



Aberdeen City Health & Social Care Partnership

A caring partnership



Workforce Plan Annual Update Report 2022 – 2023

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Foreword

This report is the first annual 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.

Staff Health and Wellbeing
Recruitment and Retention
Growth and Development Opportunities

2022/23 has been a year for recovering and remobilising services. Our progress across the partnership is being recognised nationwide, this is down to our dedicated workforce. For further information on our Partnership progress across our services, please see our [Annual Performance Report 2022/23](#) here.

Our teams have enjoyed moving back to face-to-face and getting back into communities again where possible. There have been challenges for our staff to help, support and encourage patients and service users to come back to face-to-face services.

Further details about our future development and Workstream Approach is at page 15. This sets out the focus and structure to progress the Workforce Plan priorities. We welcome our partners to join workstreams and thank everyone for their contributions to our Workforce plan to date.

Priorities for 2023/24 include a calendar of Workforce engagement events, focussing on keeping everyone informed and recognising our achievements. Recruitment events and wider promotion to support working for health and social care in Aberdeen City. Mapping our resources, training and technologies to enable and support our workforce across the partnership.

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 group and specific workstreams to ensure we continue to work together effectively to better support and develop our workforce.

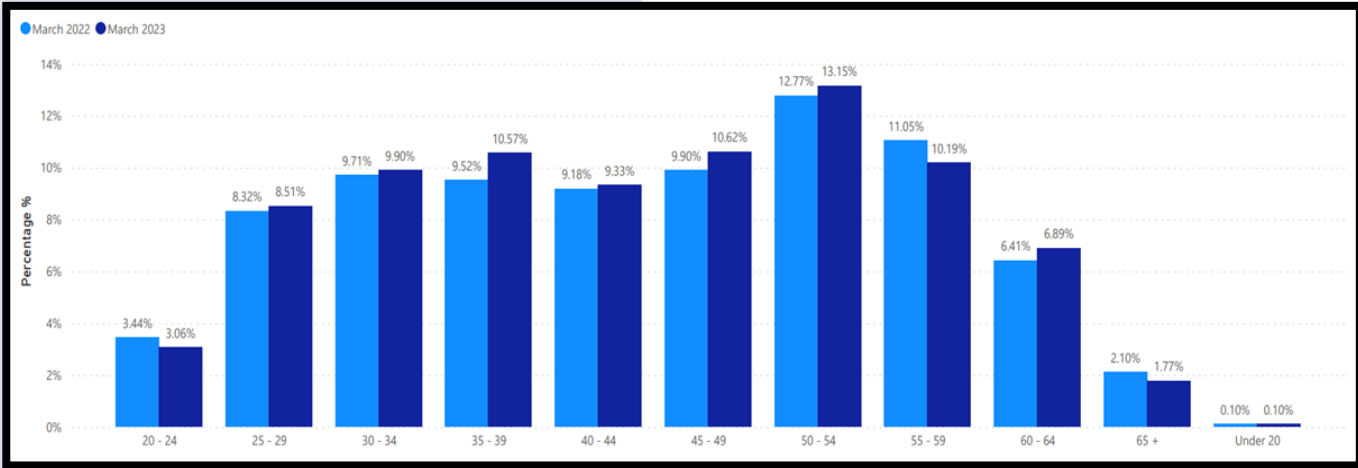
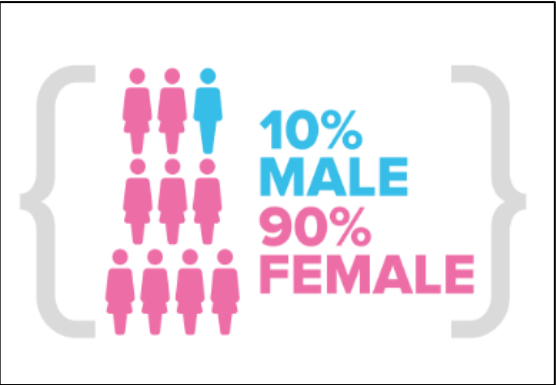
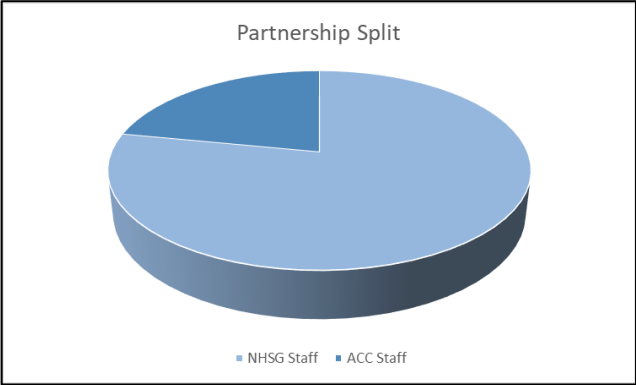
Workforce Overview

