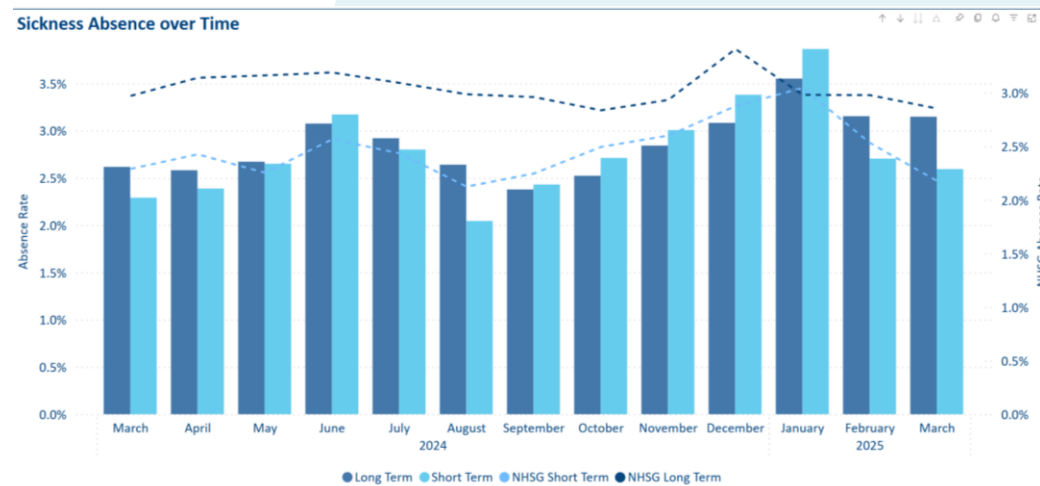
The main reasons for absence still includes, anxiety stress and depression, flu, colds and respiratory conditions and stomach bugs however over the span of the Workforce Plan there is a significant increase on the number of MSK issues reported.

Figures here show different information for each parent organisation, NHSG Staff have information for long- and short-term absence rate, note that ACHSCP Staff have less long-term staff absent but often are over the average for short term absences.

ACC Staff information show the % of staff absent monthly. This roughly equates to 4.5 to 5.5 working days lost per Full Time Equivalent every month.

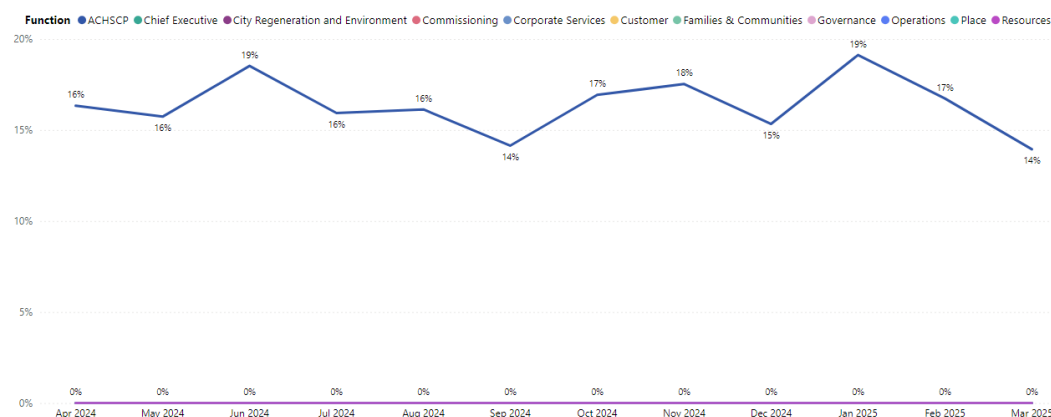
Through our workforce plan we have been encouraging uptake of Winter Flu and Covid vaccinations to protect our staff and patients. To support health and wellbeing in the workplace we also encourage staff to undertake mandatory training to keep up with health and safety techniques, healthy working lives initiatives (more info on page 10) and encourage staff to take regular breaks.

