ANGUS
Health & Social Care
Partnership

Workforce Plan
2025-2029











Published November 2025


MENU
JOE



Introduction 4

Evaluation of 2022-2025 Workforce Plan 4

Workforce Plan 2025-2029 5

Engagement 6

Background 6

Angus Population and Demographics 8
- Local Workforce 9
- Lower Paid Occupation Data 9
- Angus Labour Market 9
- Unemployment and Economic Activity 11

University Statistics 12

AHSCP Workforce 17
- Angus Council employed AHSCP staff 17
- Angus Council employed AHSCP staff absence 18
- Angus Council employed AHSCP staff - new starts/leavers comparison 18
- Angus Council employed AHSCP staff - location of staff by town/county 18
- NHS Tayside employed AHSCP staff 19
- NHS Tayside employed AHSCP staff - Absence Rates 20
- NHS Tayside employed AHSCP staff - Turnover Rates 21
- Current Workforce - Locations - NHS Tayside 21
- Commissioned Providers - Care at Home 22
- Commissioned Providers - Care Homes 23
- AHSCP Projected Staff Turnover - NHS Tayside employed staff 23

Workforce Risk 26

Financial Implications 27

Managing Service Change 27

Workforce Planning Drivers 27
- Reduction in the working week - NHS Tayside employed staff 28
- Social Work Recruitment 28
- Digitally Enabled Workforce 29
- Service Reform 29
- Climate Sustainability 30

Legislative Drivers 30
- Care Reform (Scotland) Act 2025 30
- Health and Care Staffing (Scotland) Act 30
- Visa Sponsorship 31

National Frameworks for Health and Social Care 32

Key Focus Areas - 2025-2029 33

Next Steps: Action Plan 34

Implementation, Monitoring and Review 34

Appendix 1 - Engagement Feeback 35

Appendix 2 - Additional Workforce Data 40

Appendix 3 - AHSCP Workforce Action Plan 2025-2029 43

Introduction

Angus Health and Social Care Partnership (AHSCP) produced its first workforce plan in 2022, aligning with national guidance and local strategic priorities. The plan covered a three-year cycle 2022-2025. This new plan covers the period 2025–2029 and builds on the success of the previous workforce plan, which was developed in response to the Scottish Government's Integrated Workforce Plan for Health and Social Care (2019). This approach supports alignment with both Angus Council and NHS Tayside workforce priorities as well as the strategic and financial objectives of AHSCP, ensuring workforce planning remains integrated and responsive.

A key feature of this plan is the improved use of local population and workforce data to better inform our future priorities with regards to workforce planning.

The plan has also been informed by the National Workforce Strategy for Health and Social Care in Scotland. This plan also considers the Scottish Government's Health and Social Care Service Renewal Framework 2025-2035, Audit Scotland's Delivering for the future: Responding to the workforce challenge, as well as local plans such as the Angus Health and Social Care Partnership Strategic Commissioning Plan and Strategic Financial Plan.

Evaluation of 2022-2025 Workforce Plan

During the period of the 2022–2025 workforce plan, AHSCP made significant strides in several key areas:

- A range of targeted actions aimed at attracting people into a career in social care and retaining existing staff. Achievements in 2024 have resulted in an increase in headcount of 120 Care at Home staff compared to July 2023.
- More creative advertising methods including promotional videos linked to job advertisements and wider use of social media for job advertising. For one recent post the number of applicants increased from 20 to 60 following use of the promotional videos and a candidate was successfully appointed.
- A focus on attracting, recruiting and retaining young people through supporting youth employability programmes, work experience, pathways with further education, employer support and volunteering opportunity development.
- A focus on new employment opportunities providing volunteering & learning and development opportunities which will increase the number of local people entering and sustaining a career in care. This includes utilising the Long-Term Unemployment (LTU) scheme to encourage return to work.
- Information, employment support and training has been provided to the people from Ukraine resettled in Angus to encourage the Ukraine Workforce in Angus to choose Health and Social Care as a career. An LTU initiative for the people of Ukraine is also in place.
- The development of a succession planning framework to support succession planning and staff retention.
- A focus on General Practitioner (GP) recruitment and retention.
- Recruitment of several Newly Graduated Practitioners (nurses) in primary care service areas.

- A minimum dataset has been developed for Angus Council and NHS Tayside workforce data.
- A system is now in place to record and monitor workforce data in nursing teams on a monthly basis.
- A dashboard has been developed to monitor staffing levels in commissioned care homes and care at home services.
- AHSCP conducted a piece of work with Tommy Whitelaw, the National Lead, for Person Centred Voices at the Alliance. The aim of Tommy's work was to promote multi-agency partnerships, and create a blueprint for embedding compassion, active listening, Intelligent Kindness and a 'What Matter to You' approach. This work was aligned to Improving Wellbeing and Working Cultures, published by the Scottish Government in July 2024.
- 59 staff benefited from taking part in the Resilience Dynamic questionnaire and coaching sessions.
- The AHSCP continue to support the mentally healthy workplace initiative and increase the number of staff wellbeing champions across the AHSCP.
- With a focus on staff health and wellbeing and support of NHS Fairer Scotland polices there has been a reduction in sickness absence for NHS employees.

The information above illustrates that a range of improvement activity has taken place over the last 3 years, reflecting a shift in how AHSCP traditionally deliver services towards new, innovative ways of working for the workforce. Much of the improvement activity focussed on service redesign to mitigate hard to fill posts, up skilling staff to respond to changing demographics, developing career pathways that will aid retention of our workforce and introducing innovative new roles to enhance the capacity and capabilities of our workforce.

Workforce Plan 2025-2029

This new workforce plan for 2025–2029 continues to be supported by the Workforce Implementation Action Plan, which will be regularly reviewed and updated. It is co-ordinated by the AHSCP Workforce Steering Group.