Our workforce over 2022 – 2023 has supported a year for recovery for Health and Social Care in the community, remobilising services from the pandemic period and supporting patients back to face to face appointments and services.

Increased headcount and Whole Time Equivalent (WTE) posts, will support the increased demand on our services. Our Workforce Plan reported that we will have a percentage of our staff due to retire in the next 15 years, our figures show that there has been increases from the previous year in our younger staff demographics, which helps support our succession planning and staff development for the future of our services. However, there is still work to do to support Grow our Own and future staff development.

Our internal services are split between NHSG Staff (78.25%) and ACC Staff (21.75%) which 90 percent of our staff are females. Our Commissioned workforce is also a large part stretching across 166 Contracts across Aberdeen, supporting people across Aberdeen City.

ACHSCP Actual WTE (Whole Time Equivalent) and Headcount							
2020		2021		2022		2023	
Actual WTE	Head Count	Actual WTE	Head Count	Actual WTE	Head Count	Actual WTE	Head Count
1744.21	2164	1741.31	2122	1830.54	2197	1933.13	2265





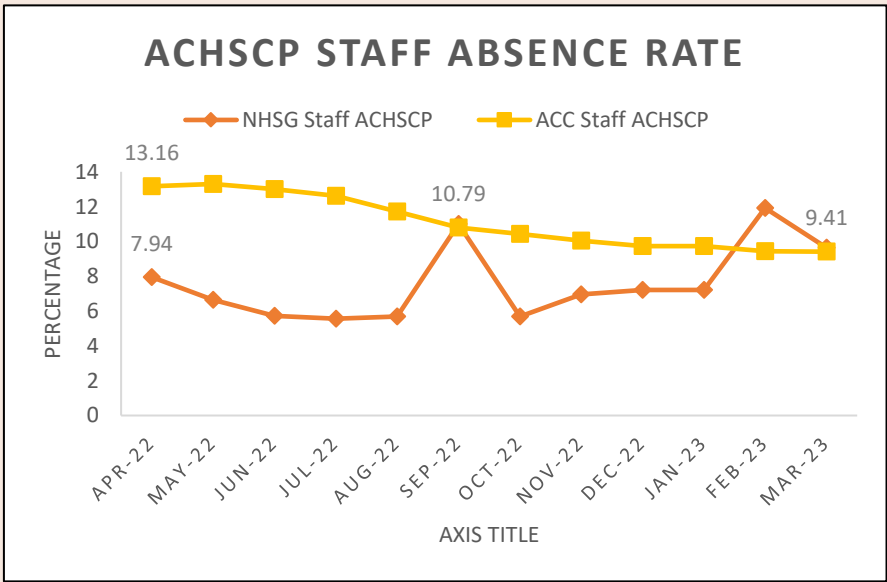
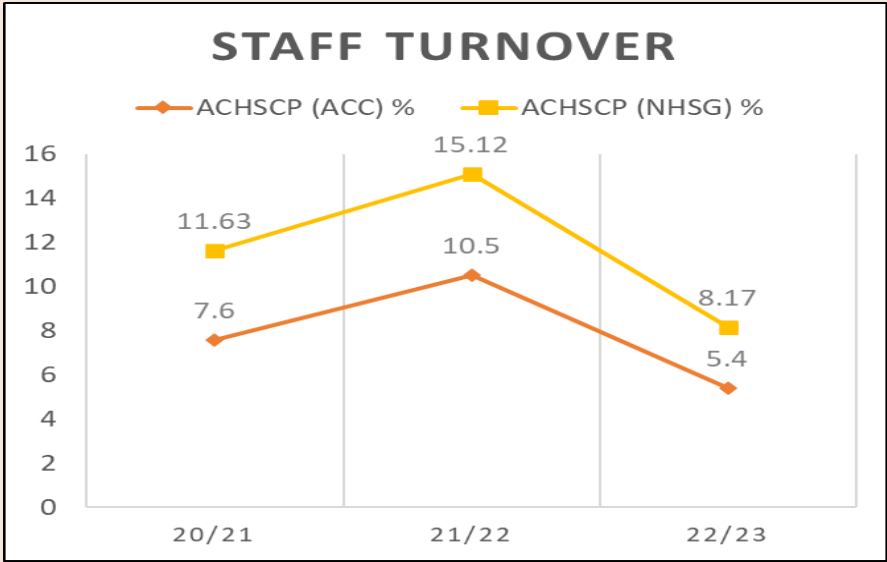
Staff Turnover