NHSG Staff Absence



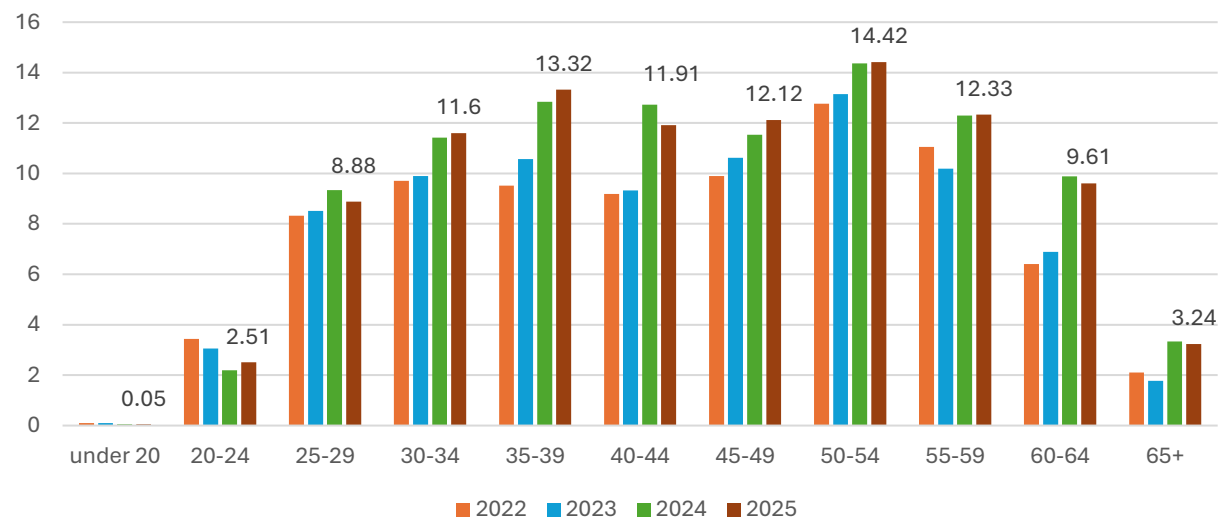
ACC Staff Absence

Percentage of Staff Absent by Month, August 2019 onwards



Workforce Overview

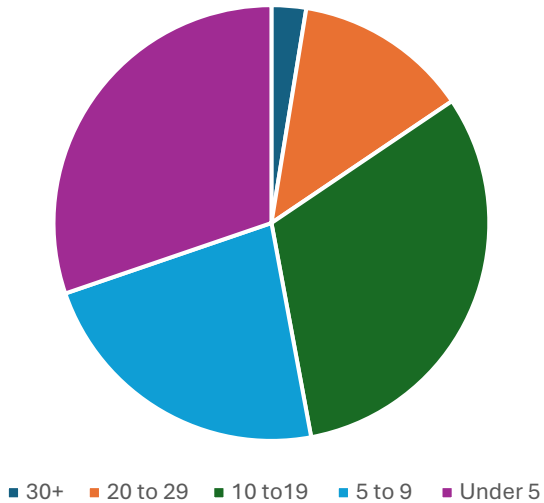
ACHSCP Staff Age Group Percentage %



Looking at our age profiles of our staff helps us plan for our future workforce.

We recognise that we have 25% of our current workforce could potentially retire within the next 10 years. We have to ensure we are consistently trying to attract new people into Health and Social Care careers, as well as looking to our experienced colleagues to share knowledge and experience with our younger workforce. It is encouraging to see that our 20 – 44 age ranges have increased overall over the past 3-4 years, than our 45 - 65+. More information on our career pathways and recruitment and retention at page 14 and what ACHSCP are doing to encourage those in higher education to choose a career in Health and Social Care.

ACC ACHSCP Staff Length of Service



In November 2024, the Equalities and Human Rights Sub-Group reviewed the Equalities data we hold for our staff from both ACC and NHSG. The Group discussed the influence ACHSCP can have on support our staff with protected characteristics and what actions we put in place.

We collect information such as gender, sexual orientation, disability and ethnicity information.

The Equalities Outcomes Mainstreaming Framework is due to be refreshed in 2025 and these conversations will influence our refreshed equalities outcomes for our staff, public and patients.

Latest EOMF Progress Report | [Aberdeen City HSCP](#)



