

# ‘Working Together’

The Edinburgh IJB Workforce Strategy

2022-2025



Images courtesy of Forever Edinburgh ([edinburgh.org](http://edinburgh.org))

# Introduction

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This ambitious strategy has been developed to ensure we have a skilled and capable workforce for today and tomorrow that can deliver on our strategic priorities, and meet the health and social care needs of the citizens of Edinburgh.

**‘Working Together’ is the Edinburgh Integration Joint Board’s (EIJB’s) inaugural blueprint for delivering a caring, healthier and safer future for the population of Edinburgh.**

The needs of our citizens and the way we deliver health and social care across Edinburgh is shifting, and as a result we need to future proof the way we work, and how we deliver services. With advances in health and care we are living longer; however we are also seeing an increase in people living with frailty and multi-morbidity, putting an increased demand on our services and our workforce.

Alongside existing challenges to delivery of services, the recent Covid-19 pandemic created a period of uncertainty and additional pressures. Our workforce rose to the challenge of providing services throughout; one member of staff highlighted that they are *“proud of the workforce we have, the commitment they show to the people in Edinburgh and also to the organisation. Staff have showed immense resilience, have adapted to change and continue to do so.”*

Our workforce plays a key role in how we cope with this growing demand and changing environment; having well engaged, motivated and supported staff ensures that Edinburgh can continue to receive caring, compassionate and person-centred services of the highest possible standard.

Whilst the Partnership is stronger and better together, there are some everyday challenges which can make it difficult to truly work as one team. These challenges, combined with growing demand, mean this is the time to stop and think about what our workforce needs to adapt to meet future needs, and the infrastructure to support that change.

We are already implementing a range of transformative changes to how we deliver services, and our whole workforce has a key role to play in successfully delivering these changes. *‘Working Together’* will help us support our staff to face the challenges and opportunities that lie ahead. It sets out our vision and priorities for the workforce and how we will get to where we need to be. The strategy will deliver against an overarching vision and aspirations, and our 4 workforce priorities: **Health & Wellbeing; Culture & Identity; Workforce Capacity & Transformation; and Leadership & Development.**

# EIJB Strategic Priorities

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Established on 1<sup>st</sup> July 2016, Edinburgh's Integration Joint Board (IJB) is responsible for planning the future direction of and overseeing the operational delivery of integrated health and social care services for the citizens of Edinburgh.

Services delegated to the IJB from both the City of Edinburgh Council (the Council) and NHS Lothian (NHSL) fall under the broad headings of Adult Social Care Services, Community Health Services and Hospital-based Services. These services are largely delivered by the Edinburgh Health and Social Care Partnership (the Partnership), although some are managed by NHS Lothian and are referred to as "hosted" or "set aside".

The EIJB is required to produce a strategic plan every 3 years, setting out the vision, intent and strategic objectives for health and social care in Edinburgh. The strategic objectives are now being reviewed and updated (2022-2025), with a focus remaining on prevention and early intervention to support independence and tackle health inequality, in order to help more people take control of their own health and wellbeing, and feel empowered with the resources, tools and support needed to live well: <https://www.edinburghhsc.scot/wp-content/uploads/2020/01/Strategic-Plan-2019-2022-1.pdf>

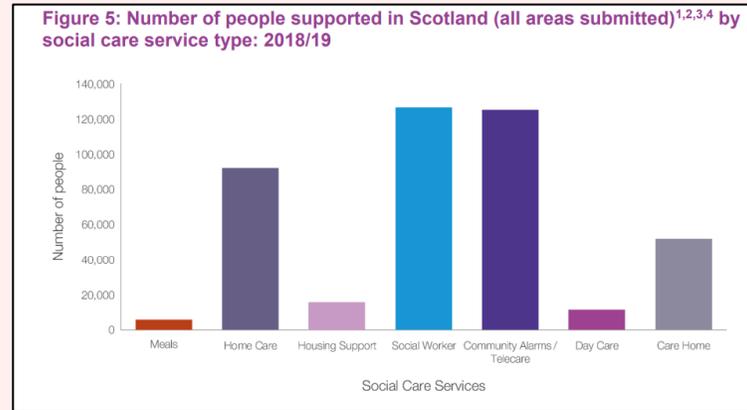
The updated service strategy objectives for 2022-2025 are:



The alignment of our Strategic Plan and *'Working Together'* ensures we are able to take an integrated approach to our future planning arrangements. This is vital given what is an increasingly complex context for planning and delivering health and social care services across Edinburgh. We also anticipate these objectives will adapt to incorporate the new National Care Service objectives, as well as taking into account the Edinburgh Poverty Commission report, Fair Work agenda and other national initiatives.

# Use of Health & Social Care Services

**1** in **20** people of all ages in Scotland received social care support and services during 2018/19



**62%** of adult carers supported by local services provided an average of **50+ hours** of care per week.

The majority of young carers supported by local services (**65%**) provided up to **19 hours** of care per week on average.