ACHSCP Staff Turnover has stabilised this year dropping to 7% for employed NHSG Staff and 5% for employed ACC staff.

Absence

Absence are represented here for our services, with main causes being reported as;-

- Colds, Coughs and Flu
- Gastro and Stomach related issues
- Anxiety, Stress and Mental Health related issues



Wider Partnership

Granite Care Consortium

Now almost at their 2 year anniversary, Granite Care Consortium produced their first annual report in 2022 [here](#). It details Consortium model working and learnings to bring into our workforce workstreams.

Bon Accord Care

BAC headcount and FTE figures show a small decrease this year, these figures include permanent and relief staff. BAC has **13 trainee staff** split across full time and part time roles. BAC are heavily involved with the new workstreams ensuring we can share resources and best practice. Bon Accord Cares Annual Impact Report is [here](#) and new Strategic Plan 2023 -2026 is now published [here](#).

Bon Accord Care Headcount/ FTE				
	2020	2021	2022	2023
Headcount	1128	1092	1154	1037
Actual FTE	589	604	595	586

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





**STAFF
MENTAL HEALTH
and WELLBEING**



**RECRUITMENT
and RETENTION**



**GROWTH and
DEVELOPMENT
OPPORTUNITIES**



STAFF MENTAL HEALTH and WELLBEING



Progress against Staff Mental Health and Wellbeing

We have 4 in against the workforce plan to help support Staff Mental Health and Wellbeing, which includes a wide range of actions. There are a few main actions against this priority that will be prudent in 23/24 (page 16) . However there has been great progress in 22/23.

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. We recognise that this can be easier for some teams than others.

The following page gives a summary of some data and feedback on the numbers of those attending these initiatives. It is encouraging that we are able to work in partnership to use resources to better equip and support staff in their mental health and wellbeing.

Aim 4 has been a point of discussion of our Staff Mental Health and Wellbeing workstream, and although we understand the importance of staff time and appropriate meetings, the workstream thought it would be hard to show progress against a reduction of meetings. It is more appropriate to support the aim by developing a meeting protocol, supporting hybrid meetings to the best of their ability, sharing good practice and staff feeling they are attending meetings that support their day-to-day work.

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; Work In 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

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; Work in Progress

Staff engaged with the We Care Framework and values, linked with health and wellbeing initiatives in Aim 1, we will look to increase 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; Started

Priority for 22/23, this aim will look to re-establish staff engagement events. Calendar of Events and celebrating achievements.

Aim 4; Reduce the number of meetings that staff are required to attend by 20%.

Aim 4; Started

Initiated by IJB on best practice of hybrid meetings and shared learning, a meeting protocol will support staff time and appropriate meetings

STAFF MENTAL HEALTH and WELLBEING



"the therapists are absolutely lovely"

"I really appreciate the work you do, the therapy is wonderful and just what I needed"

Healthy Working Lives

There has been **979** staff and colleagues attending Healthy Working Lives initiatives this year. Initiatives such as, complimentary therapies, reflexology, pedicures, reiki, reflexology and mindfulness sessions. These are delivered by the partnership to help support work and life balance and wellbeing.