The purpose of the Workforce Steering Group is to provide a strong, effective, integrated and collaborative partnership forum that will improve workforce planning and ensure that collectively the group possess the required expertise, skills, knowledge and resources to analyse, forecast, and plan workforce supply and demand. The plan will be monitored through the AHSCP Executive Management Team. Members of the AHSCP Senior Leadership Team will be responsible for implementing the plan.

Engagement

During January and February 2025, as part of planning for the 2025-29 AHSCP Workforce Plan, the AHSCP Workforce Steering Group commissioned a questionnaire which was sent to all services across AHSCP. A response was submitted by each service area, and this information was used to inform the workforce plan in relation to:

- Vacancy Information
- Recruitment Challenges
- Turnover rates
- Wider Issues Affecting Service Demand and Anticipated impact on Staffing
- Changes to staffing models (current and projected)
- Planned Workforce Efficiencies and Likely Impact
- Skills development and Future Models of Care
- Absence Rates and Themes
- Digital Requirements
- Climate Impact relating to the workforce

A summary of the engagement feedback received can be found at Appendix 1.

This plan also shared with the Strategic Planning Group, AHSCP Workforce Steering Group and the Angus Staff Partnership Forum. The plan will be formally approved by the Angus Integration Joint Board (IJB) on 29 October 2025.

Background

Angus Health and Social Care Partnership (AHSCP), formed in 2016, delivers services for Angus Council and NHS Tayside. This means that we have a single system for planning and delivering local health and social care. The AHSCP Chief Officer is responsible for the management of planning and operational delivery on behalf of Angus Integration Joint Board (IJB). Angus Council and NHS Tayside have integrated the planning and delivery of all community health and social care services for adults and older people. Angus IJB is a separate legal entity responsible for directing the work of the delegated services. The IJB includes members of Angus Council and NHS Tayside (voting members) as well as those representing the interests of the Third Sector and Independent Providers, Carers, staff and service users.

Our vision and priorities were developed through public events and conversations in the development of the Strategic Commissioning Plan 2023-2026, it can be accessed here.

Our Vision, Mission and Values



Our Vision
People in Angus receive the best services possible and enjoy physical and mental health to their full potential.



Our Values
We are caring, compassionate, person-centred, honest and respectful.



Our Mission
Working together, being courageous and innovative, always aiming to provide safe, effective high-quality health and social care.

Our Strategic Ambitions & Priorities for 2023-2026

The information outlined in the Strategic Needs Assessment, performance reports and the legislative and policy context highlight the need to do things differently. As a result, we have identified three Strategic Ambitions:

- Support people to be independent for as long as possible.
- Ensure services are sustainable and proportionate to need.
- Provide integrated and co-ordinated care.

We have identified the following Strategic Priorities to support these ambitions:

- Priority 1. Prevention and proactive care.
- Priority 2. Care closer to home.
- Priority 3. Mental health, learning disabilities & substance use recovery.

We have also identified five Strategic Enablers to help support the delivery of our Plan. These are:

- Workforce
- Financial planning
- Collaborative Commissioning
- Communication and Engagement Infrastructure
- Infrastructure, Data and Technology

The three priorities of the AHSCP Strategic Commissioning Plan aim to deliver on the nine National Health and Wellbeing Outcomes.

The National Health and Wellbeing Outcomes apply across all integrated health and social care services, ensuring that Health Boards, Local Authorities and Integration Authorities are clear about their shared priorities by bringing together responsibility and accountability for their delivery. They provide a strategic framework for the planning and delivery of health and social care services. Our priorities, commitments and the actions within the Strategic Delivery Plan (SDP) are aligned to delivering the national outcomes.

Progress against these deliverables is reported in the annual performance and strategic progress report published annually.

Angus Population and Demographics

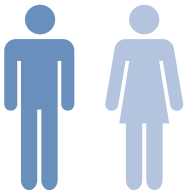
Understanding the demographics of Angus is essential to ensuring that resources, including our workforce, and services are delivered effectively and proportionately to the level of need and risk; that they meet the needs of the changing population.

Key Facts:

- In 2022, Angus's population was 114,660 people dispersed over a large rural area.
- A particular challenge for Angus is that 25% of the population lives in rural areas and 1.5% in remote rural areas with access issues.
- The number of people aged over 75 in Tayside is expected to increase by 24% between 2018 and 2028.
- 73% of Angus, 70% of Dundee City and 76% of Perth & Kinross working age populations are in employment.
- 28% of Angus, 36% of Dundee City and 18% of Perth & Kinross employed populations are in lower paid occupations.

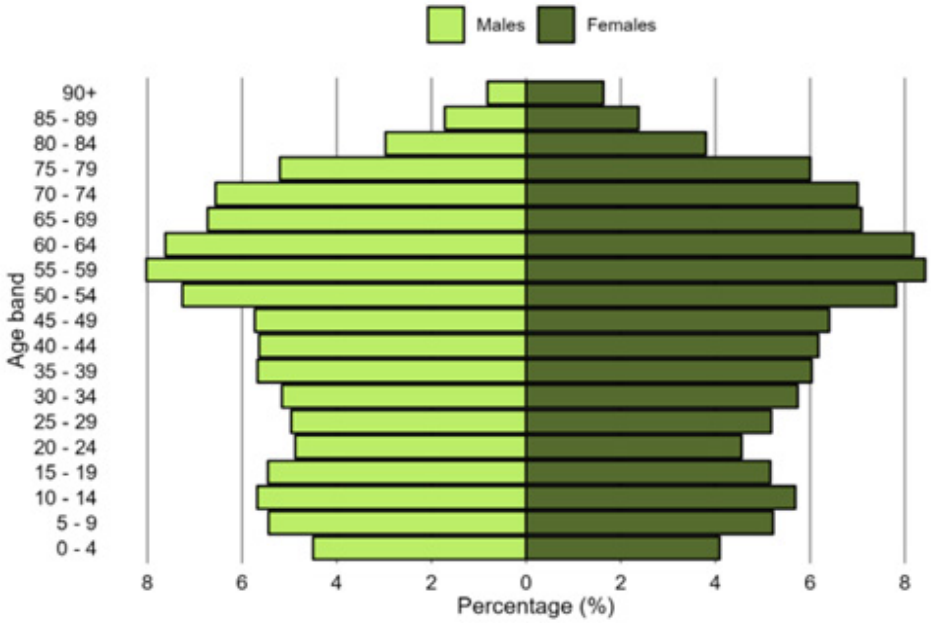
Note: Lower paid occupations include caring, leisure, sales and customer service, elementary occupations and other service occupations.

