



**ANGUS HEALTH AND SOCIAL CARE  
INTEGRATION JOINT BOARD – 26 AUGUST 2020  
WORKFORCE PLAN AUGUST 2020 TO JULY 2023  
REPORT BY GAIL SMITH, INTERIM CHIEF OFFICER**

**ABSTRACT**

Accompanying this report is the second fully integrated Angus Health and Social Care Partnership (HSCP) Workforce Plan. This plan has been developed and approved by the Angus HSCP Staff Partnership Forum and is attached as an appendix to the Report.

**1. RECOMMENDATION**

It is recommended that the Integration Joint Board (IJB) approve the Workforce Plan.

**2. BACKGROUND**

An effective workforce plan ensures that the Angus HSCP has a workforce of the right size and with the right skills, within a budget that it can afford, which is able to deliver on the commitments contained within its Strategic Commissioning Plan.

Once approved, the HSCP Senior Leadership Team will develop and deliver an annual Workforce Implementation Plan. The actions contained within the Workforce Plan, partially mitigate Corporate Strategic Risk 8, Workforce Optimisation. This is currently graded as red.

Like many public sector providers Angus HSCP has an ageing workforce, 47% of our staff are aged over 50. Certain professional groups are affected more than others. These include medical staff in secondary and primary care, Allied Health Professionals and nursing staff. All local and national strategic plans must consider transformational change including a reduction in workforce numbers. The Primary Care Transformation Programme, Tayside Mental Health and Wellbeing Strategy, Integrated Health and Social Care Workforce Plan for Scotland 2020 COVID-19, Angus Remobilisation Plan and Angus HSCP Strategic Commissioning Plan are examples of national, regional and local plans to modernise how we deliver services with a reduced current and future workforce.

**3. CURRENT POSITION**

The HSCP have a nominated executive lead for Workforce with dedicated support within the Improvement and Development Team.

The first annual Workforce Implementation Plan will be produced by 31 October 2020. The plan will be monitored through the HSCP Executive Management Team and members of the HSCP Senior Leadership Team will be responsible for implementing the plan. Progress reports will be submitted to NHS Tayside, Angus Council and the Angus HSCP Staff Partnership Forum.

The Chief Officer will provide an annual update to the Integration Joint Board.

#### 4. FINANCIAL IMPLICATIONS

Regular finance reports note financial risks associated with workforce issues. These can range from increasing the costs of service delivery beyond planned or budgeted levels (e.g. in instances of reliance on agency type staffing) to undermining the ability of the HSCP to deliver planned strategic change and therefore deliver services within an overall strategic financial plan.

#### 5. RISK

Workforce Optimisation is currently graded as red, increased from amber last year. At the current time our existing controls are not fully operating effectively as the HSCP:

- continues to have vacant posts, some for up to 2 years that are filled by locum or temporary staff.
- fails to attract sufficient staff to entry level health and social care posts.
- relying upon supplementary staffing (bank, overtime, agency, extra hours) to maintain safe staffing levels.
- Significant lack of clarity, especially for our Independent sector, regarding the workforce implications linked to the Covid-19 pandemic.
- Failed to recruit, in any significant numbers, staff under the age of 25 to offset age retirements

#### 6. DIRECTIONS

The Integration Joint Board requires a mechanism to action its strategic commissioning plans and this is provided for in sections 26 to 28 of the Public Bodies (Joint Working) (Scotland) Act 2014. This mechanism takes the form of binding directions from the Integration Joint Board to one or both of Angus Council and NHS Tayside.

| Direction Required to Angus Council, NHS Tayside or Both | Direction to:                 |   |
|--|-------------------------------|---|
|  | No Direction Required         | X |
|  | Angus Council                 |   |
|  | NHS Tayside                   |   |
|  | Angus Council and NHS Tayside |   |

REPORT AUTHOR: Bill Troup, Head of Service  
EMAIL DETAILS: [billtroup@nhs.net](mailto:billtroup@nhs.net)

#### List of Appendices

Appendix – Workforce Plan August 2020 to July 2023