Aberdeenshire Council

Integrated Impact Assessment

Aberdeenshire Health and Social Care Workforce Plan 2022 -2025

Assessment ID	IIA-000914
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Approved By	Alex Pirrie
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1. Overview

This document has been generated from information entered into the Integrated Impact Assessment system.

The purpose of our Workforce Plan is to depict our workforce position, future needs and demands, and set out the key priorities for the next 3 years. The Partnership's Chief Officer has the ultimate responsibility for workforce planning, which is delegated to the Workforce Planning and Training Group. This Group is represented by staff from HR, the third sector, Universities and Managers from across the Partnership. The Staff Health and Wellbeing Group reports to the Workforce Planning and Training Group and includes operational staff and representatives of We Care, NHS Grampian's staff support team and Aberdeenshire Council's wellbeing lead.

Address the following:
- Service Objectives and Strategic Direction
- Identify the requirements to meet the objectives and direction
- identify the challenges
- identify areas of good practice
- identify workforce risks and challenges
- are we meeting the needs of the Workforce - Health, Safety and Wellbeing
- Moving forward, what are the priorities

During screening 1 of 10 questions indicated that detailed assessments were required, the screening questions and their answers are listed in the next section. This led to 1 out of 5 detailed impact assessments being completed. The assessments required are:

  • Equalities and Fairer Scotland Duty

In total there are 11 positive impacts as part of this activity. There are 0 negative impacts, all impacts have been mitigated. The impact on 2 groups is not known, information is provided in the detailed sections of this document.

A detailed action plan with 4 points has been provided.

This assessment has been approved by alex.pirrie2@aberdeenshire.gov.uk.

The remainder of this document sets out the details of all completed impact assessments.

2. Screening

Could your activity / proposal / policy cause an impact in one (or more) of the identified town centres?	No
Would this activity / proposal / policy have consequences for the health and wellbeing of the population in the affected communities?	No
Does the activity / proposal / policy have the potential to affect greenhouse gas emissions (CO2e) in the Council or community and / or the procurement, use or disposal of physical resources?	No
Does the activity / proposal / policy have the potential to affect the resilience to extreme weather events and/or a changing climate of Aberdeenshire Council or community?	No
Does the activity / proposal / policy have the potential to affect the environment, wildlife or biodiversity?	No
Does the activity / proposal / policy have an impact on people and / or groups with protected characteristics?	No
Is this activity / proposal / policy of strategic importance for the council?	Yes
Does this activity / proposal / policy impact on inequality of outcome?	No
Does this activity / proposal / policy have an impact on children / young people's rights?	No
Does this activity / proposal / policy have an impact on children / young people's wellbeing?	No

3. Impact Assessments

Children's Rights and Wellbeing	Not Required
Climate Change and Sustainability	Not Required
Equalities and Fairer Scotland Duty	No Negative Impacts Identified
Health Inequalities	Not Required
Town Centre's First	Not Required

4. Equalities and Fairer Scotland Duty Impact Assessment

4.1. Protected Groups

Indicator	Positive	Neutral	Negative	Unknown
Age (Younger)		Yes		
Age (Older)		Yes		
Disability		Yes		
Race		Yes		
Religion or Belief		Yes		
Sex		Yes		
Pregnancy and Maternity		Yes		
Sexual Orientation		Yes		
Gender Reassignment		Yes		
Marriage or Civil Partnership		Yes		

4.2. Socio-economic Groups

Indicator	Positive	Neutral	Negative	Unknown
Low income	Yes			
Low wealth	Yes			
Material deprivation				Yes
	Will find out by: Census data			
Area deprivation	Yes	Yes		
Socioeconomic background				Yes
	Will find out by: Census data			

4.3. Positive Impacts

Impact Area	Impact
Age (Older)	There has been a significant increase in the number of older persons taking retirement. There are alot of job vacancies due to retirement and lacking in the next generation and cohort of qualified people to take over. There appears to be a lack of interest within in our current workforce, to take on more additional training and responsibilities. The Partnership acknowledges that perhaps to attract more people to join the workforce, it needs to make positions more flexible and adaptable. The Partnership aims to focus on addressing these issues and support our older workforce.