Sources: National Records of Scotland – Census 2022
NHS Tayside Director of Public Health Report 2024/25



Angus Population as at 2022: **114,660**
Female – **51.6%**
Male – **48.4%**

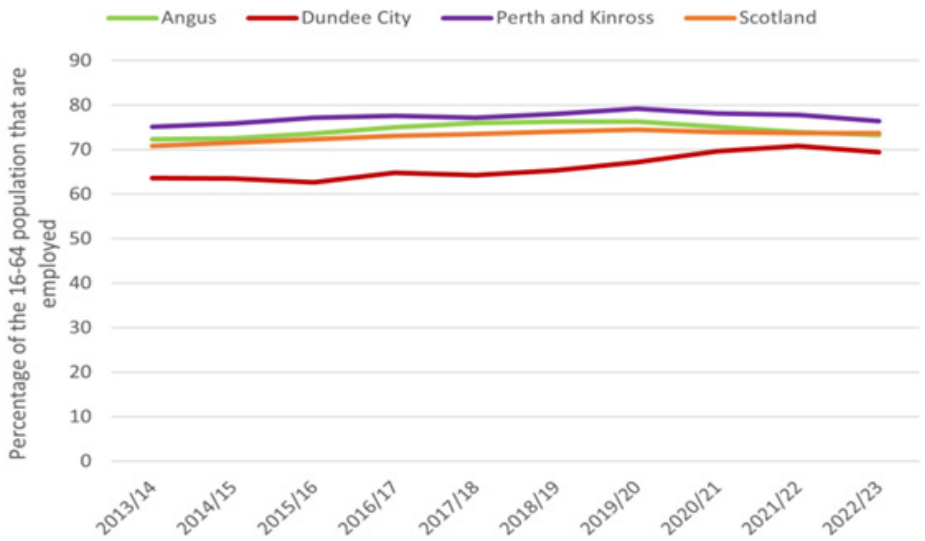
Population estimates of Angus by age and sex as at 30 June 2022:



Source: National Records of Scotland (NRS) Midyear Populations Estimates (MYPE)

Local Workforce

Within Tayside, Dundee City has the lowest percentage of 16–64-year-olds employed; but this has been steadily increasing since 2017/18 and a rate of over 70% was achieved for the first time in 10 years in 2021/22. Perth & Kinross has the highest percentage of people in employment at 76.4% whilst Angus has a similar employment rate to Scotland overall at around 73.8%.



Source: NHS Tayside Director of Public Health Report 2024/25

Lower Paid Occupation Data

Dundee City has the highest percentage of the working population in lower paid occupations within Tayside, with over a third in low paid work, whilst Perth & Kinross has the lowest percentage in lower paid occupations.

Administrative Area	Percentage of employed population in lower paid occupations
Angus	28%
Dundee City	36%
Perth & Kinross	18%
Scotland	25%

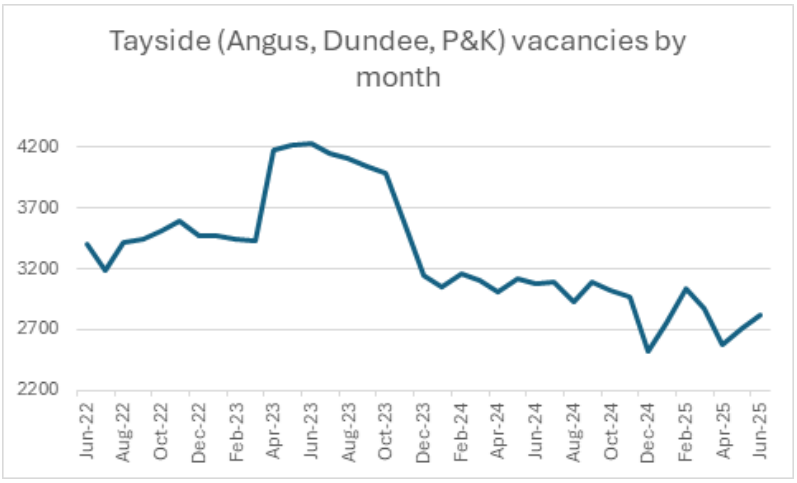
Note: Lower paid occupations include caring, leisure, sales and customer service, elementary occupations and other service occupations.

Sources: NOMIS, ONS Annual Population Survey January – December 2023, NHS Tayside Director of Public Health Report 2024/25

Angus Labour Market

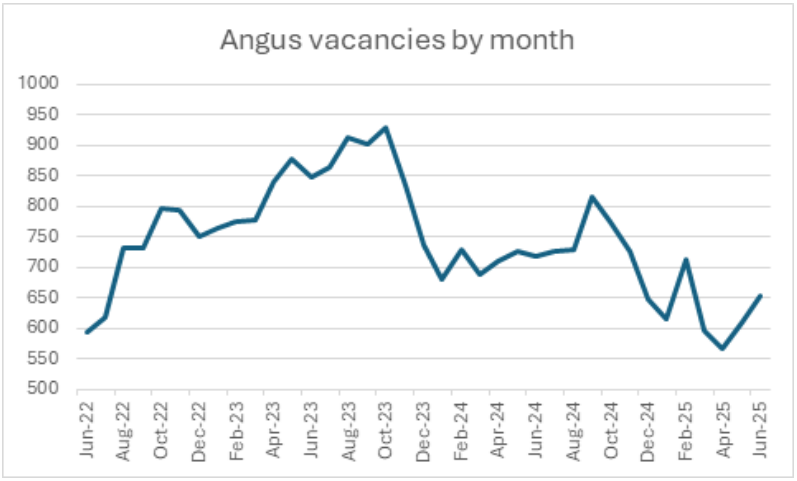
The high vacancy rates in 2021–22 reflected labour shortages and push on hiring post pandemic, however demand has eased notably. The data we have on vacancies suggests that the current labour market has returned pre-pandemic levels. CIPD survey data suggests fewer employers are looking to expand their workforce in the next three months when compared to other points over the last few years.

