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**REPORT TO: MORAY INTEGRATION JOINT BOARD AUDIT, PERFORMANCE AND RISK COMMITTEE ON 26 NOVEMBER 2020**

**SUBJECT: UPDATE ON STAFF ABSENCE AND RECRUITMENT CHALLENGES**

**BY: INTERIM CHIEF OFFICER**

**1. REASON FOR REPORT**

- 1.1 To provide an update on the absence figures and an overview of the challenges that are being experienced with recruitment to various posts in Health and Social Care Moray (HSCM).

**2. RECOMMENDATION**

- i) **It is recommended that the Audit, Performance and Risk Committee (APR) consider and note the content of this report, in relation to challenges with recruitment and the associated impact on service delivery.**

**3. BACKGROUND**

- 3.1 The difficulties in recruiting to specific posts in HSCM have been previously highlighted in the strategic risk register updates and absence figures have been monitored in the quarterly performance reports.
- 3.2 Managers have highlighted issues with recruitment in specific areas and the impact that it has on existing staff, which is of concern as the whole system copes with the impact of Covid and the likely surge caused by winter.

**4. KEY MATTERS RELEVANT TO RECOMMENDATION**

- 4.1 The absence figures are reported to this committee on a quarterly basis. The information for NHS employed staff shows that the sickness absence was 3.3% at Quarter 2 which is below the target of 4%. However the figure for Council employed HSCM staff overall was 9.1% at the end of March 2020 and further update on the overall figure is not currently available due to other

pressures of work on Council HR staff. Management information and support is being provided to specific managers as required. Managers have not reported any specific concerns with the levels of absence at present.

- 4.2 **Appendix 1** highlights some of the recruitment challenges that are currently being experienced in HSCM. These are areas highlighted by managers, where the lack of people with sufficient experience, knowledge and skill to undertake these defined roles has a direct impact on the ability to provide service.
- 4.3 The challenges that are being faced by HSCM are also being experienced by Dr Gray's Hospital and acute services in Moray, and this can have implications for patient flow across the whole system.
- 4.4 Workforce levels are set through consideration of patient numbers/ client cases, services to be provide and complexity of work. Wherever the assessed need for staffing is not met there will be additional pressure on the rest of the team as they try to maintain the level and quality of service.
- 4.5 Additional challenges are being presented as services remobilise following the interruption of the initial phase of Covid response. This is causing additional work with regard to risk assessments for people and services, preparation of workplaces prior to people returning to services and the need for training on new systems or in new protocols.
- 4.6 Staff wellbeing is a key priority with support being drawn from NHS Grampian and Moray Council resources and will be led by managers and the workforce forum within HSCM.
- 4.7 Various efforts have been made by partners and HSCM to attract people with the appropriate skills and experience to Moray, with limited success. HSCM will continue to engage with the Community Planning Board and other partners to attract people to Moray.
- 4.8 Work has commenced on the workforce plan that will require to be completed by March 2022. This will highlight gaps and training needs for the workforce going forward and will draw on the experience of the response to Covid and the changes to methods of service delivery and skills required, that are being identified.

## **5. SUMMARY OF IMPLICATIONS**

### **(a) Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP)) and Moray Integration Joint Board Strategic Plan "Moray Partners in Care 2019-2029"**

The delivery of the Strategic plan requires a robust and resilient workforce that is able to respond and deliver transformational change set out in the plan. Issues with recruitment of key posts may impact on the delivery of objectives in the short term.

**(b) Policy and Legal**

There are no legal implications arising from this report.

**(c) Financial implications**

There are no direct financial implications arising from this report however where posts are not recruited there may be a saving though it is likely that this will be offset by costs for overtime or bank staff where this is an option.

**(d) Risk Implications and Mitigation**

This report forms part of the governance arrangements for identifying and managing strategic risks of the MIJB.

The recruitment challenges have the potential to negatively impact on the delivery of the strategic responsibilities for MIJB.

**(e) Staffing Implications**

There are no additional staffing implications arising from this report.

**(f) Property**

There are no property implications arising from this report.

**(g) Equalities/Socio Economic Impact**

An Equalities Impact Assessment is not required because there are no service, policy or organisational changes being proposed.

**(h) Consultations**

Consultations have been undertaken with the Senior HR Adviser, Moray Council, Karen Innes, Assistant HR Manager NHSG, the Senior Management Team Management Team, and any comments have been incorporated in this report.

**6. CONCLUSION**

**6.1 This report and appendix outline the immediate challenges with recruitment for Health and Social Care Moray and the additional workloads being experienced.**

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Background Papers:	held by author
Ref:	