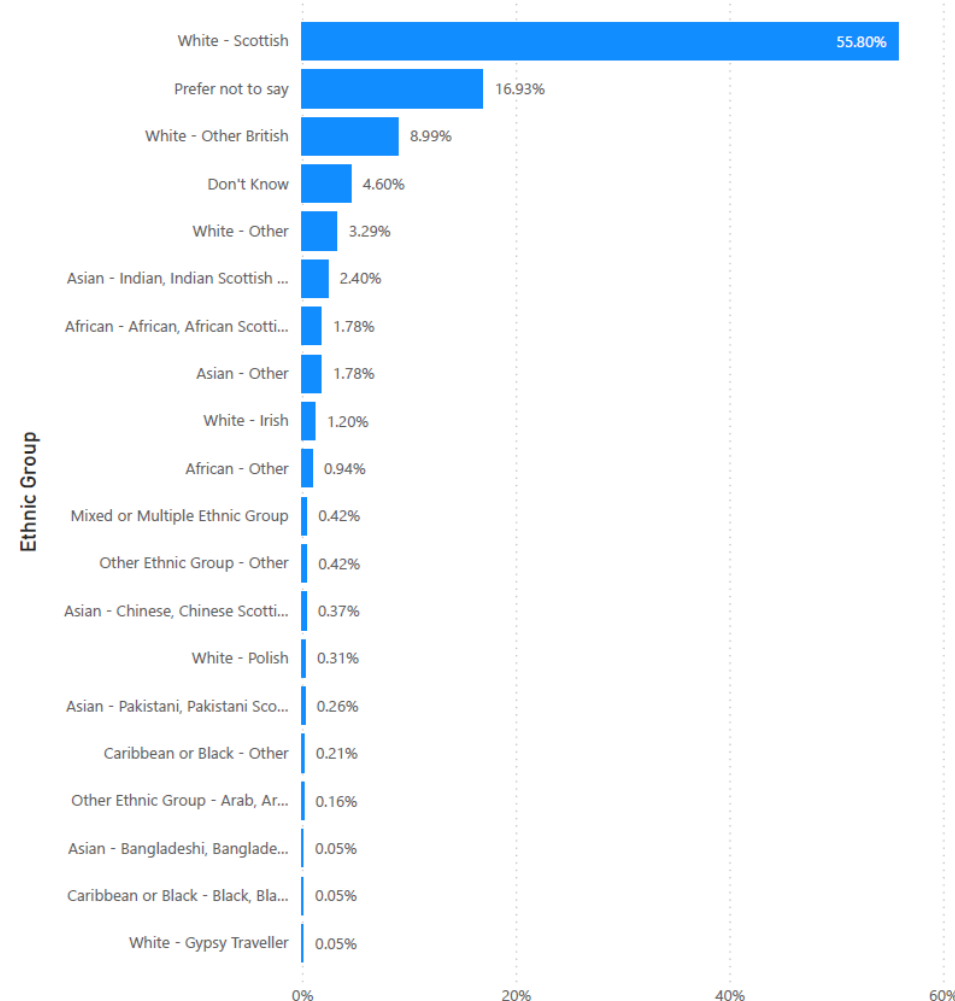
Equalities and Protected Characteristics

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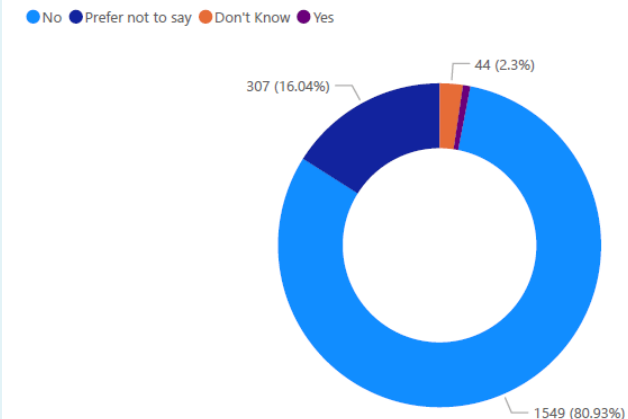
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Latest EOMF Progress Report ↓
[Aberdeen City HSCP](#)

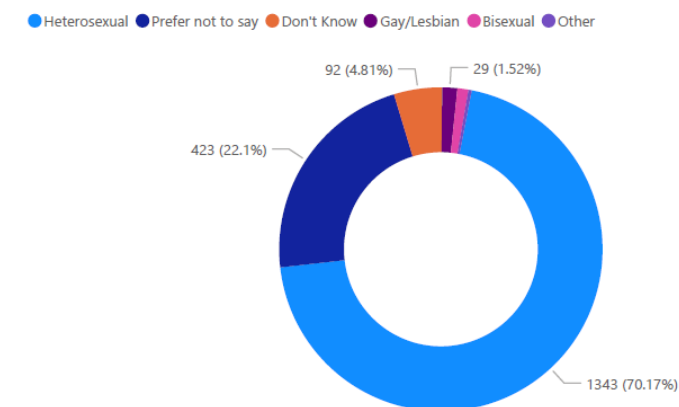
Aberdeen City H&SCP Headcount by Ethnicity - March 2025



Aberdeen City H&SCP Headcount by Disability - March 2025



Aberdeen City H&SCP Headcount by Sexual Orientation - March 2025





Granite Care Consortium (GCC)

Granite Care Consortium is 9 different organisations working in collaboration to tackle Care at Home across Aberdeen. The organisations are; - Aberdeen Cyrenians, Ann Inspired Care, Blackwood, Community Integrated Care, MyCare Grampian, Paramount Care Aberdeen, Penumbra, Specialist Resource Solutions (SRS), Voluntary Services Aberdeen (VSA).