The graph below highlights the overall picture of all job vacancies within Tayside over the past 3 years. This includes the post-pandemic surge on recruitment and also highlights the return to pre-pandemic rates in 2025.



Source: CIPD Labour Market Outlook - **https://www.cipd.org/uk/knowledge/reports/labour-market-outlook/, Adzuna**

The graph below focusses on the job market within Angus which follows the local trend overall.

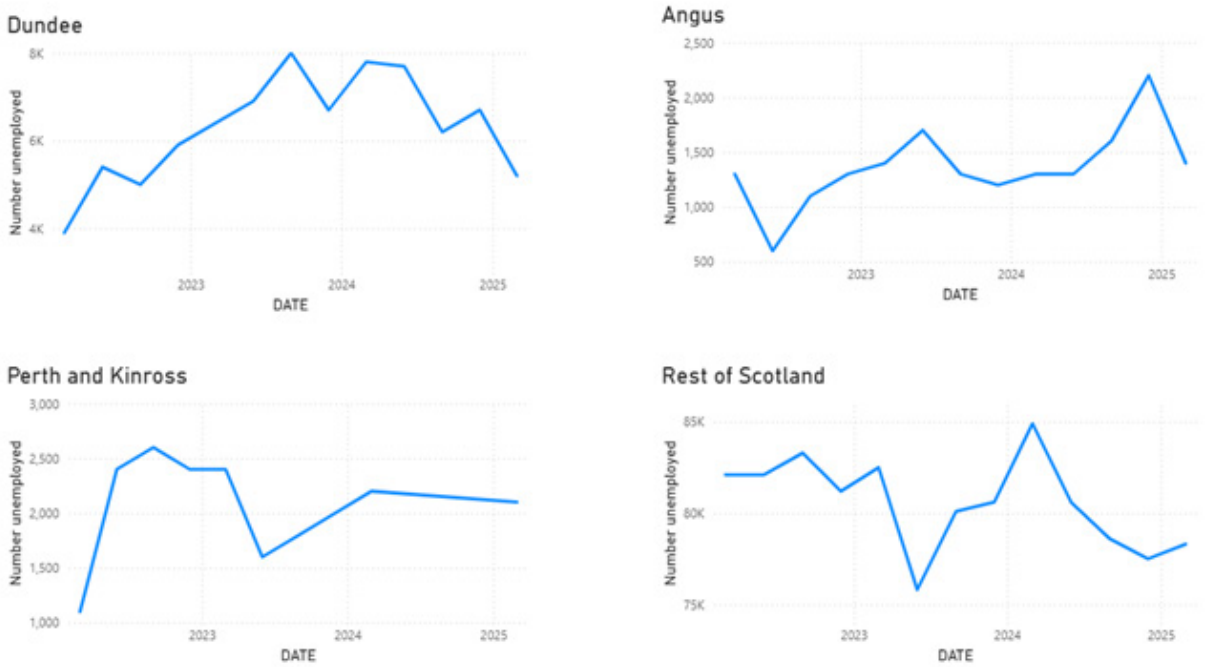


Source: Adzuna

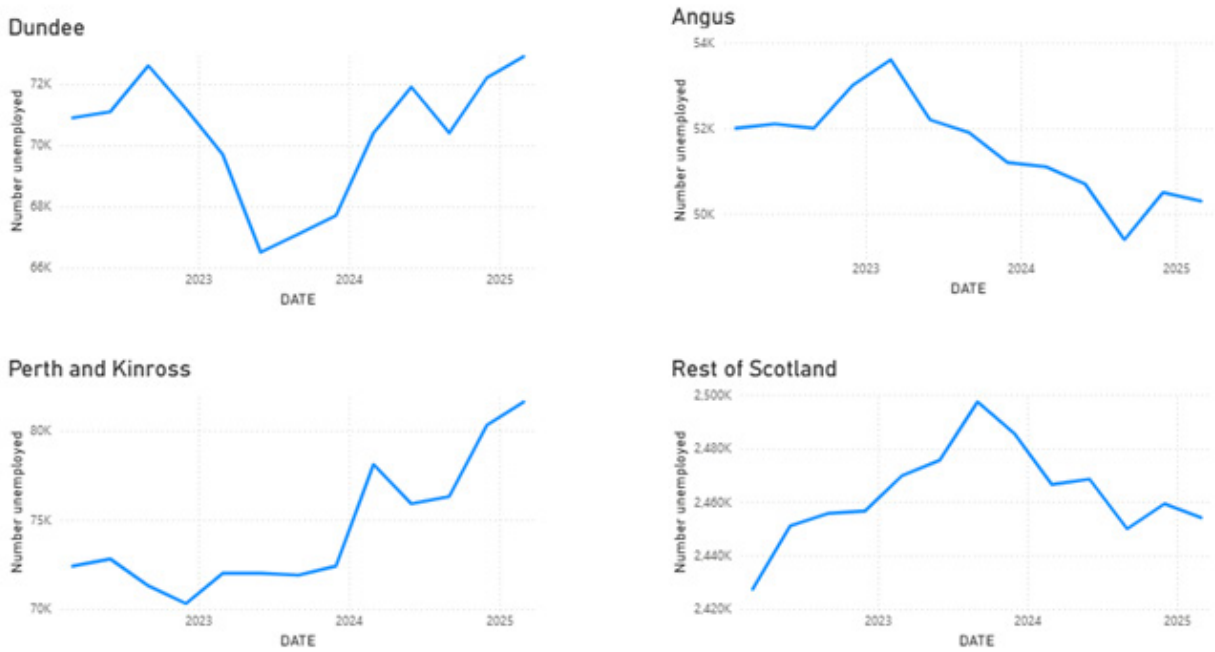
Unemployment and Economic Activity

Compared to very long term (20 year) averages, unemployment in Scotland overall is low, around 4%. While the number of economically active people has grown in Scotland over the long term due to population growth, it is actually declining in Angus.