Home care hours provided in Scotland between Jan-Mar 2018: **1,122,155 hours**

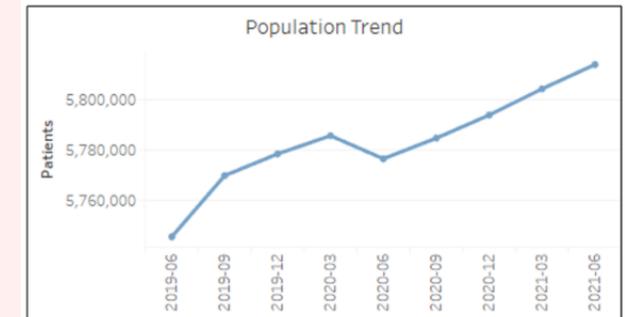


In tax year 2018/19, **91,810** people received home care in Scotland. This is equivalent to 17 people per 1,000 population



As of 31 March 2019, Health and Social Care Partnerships were financially (partly or fully) supporting **45,845** people to stay long-term in a care home in Scotland.

Scottish GP practice demographics:



In 2018/19, an estimated **136,900** people had an active community alarm and/or a telecare service. This is a 3.8% increase in provision from the previous year.

Around 20% of people aged over 75 are in receipt of a community alarm/telecare service

In Edinburgh, 70 GP surgeries provided **3 million** consultations / treatments in 2018/19

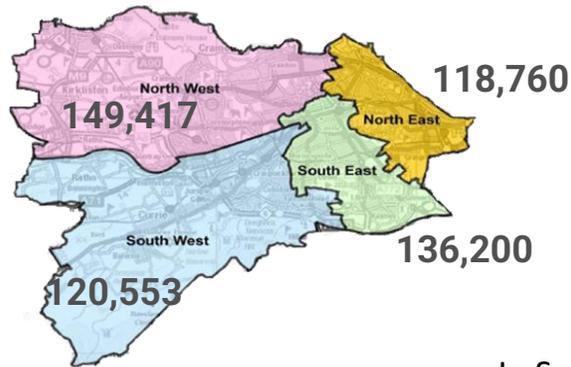


**18-29%**

The Scottish Government estimate of the increase in the need for health and social care services between 2010 and 2030

# Projected Demand in Edinburgh

Within the Edinburgh Health & Social Care Partnership, there are **four locality** areas, with their own populations:



In the ten years to 2020, Edinburgh's population grew by 12.3% (17% of this was in the over 65 population) from an estimated 469,930 to an estimated 527,620 people. In the same time period Scotland grew by 3.9%. The City of Edinburgh population is set to grow further to 586,566 by 2043, which inevitably will place additional demand for health and social care service delivery.

The ratio of population increase (as per evidence) will lead to increase in demand for these Health & Social Care services, and multi-morbidities requiring more multi-disciplinary team working.

In Scotland, 77.1% of people receiving care and support from social care in 2018/19 were aged 65 and over. Given that Scotland's overall population for over 65's increased by 20% in the last decade, it follows that the demand for social care is likely to continue to increase too.

[\(Insights in Social Care: Statistics for Scotland \(publichealthscotland.scot\)\)](https://publichealthscotland.scot/)

Long-term conditions are the main challenge facing healthcare systems worldwide.

Although having more than one long term condition (multi-morbidity) is most common for older people, most people with multimorbidity in Scotland are under 65.

[\(University of Glasgow - Research - Glasgow Research Beacons - Addressing Inequalities - Tackling the spiral of multimorbidity\)](#)

The overall trend of more people receiving personal care services in their own homes likely reflects two underlying factors: an increasing older population, and a move away from long-term care being provided in hospitals and Care Homes towards care being provided in people's own homes for as long as possible. [Free personal and nursing care, Scotland, 2017-18 - gov.scot](https://www.gov.scot/free-personal-and-nursing-care-scotland-2017-18) ([www.gov.scot](https://www.gov.scot))

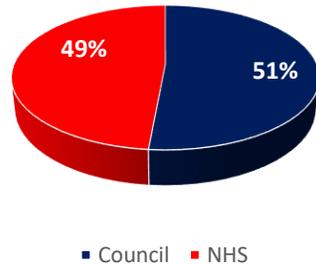
## Our Partnership Workforce Profile (As at October 2021)

Our total directly employed workforce across both City of Edinburgh Council and NHS Lothian sits at just under 5,000 headcount. The following table shows both the split of the workforce by employer but also by headcount and whole-time equivalent (WTE).