Impact Area	Impact
Age (Older)	We would like to support retirees who may wish to return to work. We would like to support older individuals who may wish to go onto further training and career progression.
Age (Younger)	The workforce plan hopes to be able to identify ways on how to attract young persons, school aged persons and those in further and higher education to apply, join and train in jobs within health and social care. The Partnership acknowledges that perhaps to attract more people to join the workforce, it needs to make positions more flexible and adaptable.
Age (Younger)	We hope to recruit young persons to join out workforce, by working with our local schools, further and higher education establishments.
Disability	We aim to support having a diverse workforce - initiate programmes such as Autism at Work. Such work will be closely guided by relevant organisations.
Area deprivation	Aberdeenshire is a vast and largely rural area, which has pockets of deprivation. Our aim is to have workforce that targets and supports these particular areas - areas where the need is most wanted.
Area deprivation	Aberdeenshire is a vast and largely rural area with pockets of area deprivation. By creating a robust workforce and targeting recruitment to posts based in such areas, should hopefully support the issues around area deprivation. We will ensure that accessibility and transport is addressed.
Low income	We recognise the need to encourage career progression and change, which may alleviate problematic issues linked to low income.
Low income	By supporting a robust workforce and meeting their workforce needs and gaps, this should support people and service users of Aberdeenshire who experience low-income and other related issues. By support career progression, may help workforce staff who experience low-income.
Low wealth	We recognise that we have a workforce which work closely to support families and communities who possess low wealth - particular given we are in a cost of living crisis. We provide support on debt and financial advice.
Low wealth	By supporting a robust workforce and meeting their workforce needs and gaps, this should support people and service users of Aberdeenshire who experience low-wealth and other related issues.

4.4. Evidence

Type	Source	It says?	It Means?

Type	Source	It says?	It Means?
Internal Consultation	Partnership workforce staff	From our discussion with workforce staff and the projects which are they are delivering; their main aim is to recruit and retain staff.	In turn, by supporting our current workforce and also looking at improving a robust workforce - this will improve our delivery of service and support to members of the public and communities. The projects to be delivered does not and will not intentionally differentiate people by their characteristics.
Internal Data	Workforce Data	Data tells that we have an increasingly high number of part time workers. There are some post which we find harder to fill - particularly part time and fixed tern posts.	We would like to continue support our workforce by offering flexible working and reduced/part time hours. With this, we would like to look into how we can perhaps we can support the workforce to work additional hours whilst also supportive of their needs for flexible work - support family life.
Other Evidence	National Workforce Strategy for Health and Social Care	Sets out our vision for the health and social care workforce. Supports our tripartite ambition of recovery, growth and transformation of our workforce and the actions we will take to achieve our vision and ambition.	This Workforce Strategy sets out a national framework to achieve our vision of a sustainable, skilled workforce with attractive career choices where all are respected and valued for the work they do.
Other Evidence	Scottish Government 3 year Workforce Development Guidance	Sets out our future workforce requirements in a national context and provides revised workforce planning guidance to health and social care employers.	Actions to be taken to meet workforce needs and challenges.

4.5. Information Gaps

Develop a Workforce and Transformational Planning Framework
Succession Planning Programme
Advancement - support growth mindset and offer opportunities for career progression
Diverse and Equal Opportunity Workforce - new recruitment schemes ie ex-offenders
Return to work practice - target retirees and those who have been on career breaks
'Promote' opportunities - communication and recruitment styles