Understanding, Developing and Maintaining Individual Resilience

The Organisational Development Team have piloted sessions to build on staff individual resilience. The feedback from this initial sessions will help support future programme of sessions for staff to attend.

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](#)

WE CARE

...because you care

Wellbeing support for all health and social care staff across Grampian

ACC Learn Courses

Mental Health Awareness for Managers 1/2 day course

11 ACHSCP Staff have attended over the last year.

Scottish Mental Health First Aid 2 day training:

19 ACHSCP Staff have attended over the last year.

There are many other wellbeing initiatives and session run through ACC available to partnership staff, we will be working on increasing partnership staff uptake for 23/24.

RECRUITMENT and RETENTION



Progress against Recruitment and Retention

3 main aims for the Recruitment and Retention priority is essential for ensuring the future of our services. It 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.

It is also important that we retain our trained and experienced staff, actions across the entire workplan priorities should have this as a focus. This is how we show the value and importance of our workforce.

Staffing and Recruitment challenges is a recurring theme in our Clinical and Care Governance reports, and although we are making improvements, there is much more work to do to help close our vacancy and training gaps.

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; Started and Developing
More information about Career Ready programme on page 12, we are encouraging more mentors and teams to engage for 22/23.

First Recruitment Fair Event scheduled for 23/24 hosted by ACHSCP, as well as increased engagement with other Employability events and networks.

Aim 2; Support the development of the 'grow our own' approach and ensure future career pathways are available within ACHSCP.

Aim 2; Started and Developing
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
ACHSCP to review what was done previously with ACHSCP Induction, this will support, development to start early 2024.

RECRUITMENT and RETENTION



Care Experience Work Placements

ACHSCP has had 2 Care Experience Work Placements working within Learning Disability services. Brilliant initiative to support Care Experience people into the workforce, more opportunities to be explored across other services within the partnership. 12-week funded programmes are available with ACC services.

Recruitment Talks

There has been number of sessions with Employability Key Workers at ABZ Works and DWP for those looking positions within Health and Social Care. Majority of these are for entry level positions in which we have high number of vacancies for and the most staff turnover. We would look to continue sessions like this and review the impact of these sessions into 2023/24.

Mental Health Officer Award PgCert

Robert Gordon University have confirmed that all three ACHSCP trainee Mental Health Officers (MHO) have successfully completed the Mental Health Officer award PgCert. They will have officially graduated in September 2023. These numbers will support the widening mental health officer shortages that is likely to impact ACHSCP over the next couple years.

It has been agreed for four students to start the 2023-24 MHO award PgCert in September 2023. This takes place over one academic year.

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.

The Young Workforce Team has delivered Apprenticeships in the following frameworks during 2022-2023

- Foundation Apprentices (Social Services and Healthcare) – 22
- Modern Apprentices (Care) - 10
- Modern Apprentices (Business Admin) - 5
- Graduate Apprentices (Business Management) – 5
- Career Ready (Summer Internships) – 2

RECRUITMENT and RETENTION



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 5 interns were very enthusiastic and were involved in a whole range of activities across the Partnership, including community nursing, clinical psychology, pharmacy, public health and wellbeing. On their last day they did presentations to their mentors, teachers and representatives of Career Ready where they outlined what they had done during the 4 weeks, what they had learned and also how the experience had helped them in terms of their career aspirations.

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.

GROWTH and DEVELOPMENT OPPORTUNITIES



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.

Our delivery plan has many projects that impacts our workforce, service reviews, new technologies and working practices. This workstream priority will help support collating these to showcase good practice and shared learning.

For instance, we are working to support a Tech First Approach to care assessments and are running a pilot at present with Scottish Care and Granite Care Consortium to run the Digital Support Hub, so far the numbers of people supported are impressive and the retirement is coming from people who are not physically able to do a caring/health role anymore but still have the knowledge and drive to support the digital hub.

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 23/24 and 24/25

Aim 2; Reduce the volume of administrative documentation required.

Aim 2; Started

Incorporated in Aim 1, but will develop further into 23/24

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; Started/ On hold

As shown on page 14, awaiting further update for project timelines.