	Headcount	WTE	Percentage of total workforce
City of Edinburgh Council	2,468	2,107	51%
NHS Lothian	2,329	1,823	49%
<b>TOTAL</b>	<b>4,797</b>	<b>3,930</b>	<b>100%</b>

The following chart outlines the proportion of the workforce split across both employers (headcount):

Total Workforce: Split by Council and NHS



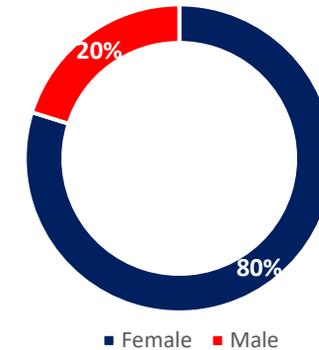
While the majority of the workforce operates on a full-time basis the following chart outlines the breakdown of full and part time staff across the Partnership.

Full and Part Time Split: by Council and NHS



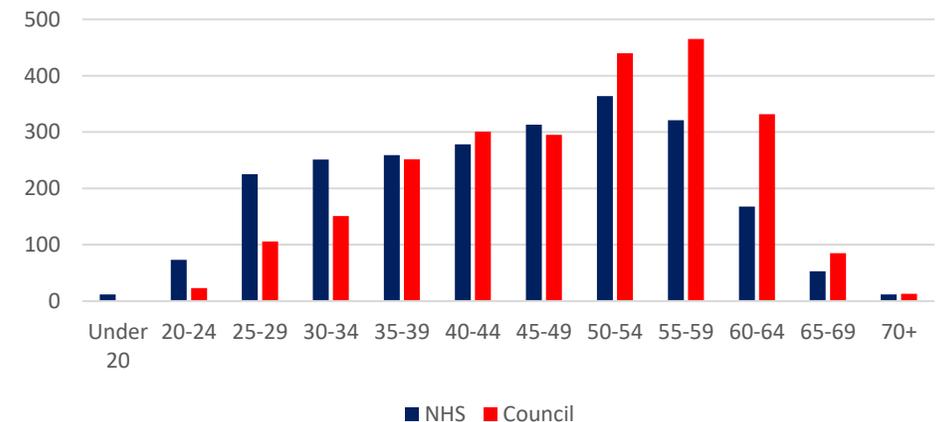
The gender profile of our total workforce highlights a predominantly female workforce. The following chart highlights this in more detail showing approximately 80% of the total workforce as being female. Please note, this does not include a total of 63 headcount who preferred not to say or did not answer the question.

Total Workforce: Gender Split



Our workforce profile outlined below highlights the aging nature of our workforce. It also highlights the need to ensure future supply, particularly across our younger workforce. The chart plots the age profile for both Council and NHS employed staff

Edinburgh IJB Workforce: Age Profile by NHS and Council components



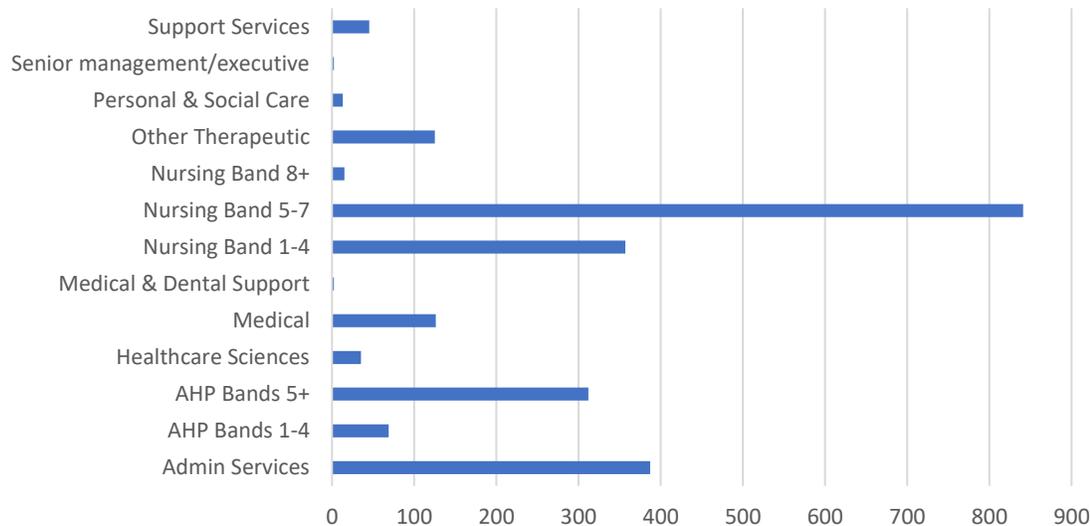
# Our Workforce Profile

**Bands and Grades depict the level of hierarchies within the workforce.  
The higher the band/grade the greater the responsibility and salary.**

We are also able to look at our workforce in more detail for both Council-employed staff and for NSHL-employed staff.