Case Study 6, page 56 of the Audit Scotland report IJB Performance Report showcases GCC as an approach and collaborative model. [Integration Joint Boards' Finance and performance 2024](#)



Bon Accord Care

Bon Accord Care have produced annual reports detailing their progress you can find the latest report here for further information [annual-impact-report-2023-2024.pdf](#)

Bon Accord Care Headcount/ FTE						
	2020	2021	2022	2023	2024	2025
Headcount	1128	1092	1154	1037	1081	945
Actual FTE	589	604	595	586	627	580



**STAFF
MENTAL HEALTH
and WELLBEING**



**RECRUITMENT
and RETENTION**



**GROWTH and
DEVELOPMENT
OPPORTUNITIES**



STAFF MENTAL HEALTH and WELLBEING



Overview

Progress against Staff Mental Health and Wellbeing

We continued progress and achieved aims against the workforce plan to help support Staff Mental Health and Wellbeing.

Wellbeing initiatives such as Healthy Working Lives and We Care have a vast range of activities available to all staff. We encourage our teams and managers to allow space for staff to attend if they wish and for our staff to take regular breaks. We recognise that this can be easier for some teams than others.

Reduced working week now implemented for ACC Colleagues and working towards the same for NHSG staff by March 2026, this will have an impact on staff mental health and wellbeing.

Staff recognition and celebrating achievements have been met by annual conference events as well as better communications and presence on Social Media.

Aim 1

Support staff to achieve a healthy work/life balance by exploring what works best in relation to flexible working whilst meeting the needs of services.

Aim 1; Continued Progress

Well established health and wellbeing initiatives in place to support work/life balance with increased uptake. Work to progress to 2025 on improving flexible working arrangements and additional support initiatives (pg10)

Aim 2

Build on our 'We Care' approach to develop & implement a framework for our values which contains a programme of mental health & wellbeing and a range of QI approaches/ Champions to support the mental health & wellbeing of staff.

Aim 2; Continued Progress

Staff engaged with the We Care Framework and values, linked with health and wellbeing initiatives in Aim 1, we will look to continue increased uptake and support promotion across wider partnership services year on year.

Aim 3

Develop & implement a 'keeping us informed' forum for all staff within ACHSCP and recognise & celebrate the achievements of staff.

Aim 3; Continued Progress

Page 11 has overview of the actions that have taken place to increase the profile of ACHSCP with annual conferences, focusing on shared learning, celebrating achievement, staff values and what matters to them.

Aim 4

Reduce the number of meetings that staff are required to attend by 20%.

Aim 4; Achieved

Hybrid Working, use of technology with shared collaboration spaces and work led by IJB around Culture and Governance Review has seen a reduction on meetings for staff to attend.

Healthy Working Lives

Over the 3 years there has been over 2000 staff attendees to the Health Working Lives initiatives and sessions.

In total 750 staff attended the various therapies in the period from April 2024 to March 2025. These include complementary therapies, mindfulness sessions, reiki and reflexology. We also have had sessions delivered by NESCOL Students allowing for further benefit learning and experience too which in turn benefits our staff.

• Complementary Therapy by NESCOL students	17
• Reiki	70
• Reflexology	105
• Complementary Therapy	128
• Sound Bath	40
• Mindfulness	144
• Pedicure	246

“I had a wonderful pamper with the lovely Angie on Tuesday, it was just what I needed.”

“I had an amazing session and I got a lot of benefit from it, it is brilliant that these are available for staff to use, I will be encouraging colleagues to go.”



WE CARE

We Care is a staff health and wellbeing programme established to deliver, co-ordinate and enhance staff wellbeing across NHS Grampian and Health and Social Care Partnerships. Our workstream will look to further promote and embed the programme within the workforce teams across the partnership and record its impact. More information here on the [We Care Hub](#)



Keeping us informed

To support our staff mental health and wellbeing and as part of our aims, we have held two annual conferences, one throughout 22/23 and most recently Christmas 2024. This was to celebrate achievement and to bring together our workforce for collaboration opportunities and shared learning.

Both events had a focus of staff wellbeing, celebrating achievement and showcasing best practice. Presentations, stalls and key workforce discussions structured each programme. Here is a video of our first event, hearing from attendees about best ways to connect. https://youtu.be/Mi_eDwsaMbc

The outputs of these events have helped inform our new Strategic Plan and will support the development of our next workforce plan, continuing the communication and opportunities to collaborate with our workforce. The value of these type of events support health and wellbeing, showcasing the initiatives available for the staff all year round. Most importantly we ask that our staff give feedback at these events so we can make the most of the time we use together. These events have been well received with overwhelming majority rating them a good use of time.