Unemployed



Economically active



Source: ONS annual population survey (https://www.nomisweb.co.uk/reports/lmp/la/1946157407/report.aspx#tabempunemp)

Findings

The number of individuals unemployed in Angus has fluctuated over the last few years however the current trend shows a reduction in employment. This is also reflected in Dundee.

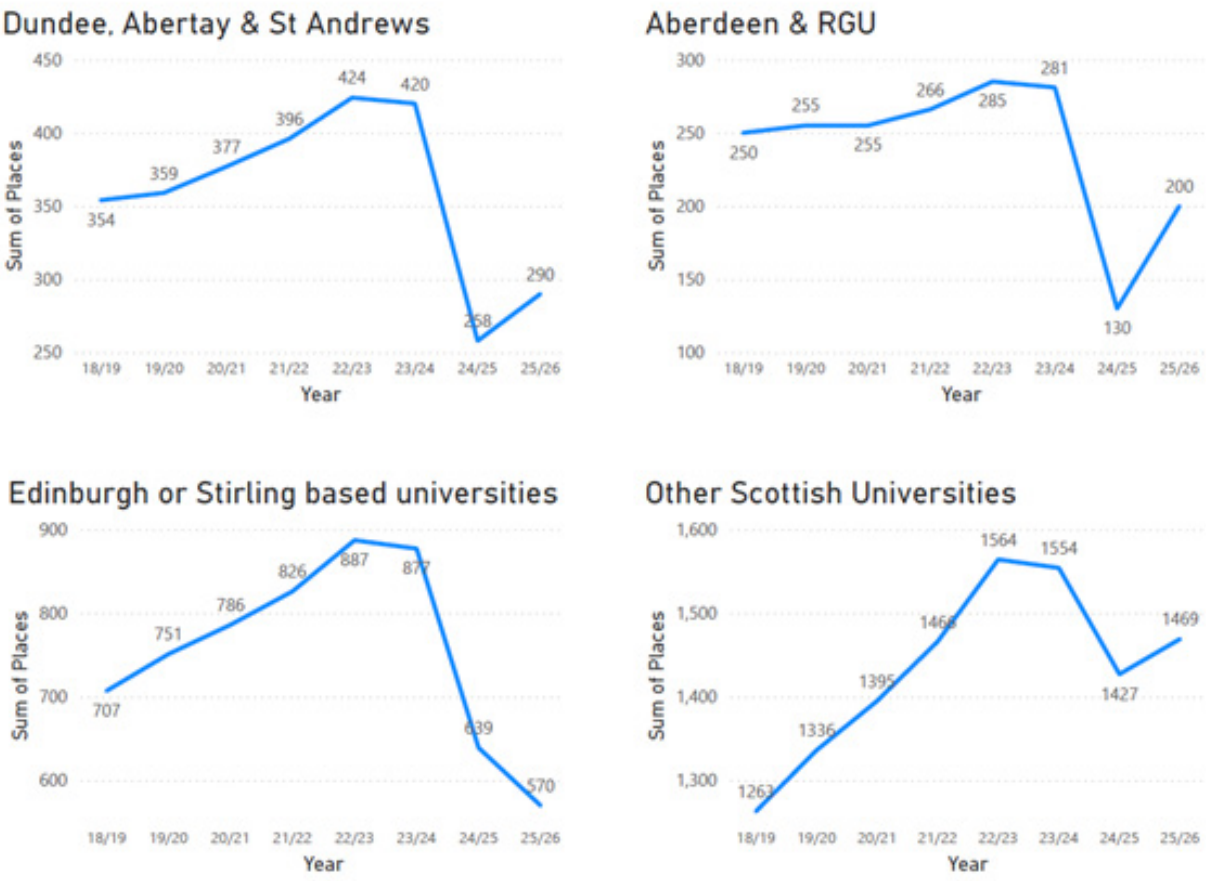
Economic inactivity in Angus rose to 26.7% in 2023, up from 23.5% in 2022. This increase indicates that a growing number of working-age individuals are neither employed nor actively seeking employment. This trend mirrors a national pattern in Scotland, where economic inactivity reached a 20-year high of 22.9% in early 2025. Reasons for this could be attributed to an increase in individuals with long term conditions which prevents them remaining in employment or economic shifts within the area.

This information indicates that it may become more difficult to recruit staff to AHSCP going forward as the numbers of individuals seeking employment is reducing and the number of economically inactive people in Angus is increasing. This highlights the need to consider workforce retention as a key priority as well as seeking opportunities to support the current workforce to be more efficient through improved processes as well as seeking digital solutions. There is also a requirement to consider how we better support those who are currently unemployed in to work, including consideration of reasonable adjustments.

University Statistics

The graphs below highlight the number of adult nursing places being offered across Scotland by year. The information below highlights a significant reduction in the number of university places offered within the Tayside area and also across the east of Scotland as a whole. This is partly attributed to a reduction in applications received by universities. This is likely to impact the number of nursing staff that we are able to recruit over the next few years, indicating that a key task will be to ensure we can retain the current nursing workforce within Angus.