The chart below highlights the NHS cohort split by Job Family. By far the biggest group of staff within the NHS cohort are our nursing workforce (52%), followed by our Admin and Clerical workforce (17%) and our Allied Health Professions workforce (16%)

Edinburgh IJB Workforce: HEALTH Cohort

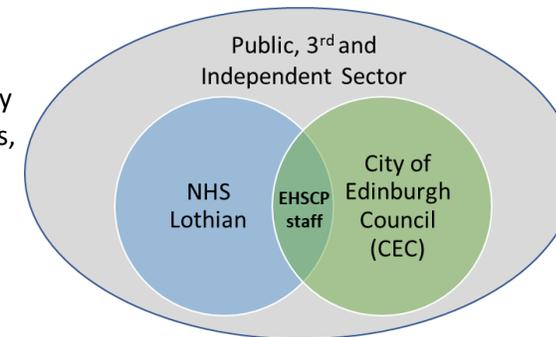
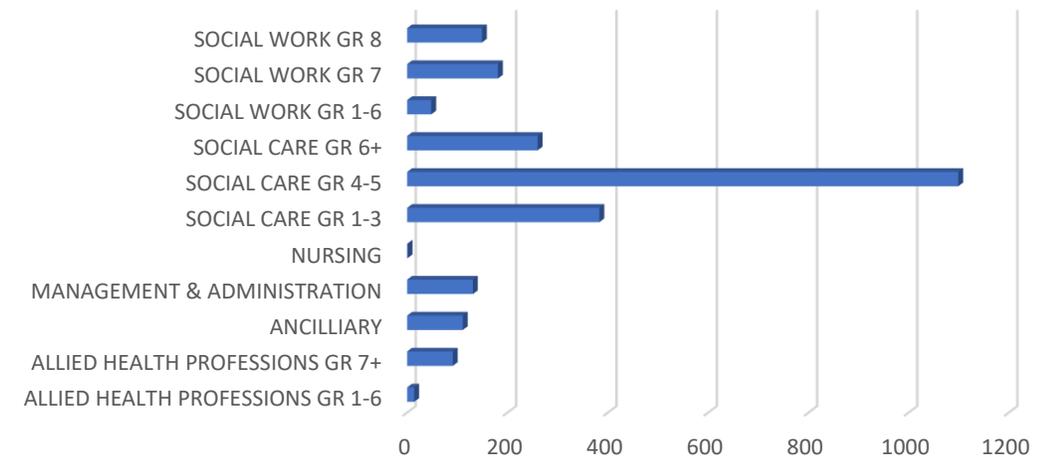


However, our collective workforce is much wider. The Partnership is fortunate to work closely with health and care providers, charities, unpaid carers, 3<sup>rd</sup> sector/ Independent organisations, as well as being supported by many volunteers and unpaid carers. Together, this workforce makes a big difference to the daily lives of many people across the City of Edinburgh.

We have also endeavoured to split our Council cohort of staff in a similar way. The following chart outlines a particular mapping scenario based on a combination of 6 'Job Group' headings and grades.

The largest group of staff within the Council cohort are those within the Social Care job group. This accounts for 70% of the total Council workforce.