Both sessions focused on “What matters to you?”, and “what does wellbeing mean to you?” There is a crossover with answers and this is what our colleagues value and what wellbeing at work looks like. These are reflected within the Strategic Plan values. Transparency, Honesty, Empathy, Respect, Equity

**STAFF
MENTAL HEALTH
and WELLBEING**

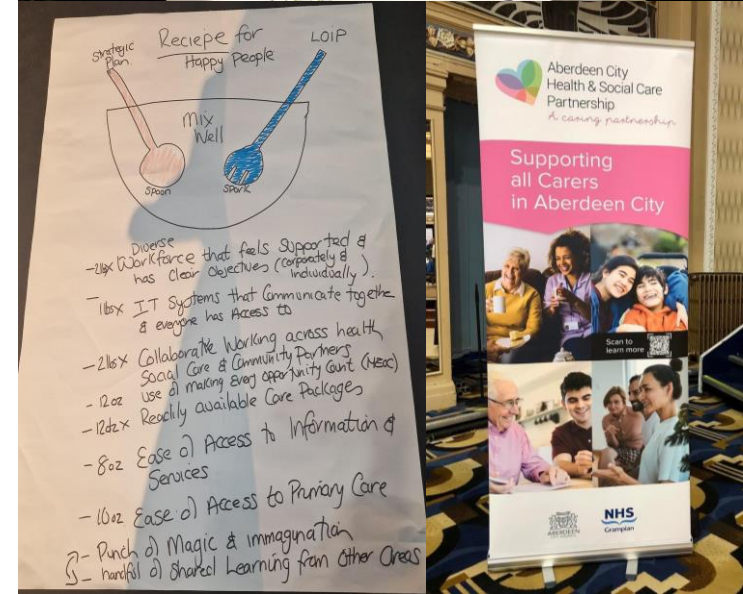


4.33

Average Rating



Connection change
Supported enthusiasm
adding understanding
Relationship
Positivity
Recognition
value
Fun
Balance
Consistency
Decisions
team
Flexibility
Trusted
Listened
Good
Valued
supported partnership
Communication
flexibility
working
Honesty
Friendly



RECRUITMENT and RETENTION



Overview

Progress against Recruitment and Retention

The Recruitment and Retention priority is essential for ensuring the future of our services. It is vital that we encourage and support new people into our sector. Having a continued presence in the recruitment sector and showcasing the wide range of roles that Health and Social Care has to offer in Aberdeen City. We also need to encourage different pathways and avenues into our workforce such as apprenticeships, work experience and trainee positions.

Throughout 24/25 a Recruitment and Staffing protocol put in place that was reviewed on a quarterly basis allowing greater scrutiny and targeted approach for the services where we held a larger number vacancies.

Finally, we want to have Aberdeen City Health and Social Care Partnership as a recognised good place to work. We hold our Strategic Values, Vision and Strategic Aims in high regard, and what best way to do that is to make sure that all new staff is inducted into our organisation with these as set standard.

Aim 1

Develop a recruitment schedule which includes: Specific ACHSCP recruitment days which are delivered twice a year at suitable locations in the City. This will be supported and aligned with an increased social media presence to support the recruitment of staff. A programme is developed to regularly attend recruitment days within Education settings and continue to support & develop projects such as Career Ready and Project Search.

Aim 1; Continued Progress

Recruitment and Staffing protocol put in place that is reviewed on a quarterly basis allowing greater scrutiny and targeted approach for the services where we held a larger number vacancies.

Aim 2

Support the development of the 'grow our own' approach and ensure future career pathways are available within ACHSCP.

Aim 2; Continued Progress

Similar to Aim 1, through the workstreams and employability networks forming closer working relationships with schools, colleges and universities to encourage career pathways into Health and Social Care.

Aim 3

Develop and introduce an induction for all new ACHSCP staff.

Aim 3; Not Started/ Paused

Due to the staff protocol and other conflicting priorities this action was paused. Appetite for this to stay in the refresh will be checked throughout the engagement process.

Staffing Protocol – Targeting frontline Service Vacancies

The workforce plan has had a focus on recruitment of careers into Health and Social Care services, particularly into posts that we often struggle to fill in Aberdeen City or Northeast of Scotland.

A Recruitment and Staffing protocol put in place that was reviewed on a quarterly basis allowing greater scrutiny and targeted approach for the services where we held a larger number vacancies. Over 24/25 the Staffing Protocol approved 228 posts for recruitment after reviewing vacancies. This process has contributed to a decrease in headcount and WTE overall in 25/26 monitoring numbers.

There are still areas in which we have to work on however, it is encouraging to see an increase in headcount and FTE (Full Time Equivalent) in Allied Health Professionals, Community Nursing.