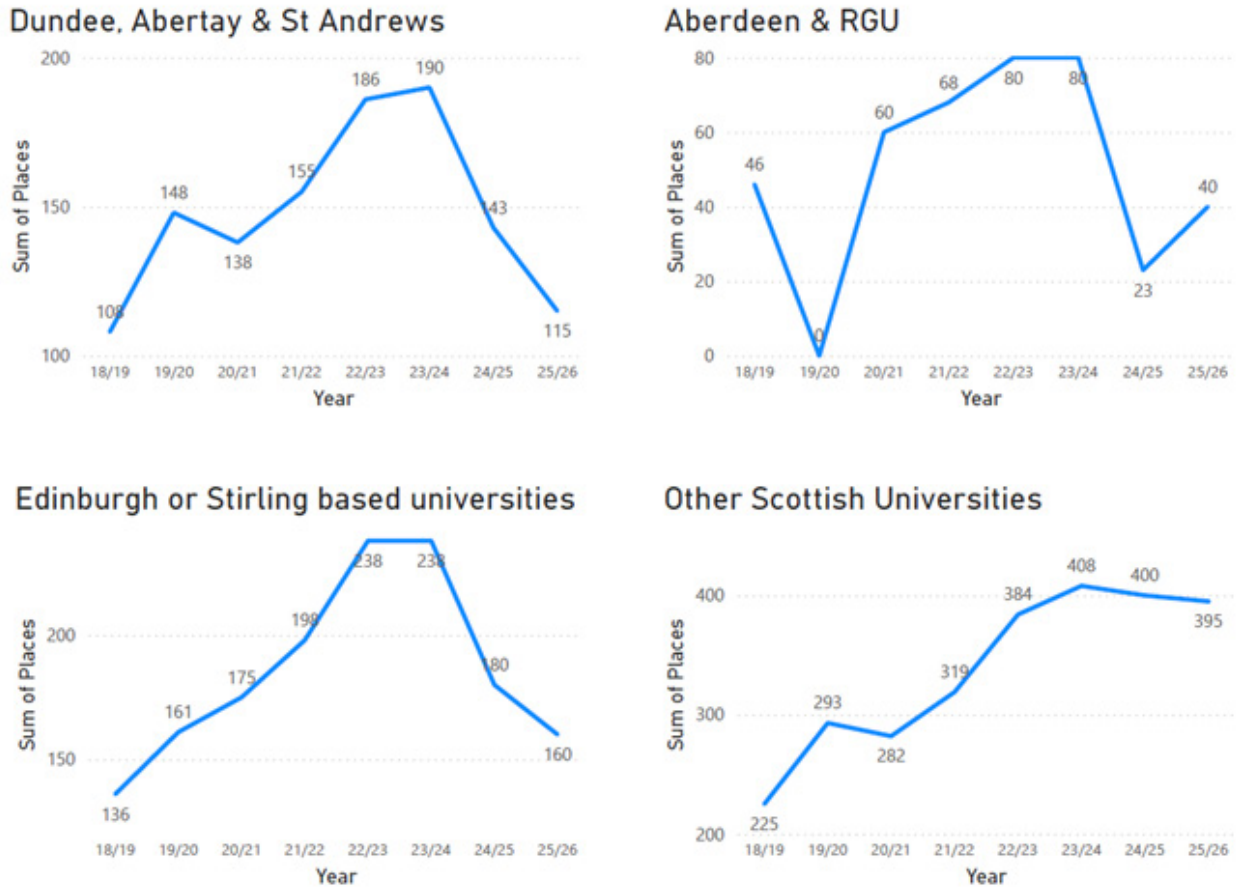
Adult Nursing (undergraduate) intake



Source: Scottish Funding Council

There is a similar picture for mental health undergraduate intake rates with a reduction in the intake within the Tayside area from 190 in 2023/24 to 115 in 2025/26. This trend is also reflected in the Edinburgh and Stirling area with a significant reduction in intake in 2025/26. This again highlights the need to ensure that retention of existing mental health nursing staff is a priority of this workforce plan.

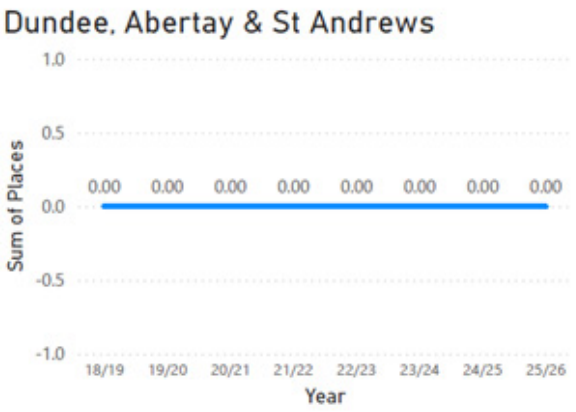
Mental Health Nursing (undergraduate) intake