Edinburgh IJB Workforce: COUNCIL Cohort



# Workforce Pressures/ Challenges

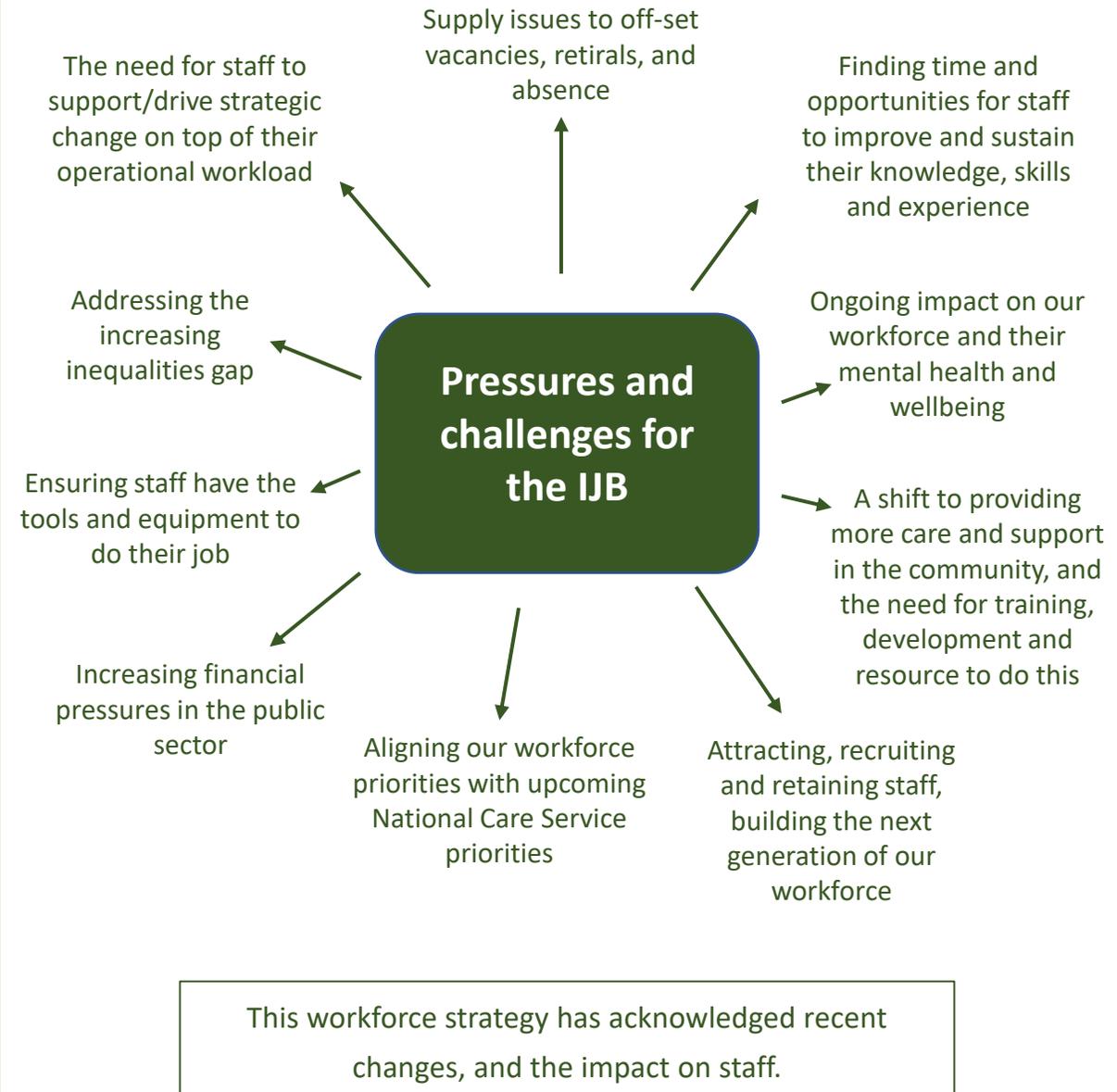
As Edinburgh's population continues to grow, we anticipate increasing demand for services, including primary care, mental health services, homecare and reablement, public health, care homes and district nursing. Especially in the aftermath of the Covid-19 pandemic, where there have been rapid and potentially long-term changes in health and social care, and an ongoing impact on the mental wellbeing of our workforce.

With these growing pressures, we have significant unmet need in the provision of our services, alongside sustainability challenges with our existing workforce due to a market that has been hit by competing industries, Brexit and the Covid-19 Pandemic.

One of the sectors key strategic challenges is attracting, recruiting and retaining staff. We have a predominantly ageing workforce (approximately 48% over 50 years), putting us at risk of losing essential knowledge and experience. Presently we have only 8.6% of our workforce under the age of 30, so ensuring a steady supply of talent will be crucial to building capacity.

With ongoing financial pressures in the public sector, we face a real challenge in how we tackle some of these issues in Edinburgh, how our workforce is supported, and how our citizens receive the care and support they need.

*Working Together* will look to capitalise on the opportunities that these challenges present.



# Our Workforce Strategy

*Working Together* provides the platform to support a step-change in our approach. By delivering against our 4 strategic workforce priorities of **Health & Wellbeing; Culture & Identity; Workforce Capacity & Transformation; and Leadership & Development** we can build a workforce capable of meeting the health and social care needs of Edinburgh’s citizens. This strategy sets out our vision and priorities for the workforce and how we will get to where we need to be together.

The strategy content has been developed through ongoing engagement with stakeholder groups, including representatives from the 3rd and independent sector. We have also incorporated feedback from staff via focus groups and a survey.

One of the most prominent points raised during our engagement with staff was the need to build capacity within the workforce. This will be a key focus of the delivery groups.

The focus of the following pages is on the **0-3 year delivery plan**; the medium-to-longer-term objectives have been noted, but we are unable to commit to a delivery plan for these yet, given the need for more discussion and collaboration required between various groups before enough detail and direction is known for these to take place.

Stakeholders have acknowledged that the delivery plan laid out in this strategy are at different stages of development and implementation, as some are already underway. We are happy that this is the case, and they are being implemented under the same governance as the other actions will be.

The IJB also recognises the importance of the 3<sup>rd</sup> and voluntary sector colleagues in the delivery of a range of important services; this will be a key component of the medium- and longer-term actions.