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

Aim 4; Not Started

Although work undertaken by parent organisations, focus for ACHSCP specific policies have not started. Discussions to start with workstream early 2024

Aim 5; Overhaul the current ACHSCP recruitment process and introduce a new streamlined, collaborative, and combined process which is easy to understand and navigate.

Aim 5; Not Started/ Move

Moving aim to Recruitment and Retention workstream to support and be key focus for their other actions and developments.

Aim 6; 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.

GROWTH and DEVELOPMENT OPPORTUNITIES



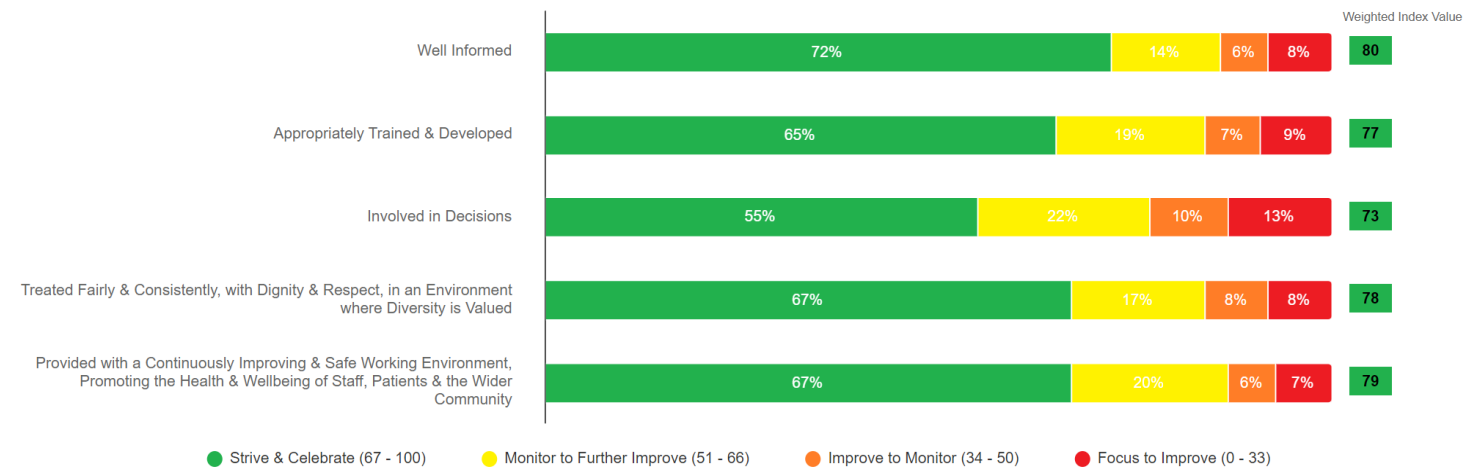
iMatter – Staff Annual Survey

Improvement in response rates and completed actions plans this year. Continued development and encouragement for services to engage with this annually. Survey results are generally positive across the partnership with high scores. The trend for responses relating to 'Involved in Decisions' are and have been in previous years lower than the other topics. This is a focus area to work on and challenges services, teams and management to consider how we involve or engage with our workforce to link our decisions to our discussions.

National Care Service

The Aberdeen City National Care Service Programme Board was established in 2022 to prepare for the possible creation of a National Care Service in Scotland. The multi-agency Board is chaired by the ACHSCP Chief Operating Officer. One of the Board’s workstreams is to monitor and prepare for any potential impact on workforce. The detail of how a National Care Service may operate in practice, including any impact on workforce, is currently going through a process of co-design. The ACHSCP will continue to actively engage with the process.

Staff Governance Standards - Strand Scores



iMatter Response Rates				
	2019	2021	2022	2023
Annual response rate	63%	58%	58%	64%
Completed Action plans	48%	35%	39%	45%

Workstream Approach and Future Developments

It was agreed at the August Senior Leadership Team meeting, a new approach to structure the actions and progress priorities from the Workforce plan.

Three Workstreams for each priority was to be created and have oversight group of Senior Leadership members and partnership colleagues. This is to work in partnership and provide updates to the Joint Staff Forum and information to feed up into the Grampian Integrated Workforce Planners Meeting.