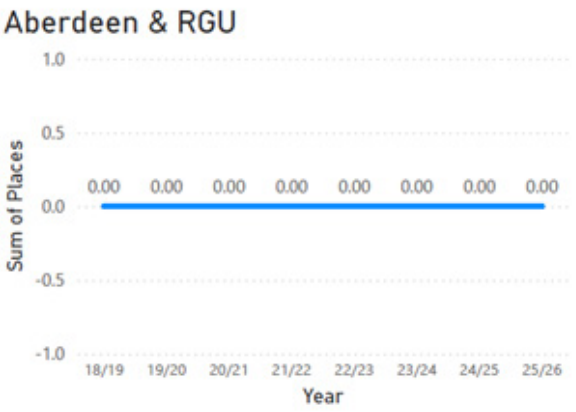


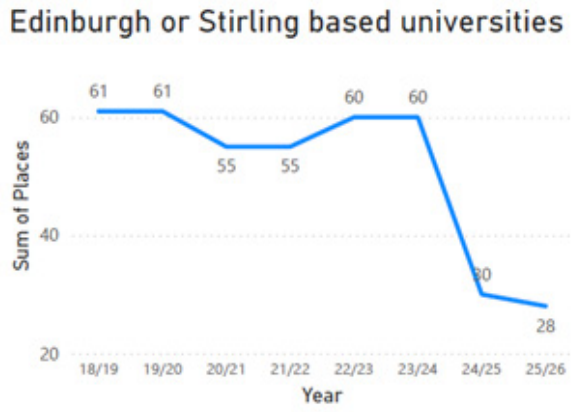
Source: Scottish Funding Council

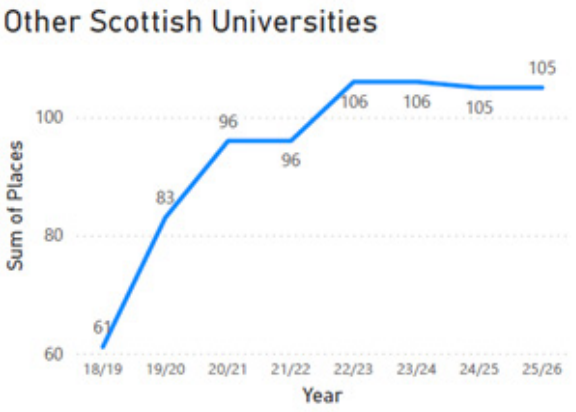
Learning disability nursing courses are not offered at universities in the northeast of Scotland however there are courses within the central belt and a distance learning option. The current courses both have fairly low intake numbers making learning disability nurse recruitment fairly challenging within Tayside at the moment. The information below highlights that there has been a significant reduction in the intake rate for the course offered in Edinburgh with only 28 individuals taking up a place in 2025/26. The intake rate for the course in Glasgow has remained steady for a number of years however it is recognised that it challenging to recruit graduates from the Glasgow area to work in Tayside. It will be a priority to ensure that there is a focus on retention of existing learning disability nurses going forward.

Learning Disability Nursing (undergraduate) intake





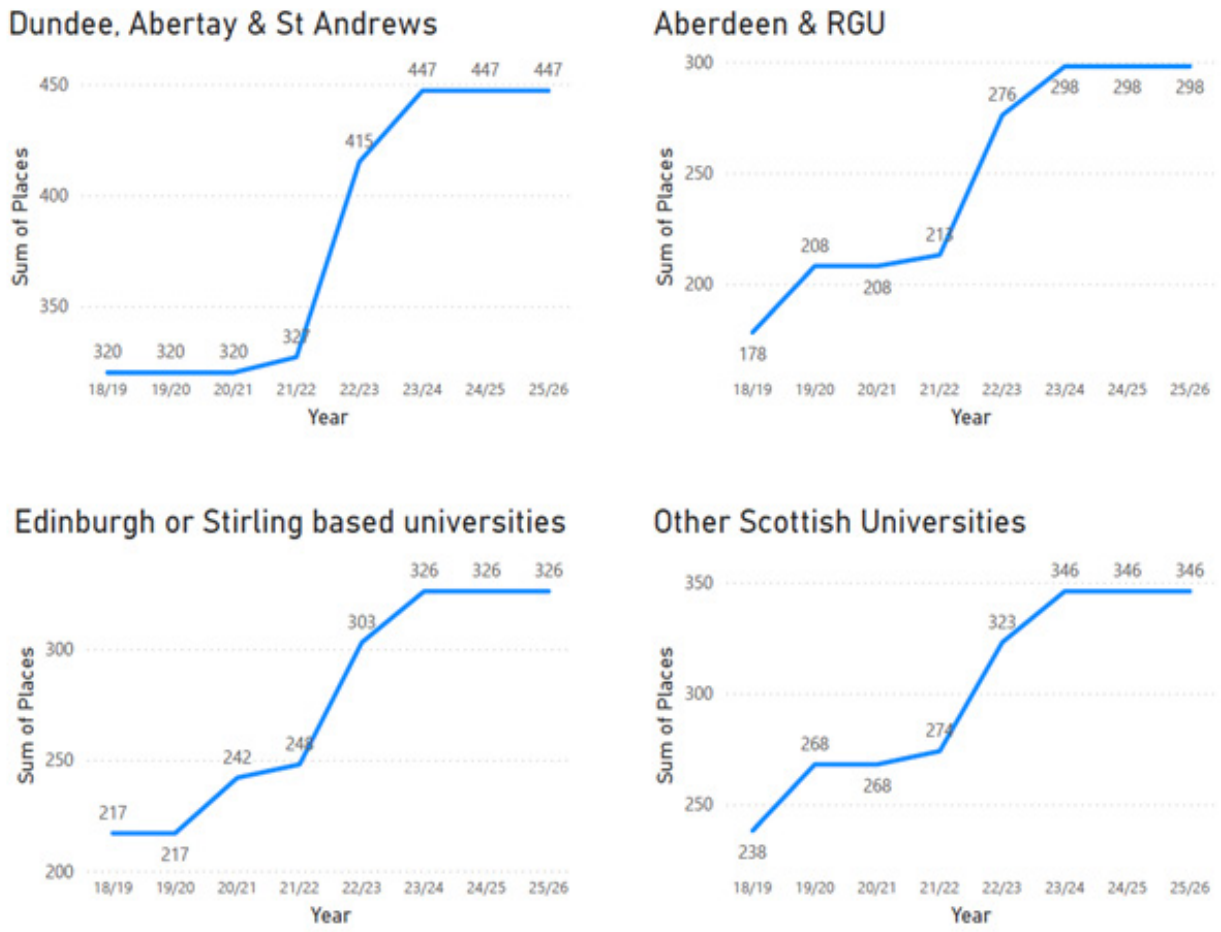




Source: Scottish Funding Council

Medicine undergraduate intake information shows an improving picture nationally. Universities across Scotland have increased their undergraduate intake rates over the last 5 years which should result in improved recruitment conditions over the next few years.