Our focus for the next workforce plan, is to support our workforce to review our services and staffing levels, ensuring services continue to meet the Safer Staffing (Scotland) Act 2019 and ensure we modernise our approach service delivery across Aberdeen.



Safer Staffing (Scotland) Act

ACHSCP provides ongoing assurance to NHSG Board and Scottish Government towards compliance . Largest focus has been to date on nursing and there has been good implementation of the common staffing methodology across nursing teams. As part of the Action Plan, we have undertaken work to revise the procurement procedures and documentation utilised to plan and commission new care services from others. This was to fully comply with the requirements of the Act and in particular to ensure that new providers were aware of their duties to ensure appropriate staffing and to adhere to the Guiding Principles of the Act.

This year we have embedded in all tender documentation that any bidder must answer a mandatory question on being aware of the duty to have appropriate staffing and to abide by the Guiding Principles. Going forward providers would not receive a winning score without this clarification; our published template contract also refers to the provider having agreed with the responsibilities under the Act. No provider would be awarded a contract who were not following national guidance in respect of this duty. In addition, our contract monitoring also checks to ensure compliance with the duty to ensure appropriate staffing and consider the guiding principles. Further actions include:

- a) contract templates will be more specific – this work is being agreed with Aberdeen City Legal Department;
- b) annual review of contract monitoring by team will firm up the ask around compliance on this duty.

Recruitment Events and raising the profile of ACHSCP

On 1 November 2023 we trailed a Health and Social Care Recruitment Event. To promote vacancies and career options for Health and Social Care sector in Aberdeen City. ACHSCP to host this initial event to see the benefits for future job promotion and career pathways will benefit vacancy numbers across the sector. To take learnings into future events and job promotion. This event was well timed to support the winter surge and support the health and social care sector.

Approximately 300 attendees were welcomed by 18 organisations and teams. Feedback showed that organisations that were able to take applications for care worker posts etc with some organisations receiving over 100 applications on the day. These were quickly followed up with interviews with good outcomes for vacancies.

The event also had “How to” sessions to encourage awareness of NHSG Vacancies and ACC Vacancies online, how to access and hints and tips for applications and interviews. ABZ Works also gave overview of how they can support people back into work. These events were held every hour and fully booked with 12+ attendees every session.

There are plenty of learnings from this initial event, its success in attendance and exhibitors proves that there is an appetite for finding out more about the Health and Social Care sector and that these type of events are useful.

Targeted events have also taken place regularly at RGU and Aberdeen University and ACHSCP have raised their profiles at the secondary school recruitment fayres across Aberdeen City.

We have also work closely with ABZ Works and their employment officers doing small group introductions to our support services, these are held regularly at Health Village and introduce potential staff to administration and maintenance positions.

Recruitment Video and promotion

We took the opportunity at the Beach Ballroom Event to held support a Recruitment Video to encourage those from further away to come to Aberdeen. We showcased Aberdeen City Health and Social Care Partnerships services and have used this in our recruitment advertising across social media too. [Link here to view the video.](#)

Raising the profile on Social Media for our Leadership posts have supported applications from other areas. We will continue to develop this approach when recruiting.





Career Ready

Aberdeen City Health and Social Care Partnership (ACHSCP) have been supporting young people through the Career Ready mentoring scheme since 2018. The mentoring scheme matches mentors in the Partnership with young people in S5. The programme runs for 18 months and includes a 4-week paid internship where the young people attend work within the Partnership.

The cohort of young people for 2022/2024 undertook their internships during July 2023. There were 4 young people who were mentored by Partnership staff and 1 additional young person who was mentored by an Aberdeen City Council colleague but who undertook their internship in the Partnership.

The cohort of young people for 24/25 are currently undertaking their internships during July 2025. There are 4 young people who are mentored by Partnership staff.

Each intern has their interests and areas of the services that they would like to explore. The Mentors have set a 4-week programme for them to shadow, learn and undertake tasks across the Partnership.

Supporting the Career Ready programme not only helps the young people, but also increases mentoring skills in the Partnership and helps promote the work of the Partnership whilst showcasing the Council and NHS Grampian as potential future employers, thus assisting the Partnership's Workforce Plan.

Future development of the young workforce will continue to be progressed through the Recruitment and Retention Workstream of the Workforce Plan.

BAC Apprenticeships

The Young Workforce team at Bon Accord Care have successfully expanded the provision of Apprenticeships due to the demand on the Health & Social Care sector, and the positive reputation of Bon Accord Care's 'Classroom to Career' pipeline. We work across Social Services & Healthcare, Business Administration and Business Management frameworks. Also supporting school placements for Career Ready pupils who complete summer internships to boost their employability skills.