Each workstream has an action plan to progress over the lifespan of the Workplan. We anticipate that this new approach will help support annual reports in the coming years and be a focus to support and assure the IJB with Workforce Strategic risk mitigations.

Staff Mental Health and Wellbeing Actions include; -

Continued support for Health Working Lives initiatives

Broaden use of We Care approach and framework

Re-establish annual workforce engagement events and celebrating achievements

Recruitment and Retention Actions include;-

Recruitment Events and ACHSCP Job Promotion Media

Induction and Training Review

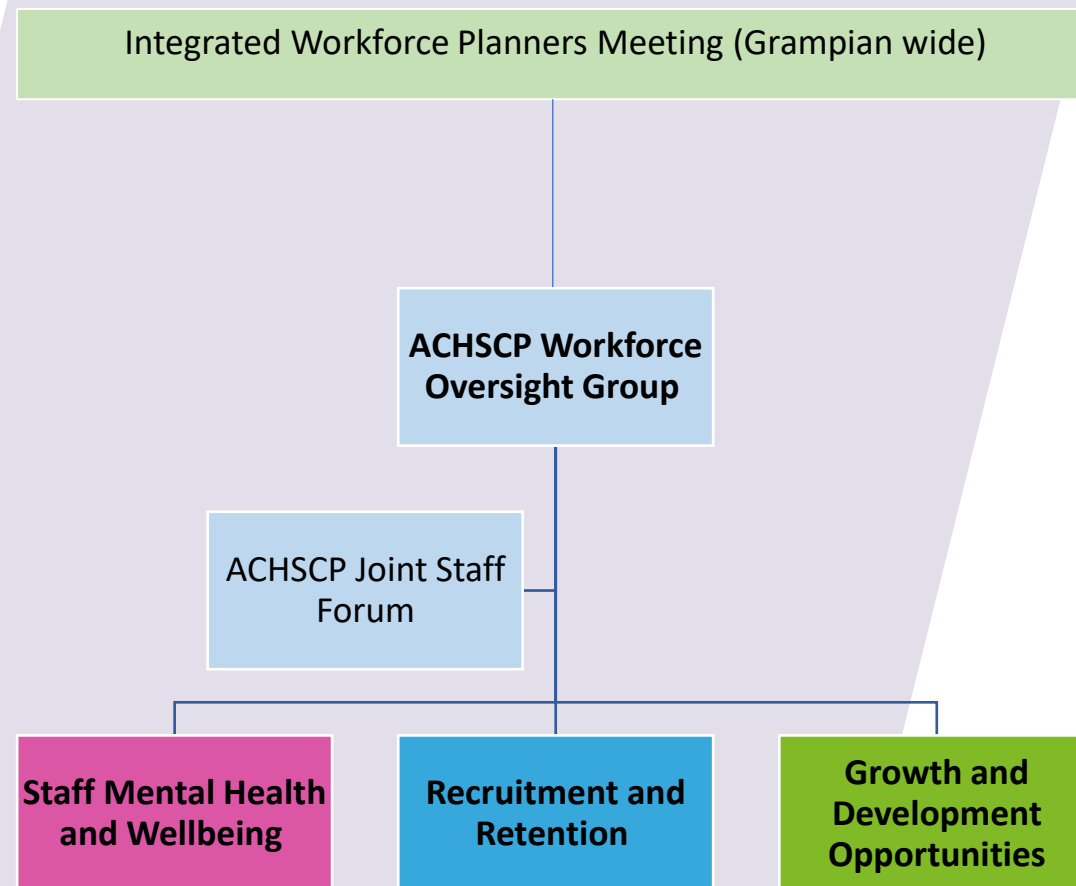
Developing Young Workforce

Growth and Development Opportunities Actions include;-

Map and explore emerging technologies to support staff

Continued promotion of iMatter and other Staff Feedback

Shared learning and best practice, including test of change ideas



Workforce Plan Priorities 2023/24

- Recruitment Events Calendar – including media such as promotion videos for Aberdeen City Health and Social Care Partnership.
 - Re-establishment of Workforce engagement events and celebrating achievements
 - Map and information of resources, training and technologies to support Partnership Staff.
-



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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