# The road map

i.e. the long-term timeline; planning cycles



**3-5 years**  
Medium-term goals to be developed  
Review of phase 1 – successes and lessons learned – to influence focus  
Further engagement to be planned



**5-10 years**  
Long-term goals, aligned with the established aspirations, to be developed



**0-3 years**  
Short-term, achievable goals  
Engagement plan outlined  
Detailed planned actions

# Our Strategic Workforce Priorities

- Following a series of workshops held with key stakeholders and partner organisations, 4 strategic workforce priority headings were identified for the **0-3 year action plan**. These being:



Health & Wellbeing



Culture & Identity



Workforce Capacity & Transformation

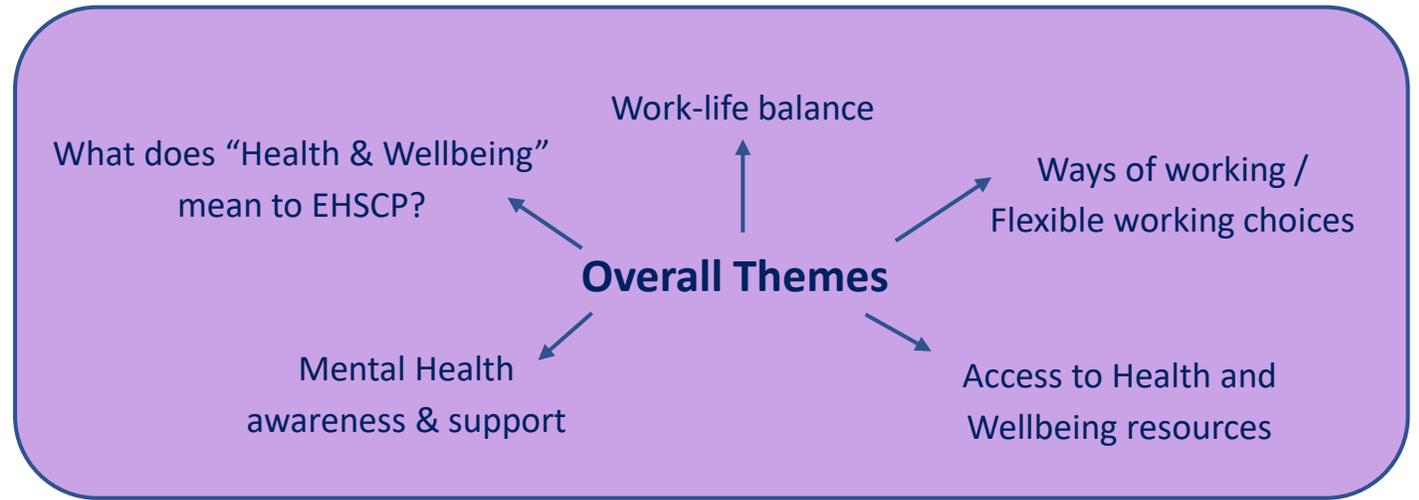


Leadership \& Development

# Health and Wellbeing



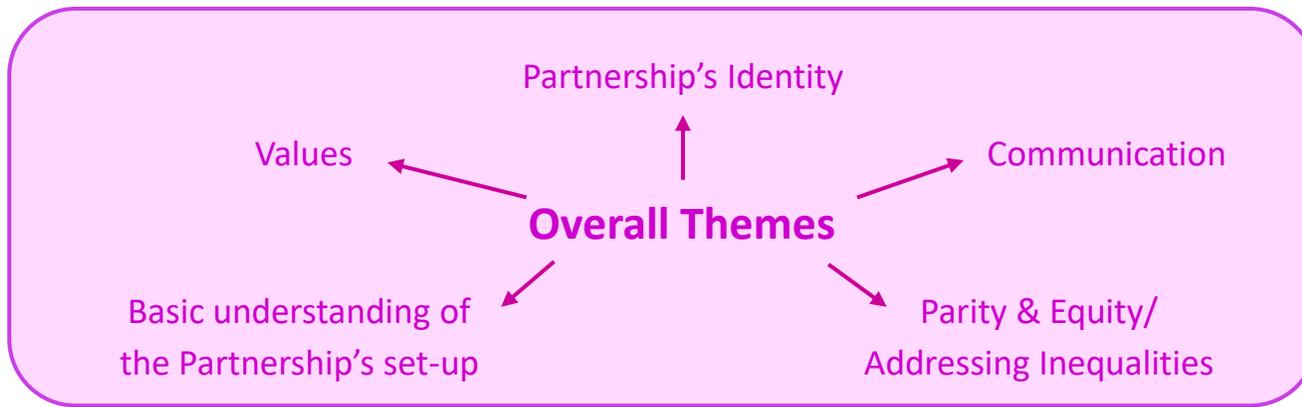
*“Support and enhance employees’ experience, both inside and out of work.”*



## Commitments:

We will:

- Value every member of staff
- Promote a positive work-life balance for all staff, and ensure leaders act as role models to achieve this
- Continually listen to our staff and ask questions so we can promote a positive, healthy and safe working culture
- Commit to building resilience across our workforce, to help manage and adapt to change
- Commit to promoting positive mental health, and supporting employees with their mental health
- Ensure that equal resources are available to all staff