Number of placements

- 22/23 – 44
- 23/24 – 63
- 24/25 – 67

GROWTH and DEVELOPMENT OPPORTUNITIES



Grow our own

Progress against Growth and Development Opportunities

22/23 has seen the development of a few projects to support the workforce in the use of digital technologies and new platforms to support our workforce.

Implementation of D365 for Adult Social Care systems and MORSE within some of our NHSG Teams all helps towards utilised better technologies and reduce duplication. We know that there is still always work to be done to support better partnership working.

Our Growth and Development Opportunities workstream will be focusing on mapping out what is available to utilise across the partnership in 23/24. This will help support emerging National Care Service and any new working practices this may bring.

Aim 1

Aim 1; Embrace the use of digital technologies to develop and support the ACHSCP infrastructure & develop a road map with a focus on enablement for staff.

Aim 1; Started

Projects such as MORSE and D365 has seen significant changes. Workstream to continue development of aim into Refreshed Workforce Plan

Aim 2

Aim 2; Reduce the volume of administrative documentation required.

Aim 2; Achieved

Achieved through the use of Microsoft packages and use of CoPilot for minuting.

Aim 3

Aim 3; Staff are supported in the roll out of the National Care Service and any new working practices that this may bring.

Aim 3; Paused/ Reviewed

The actions for developing National Care Service has been paused, however there has been a report recently published by Scottish Government, Update of Care Reform bill and how that will impact our workforce.

Aim 4

Aim 4; Develop & implement smarter working policies which support staff to adjust and adapt as required.

Aim 4; Continued Progress

Reduced working week information at page 19 has enabled teams to review smarter working policies, and adjust and adapt service delivery to new working hours.

Aim 5

Aim 5; Re-design and adapt services where required.

Aim 6; In Progress

Delivery Plan, service and project review findings, supporting best practice and test of change to expand across partnership services.

Care Reform (Scotland) Bill

Plans to transform social care across Scotland will be progressed after the Scottish Parliament approved the Care Reform (Scotland) Bill in June 2025.

Thousands of people with experience of accessing, delivering and receiving social care, social work and community health services have helped co-design the legislation, putting people at the heart of reform.

The Bill will bring forward a number of enhancements to social care that include:

- enshrining Anne's Law into legislation to uphold the rights of people living in adult care homes to see loved ones and identify an essential care supporter
- strengthening support for unpaid carers by establishing a legal right to breaks, following the additional £13 million already allocated for up to 40,000 carers to take voluntary sector short breaks
- empowering people to access information on their care and improving the flow of information across care settings
- improving access to independent advocacy to guarantee people are heard and involved in decisions about their own care
- creating a National Chief Social Work Adviser role to provide professional leadership and champion the sector, as part of plans for a new National Social Work Agency.

Alongside the Bill, an advisory board will be established to drive progress and scrutinise reform, replacing an interim board that met for the first time in May. ACHSCP will be committed to include the implementation and development of this bill throughout the next workforce plan ensuring our workforce are supported to deliver the outcomes required.



GROWTH and DEVELOPMENT OPPORTUNITIES



Our iMatter report gives us consistent feedback every year from our Workforce, with many teams digesting the feedback and creating action plans to work on. There has been a slight dip in responses this year, however still an encouraging rate.

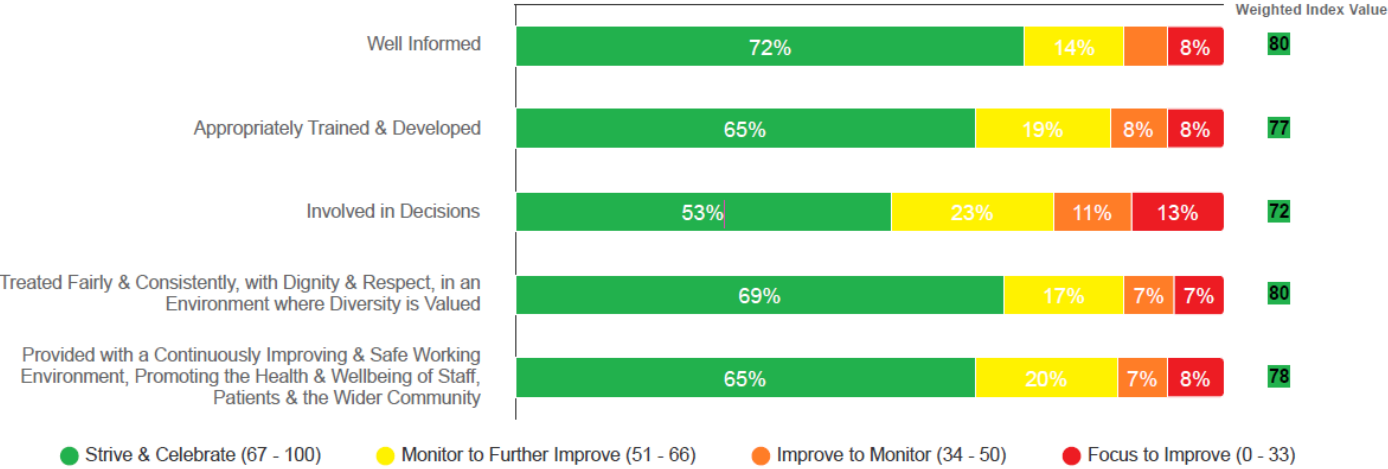
We have tried to address the consistently low scoring questions, mainly on visibility of the IJB/ SLT members across the organisation, however with the level of pressures that the system currently has, we know that this is not always able to be achieved from both perspectives of front facing services and decision-making teams. Initiatives the Conferences, newsletters and intranet can help bridge our communications within the organisation.

