



INTEGRATION JOINT BOARD

Date of Meeting	26 th March 2019
Report Title	Aberdeen City Health and Social Care Partnership Workforce Plan 2019-21
Report Number	HSCP.18.146
Lead Officer	Sandra Ross, Chief Officer
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Consultation Checklist Completed	Yes
Directions Required	No
Appendices	a. ACHSCP Empowered Workforce Plan 2019-21

1. Purpose of the Report

- 1.1. This report seeks approval from the IJB for the ACHSCP Empowered Workforce Plan and its subsequent publication.

2. Recommendations

- 2.1. It is recommended that the Integration Joint Board:

- a) Approve the ACHSCP Empowered Workforce Plan (2019-21)
- b) To publish the ACHSCP Empowered Workforce Plan (2019-21)

3. Summary of Key Information

- 3.1. The Public Bodies (Joint Working) (Scotland) Act 2014 (the Act) requires that a strategic plan is produced and presented to the Integration Joint Board (IJB).



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- 3.2.** The workforce plan supports the ACHSCP in delivering its strategic priorities and ensures appropriate staffing arrangements are in place across the ACHSCP. It has been co-produced with a wide variety of stakeholders and staff groups.
- 3.3.** There are detailed workforce plans for each statutory partner organisation (Aberdeen City Council and NHS Grampian) and who will continue to contribute to and be part of these discussions and processes. This workforce plan looks to ensure a sustainable workforce with the right skills and behaviours that is sustainable. The aim is to enhance the work which is currently in place and to specify workforce priorities for the health and social care partnership.
- 3.4.** The plan acknowledges that in order to achieve the identified objectives, there is a need to:
- Fundamentally change what is done, the way it is done and with whom to fully integrate services
 - Increase engagement of the workforce, in its widest sense, by making them feel more valued
 - Support staff's well-being (physical & mental)
 - Make work a joyful thing and increase trust with colleagues and partners

These enablers are required in order to ensure change is achieved that positively impacts both colleagues and customers.

- 3.5.** It considers some of the key challenges that have been reported to the IJB in other contexts (such as ageing population; ageing workforce and increasing complexity; lack of digitalisation). These challenges point to a need to engage in the potential of younger people, in order to have appropriate succession planning in place. The need to retain and train people to support the transformation of the way support is delivered is also required.
- 3.6.** There is a strategic intent for staff to see themselves as one coherent group working together to achieve better outcomes for the people who use health and social care services. It is recognised that this will require to be in tandem with both partners operating models (including respective terms and conditions).
- 3.7.** There is a need to maximise resources by service redesign to eliminate duplication of effort, and to focus on the types of support that will deliver better outcomes for the people who rely on support. This needs to be done



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by focusing on the voice of the customer and ensuring streamlined pathways for those who use the services.

- 3.8. Ensuring the workforce is digitally enabled and mobilised using new technologies is a priority for the partnership. The workforce plan looks to ensure staff, processes and systems are appropriately trained and supported in order to maximise use of resources and ensure efficient ways of working.

Delivery

- 3.9. Underpinning the delivery of the workforce plan is an action plan based upon four themes; Right People, Right Skills, Right Roles, and Sustainability. Each theme has a supporting action plan which is set against timescales as follows;

- Short Term: 1 year
- Medium Term: up to 2 years
- Long Term: 3 years

- 3.10. Those responsible for each action or set of actions will set out more specific timescales and tasks within these timeframes and will report on a regular basis within the current governance framework of the partnership. The Enabling Systems Programme Board will oversee progress.

4. Implications for IJB

- 4.1. **Equalities** -. Both partners are committed to equalities of opportunities both in recruitment and progression as well as non-discrimination within the workforce.
- 4.2. **Fairer Scotland Duty** – Part of our workforce strategy will be to ensure we recruit the right people and to increase exposure across all socio-economic groups with a particular focus on developing young people, modern apprenticeships and overall succession planning. By doing this we are paying due regard to the Fairer Scotland duty. We look to recruit the right staff who are able to support those in need no matter their situation.
- 4.3. By reviewing our workforce arrangements and making improvements we look to ensure socio-economic implications are taken into account of Fairer Duty Scotland.



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- 4.4. **Financial** - there are no direct financial implications arising from the recommendations of this report. However there may be projects contained within the action plan e.g. IT / training which will have an impact on resources.
- 4.5. **Workforce** - the report reflects the plan to ensure a workforce that is able to deliver the strategic vision and plan of the ACHSCP.
- 4.6. **Legal** – approval of the workforce plan will help ACHSCP ensure that it fully meets its duties as set out in the Public Bodies (Joint Working) (Scotland) Act 2014. Powers under the Act which would permit the Board to employ its own staff have not yet been invoked.

5. Links to ACHSCP Strategic Plan

- 5.1. The workforce plan seeks to support delivery of all five themes within the strategic plan. The plan includes key enablers and actions which are aligned to its priorities.


6. Management of Risk

- 6.1. **Identified risks(s):** Whilst the partnership has a vision of a truly integrated workforce, the partnership does not directly recruit to posts. Therefore we will work with partners to ensure that processes do not hinder progress e.g. recruitment, annual appraisals, and that we are in alignment
- 6.2. **Link to risks on strategic or operational risk register:** Strategic Risk Register (Risk 9: High risk)
- 6.3. **How might the content of this report impact or mitigate these risks:**

The workforce plan objectives are to ensure that the right staff are in the right roles at the right time. There is specific work with Career Ready and Developing the Young Workforce to ensure that there is appropriate succession planning and encouraging young people into either arm of the partnership. There is a focus on retraining of staff and engaging with teams around soft skills to encourage further integration and joint working to ensure seamless care for the individuals who use health and social care services.



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Approvals	
	Sandra Ross (Chief Officer)
	Alex Stephen (Chief Finance Officer)