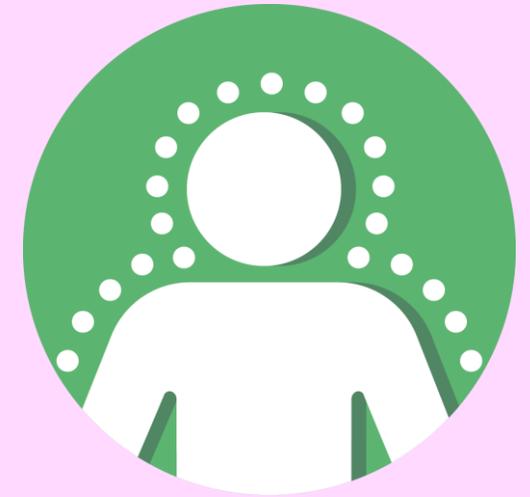


## Commitments:

We will:

- Identify, build and promote a shared culture for the Partnership
- Champion equality, equity and fairness at the heart of everything we do
- Enable staff to understand the teams and functions within the Partnership
- Ensure equal/equitable engagement with staff
- Ensure staff feel recognised and valued for the work they do
- Treat our staff with the dignity, respect, kindness and compassion they deserve
- Reflect and adopt the culture within in the Edinburgh Health and Social Care Pact
- Champion new ways of working for the better

# Culture and Identity



*“Create a shared, safe and inspiring culture that strengthens our internal and external relationships and reputation.”*

# Workforce Capacity & Transformation



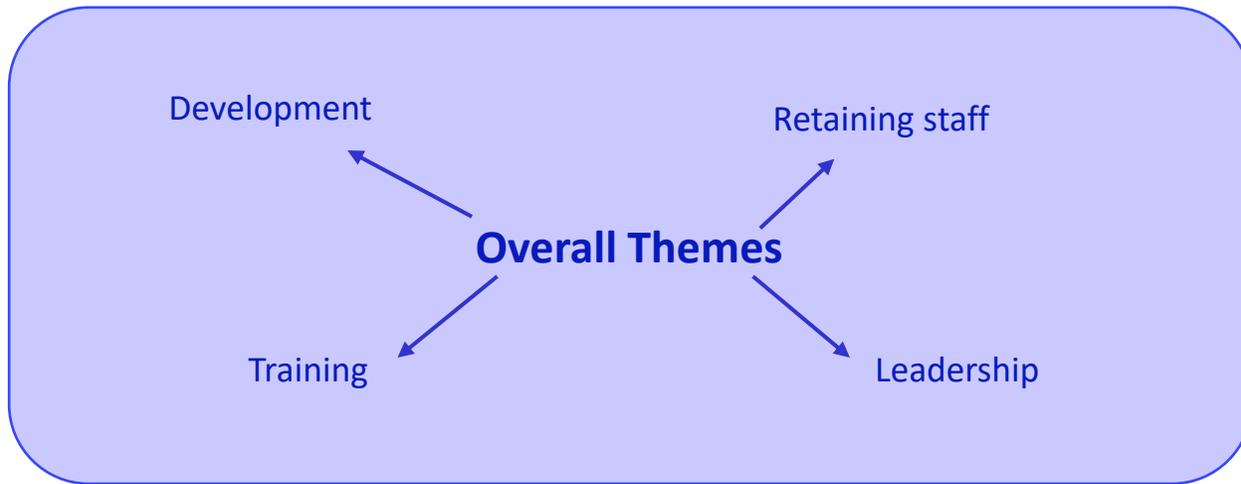
*“Develop a workforce that is adaptable and agile - ensuring we have the right people with the right skills in the right place at the right time.”*



## Commitments:

We will:

- Engage with those impacted before planning or making any changes
- Utilise the opportunities presented by IT/ Digital developments that can help transform our workforce
- Promote knowledge sharing, map skillsets and identify gaps to be filled
- Promote new roles and working practices that help develop our future workforce
- Build capacity and flexibility within our workforce
- Integrate and streamline our recruitment processes
- Modify and enhance the induction process for new members of staff



# Leadership and Development



## Commitments

We will:

- Champion personal and professional development, to support staff retention
- Ensure equal and open access to a range of training approaches across all contracts and positions
- Lead the development of a Lothian-wide Development Hub
- Develop strong links with Universities and Colleges to inform a more strategic approach to the future development needs of our workforce
- Promote the role of leadership within the Partnership