iMatter Response Rates

	2019	2021	2022	2023	2024	2025
Annual response rate	63%	58%	58%	64%	69%	63%
Completed Action plans	48%	35%	39%	45%	55%	Not yet completed

Encouraging that our Staff Governance Standards still remain predominantly in the Strive and Celebrate categories. However, it the 2025 report indicates a decrease in scores for staff feeling involved in decisions. This is also indicative within the level of response rate for the 2025 report when we had a good trend of increasing year on year. Work to ensure we gather better momentum and actions towards staff feeling involved with decisions will be included within the Delivery Plan and that staff feel involved in developing the refreshed workforce plan.

Staff Governance Standards - Strand Score Index



Reduced Working Week

Aberdeen City Council – Implemented 35 Hour week

Aberdeen Council undertook a consultation that ended March 2025 to implement a reduction in full time working week to 35 hours. After trade union negotiations and further consultation a reduced working week was implemented from 1st July 2025.

The consultation period saw a numbers of briefings held, where staff were able to ask questions and raise concerns. Although there were talks about terms and conditions and any changes to pay, there were also concerns and discussion held about the impact to patients and services users with the reduced working week.

There is a recognition that this will enable a chance to review how we work and look for better efficiencies in procedures and new ways of working. A focus for the new workforce plan.

There are significant work taking place through Clinical and Care Governance Committee to ensure impact and actions of reduced working week on Adult Social Care Services.

NHSG – Staged approach for reduced working week

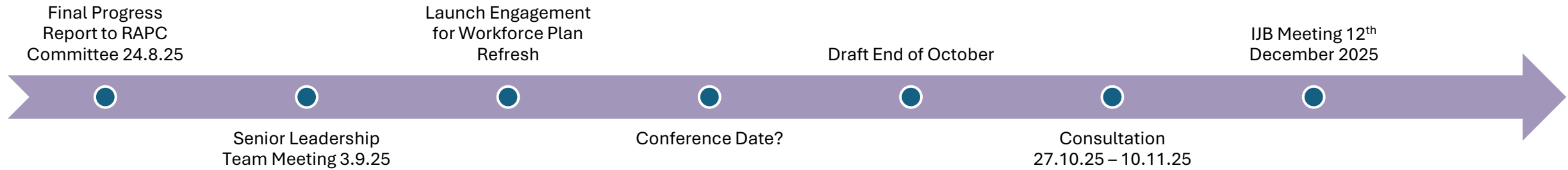
Agenda for Change - NHSG employees had a reduced 30 mins working week that came into effect from 1 April 2025. Proposals for further one hour reduction are due to be approved in autumn 2025 with plans for implementation for 1 April 2026 implementation.

Again, staff are discussion reasonable adjustments to service delivery and minimal impact to patients and service users.

**GROWTH and
DEVELOPMENT
OPPORTUNITIES**



Workforce Plan Refresh



Looking ahead

Our timeline above plans the next steps for the development of the refreshed Workforce Plan. We already have actions from the Strategic Plan and Route map for delivery that we can incorporate into the refreshed workforce plan that impact and support our Workforce.

Modernise our Approach to service delivery

- Actions to reduce non pay costs such as Infrastructure and Utilities
- Actions to reduce pay costs, which include careful management of vacancies and VSER.
- Service redesign and use of technology.

Focus on Early Intervention and Prevention

- Actions to reduce the future demand of our services.
- Actions to support Staff Health and Wellbeing

Our engagement process will ensure staff voices are heard and they are vital the development of the refreshed workforce plan.





Aberdeen City Health & Social Care Partnership

A caring partnership

If you require further information about any aspect of this document, please contact:

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