4.6. Measures to fill Information Gaps

Measure	Timescale
Staff audit	2022-2025

Measure	Timescale
Observations > analysis > report findings	2022-2025
Action Planning - progress and task reporting	2022-2025
Quantitative data	2022-2025
Qualitative data	2022-2025
Surveys/Questionnaires/Polls	2022-2025
Interviews	2022-2025
Sub Groups - with mixed background of professionals inc front line staff	2022-2025
Short-life working groups - with a mix of professionals inc frontline staff	2022-2025

4.7. Engagement with affected groups
Workforce interviewed
Third sector organisations interviewed
Workforce training and development team consulted
Plan will also consult the Strategic Planning Group (SPG) and Senior Management Team (SMT)
Plan will seek approval from IJB

4.8. Ensuring engagement with protected groups
The groups and organisations which we have consulted represent our whole workforce - with no differentiation.

4.9. Evidence of engagement
Team managers were asked to engage with their teams about workforce related issues.

4.10. Overall Outcome
No Negative Impacts Identified.

The work to be delivered under Workforce Planning aims to:
- empower the workforce
- respect and protect

We fully acknowledge that our workforce consists of individuals from various backgrounds and protective characteristics

We want to support the workforce who provide a service and support to those who suffer from socio-economic disadvantage i,e, recruitment and training of social workers to support vulnerable individuals.

4.11. Improving Relations
- consultation with the workforce - discuss their needs
- focus groups with our service users, - who are recipients of service delivery (health and social care) ie. consult with care homes
- support and encourage team managers to support their staff - appropriate supervision and support for their health and wellbeing

- support the Partnership's planning around an Engagement Strategy, a Communication Strategy and also recruitment into Engagement and Participation posts.

4.12. Opportunities of Equality

By creating a robust Workforce Framework and Delivery Plan, and dedicating our resources to take a strategic and methodological approach towards examining our workforce. With the aim of having better understanding of our workforce, analysing its issues, identify processes to achieve our targets. This piece of work will be led by a dedicated Workforce Transformation Programme Manager, who has oversight of the project planning and supported by the existing Partnership's Workforce and Training Group. We are already aware of much of what our workforce needs and where the gaps are. The current status quo has been challenging and we need to dedicate and target our resources around closer understanding of demand and supply to sustain, recover and grow. By doing this, it will create opportunities for advancing equality of opportunity.

5. Action Plan

Planned Action	Details	
Meet with Workforce and Development Group - chaired by Alex Pirrie. Ask for all attendees and representatives to share information and ideas. Everyone is updated on the developments and timescales around preparing the Workforce Plan for Scottish Government.	**Lead Officer**	Lynn Boyd
	Repeating Activity	No
	Planned Start	Wednesday September 01, 2021
	Planned Finish	Friday July 29, 2022
	Expected Outcome	Update on work being undertaken. Sharing of ideas and concerns.
	Resource Implications	.
Continue to engage and regular meetings with NHS Grampian Workforce Planning Group.	**Lead Officer**	Lynn Boyd
	Repeating Activity	No
	Planned Start	Wednesday September 01, 2021
	Planned Finish	Tuesday November 01, 2022
	Expected Outcome	Collaborative working - Grampian-wide Data analysis. Consider the following: the availability, affordability and adaptability of the workforce. Identify the strategic direction which the workforce will take
	Resource Implications	.
Contact Service Team Leads - to identify their workstreams and projects	**Lead Officer**	Lynn Boyd
	Repeating Activity	No
	Planned Start	Wednesday September 01, 2021
	Planned Finish	Friday July 29, 2022
	Expected Outcome	Identify workforce implications in each of the workstreams.
	Resource Implications	Potential cost to recruit - recruit issues

Planned Action	Details	
Meet with stakeholders: AVA, trade unions reps, HR leads, reps from Further Education, private providers	**Lead Officer**	Lynn Boyd
	Repeating Activity	No
	Planned Start	Wednesday September 01, 2021
	Planned Finish	Friday July 29, 2022
	Expected Outcome	- formulate questions to ask all stakeholders i.e. current situation, future projections, workforce implications - undertake interviews - prepare survey
	Resource Implications	.