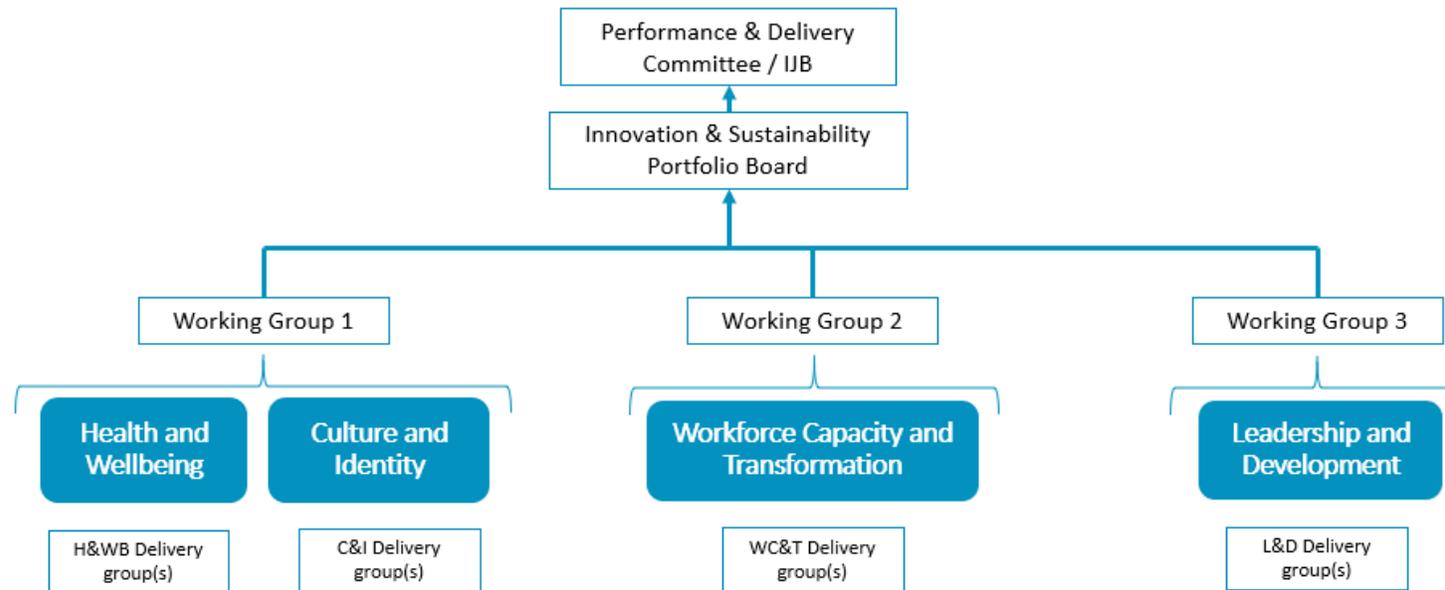
*“Develop a leadership approach that supports individuals at all levels to attain their full potential in order meet the care and support needs of Edinburgh.”*

# Next Steps

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This workforce strategy sets the direction and ambition for the support and development of an engaged, motivated and valued health and social care workforce, with the capacity, competence and confidence to meet the needs of the people of Edinburgh. We will achieve our vision through a series of implementation plans which will be co-produced in partnership with staff, stakeholders and social partners, to deliver the commitments and actions identified in this strategy.

## Delivery governance structure:



# Vision Statement

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**“Working Together: One workforce to deliver  
a caring, healthier and safer Edinburgh”**

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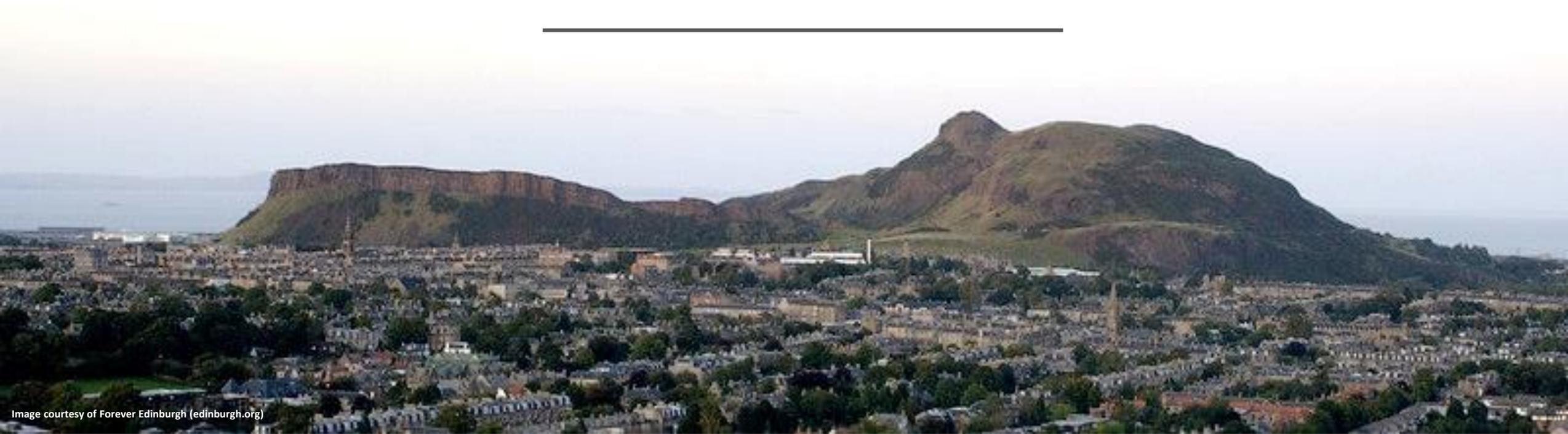


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