Medicine (undergraduate) intake

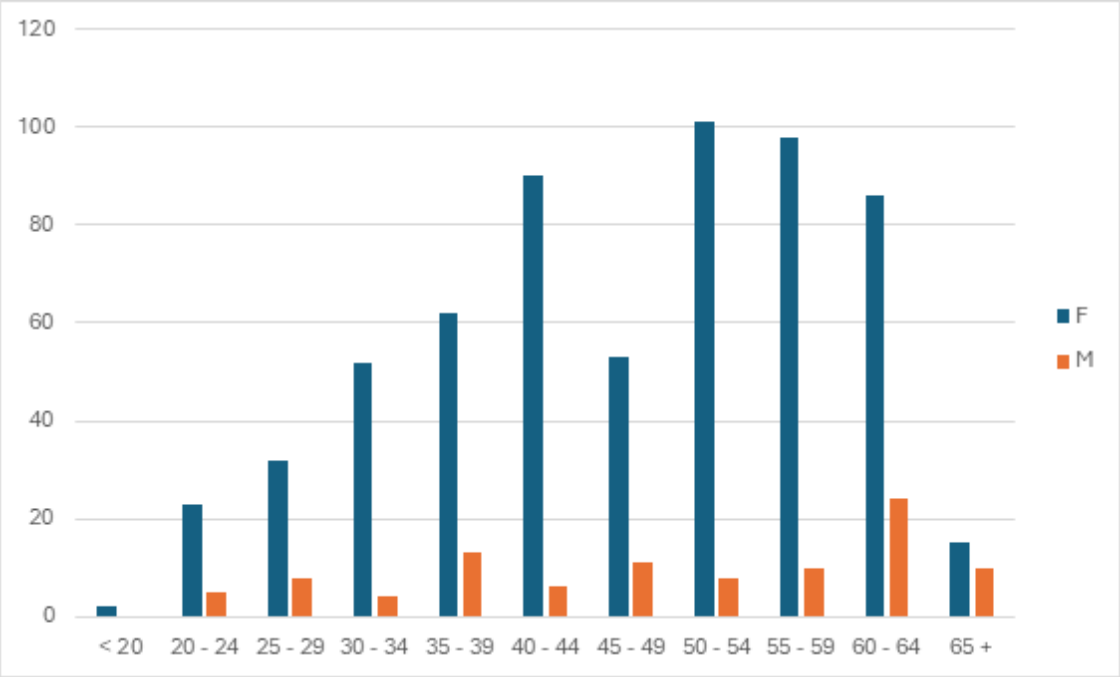


Source: Scottish Funding Council

AHSCP Workforce

Angus Council employed AHSCP staff

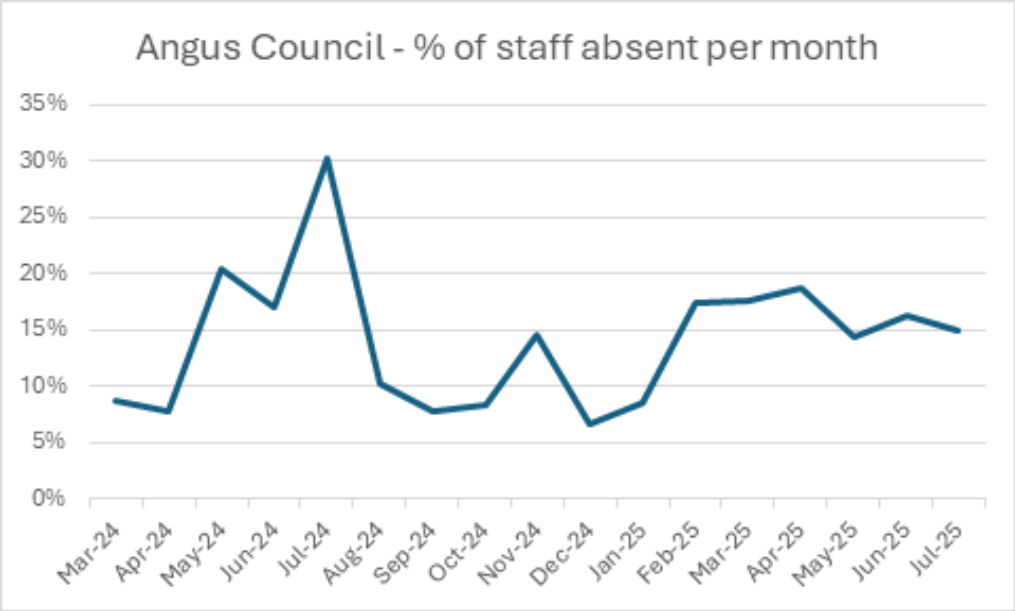
As of July 2025, there are 713 staff employed by Angus Council working within AHSCP. The graph below shows the current make up of Angus council employed AHSCP staff by age band and sex.



The information highlights that currently 49% of Angus Council employed AHSCP staff are aged over 50. This is an improved picture based on information from November 2024 which showed 52% of the workforce were aged over 50. It is an ongoing priority to continue to promote roles within AHSCP via schools, colleges and universities to ensure robust succession planning for those planning to retire.

Angus Council employed AHSCP staff absence

The graph shows the percentage of Angus Council employed AHSCP who had a sickness absence by month. It is not currently possible to compare Angus Council and NHS Tayside absence data due to the differences in reporting however there is work underway with Angus Council to improve absence data reporting.



Angus Council employed AHSCP staff - new starts/leavers comparison

The table below shows the comparison between new starts and leavers. This information applies to Angus Council employed AHSCP staff only.

Date	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25
New starts	5	8	7	15	11	9	13	35	21
Leavers	<5	10	10	5	6	<5	5	6	5

This information shows that recruitment is often exceeding the number of individuals leaving AHSCP. This positive picture may be a result of changes in the local job market or possible as a result of recruitment initiatives completed over the course of the last workforce plan.

Angus Council employed AHSCP staff - Location of staff by town/county

The majority of Angus Council employed AHSCP staff live locally, however there are increasing numbers of staff working for AHSCP who live further afield. Although it is not possible to definitively determine the reasoning behind this, it is presumed that this is in part due to updated flexible working policies within Angus Council and NHS Tayside. The table below highlights the spread of towns/ counties where Angus Council employed AHSCP staff reside.

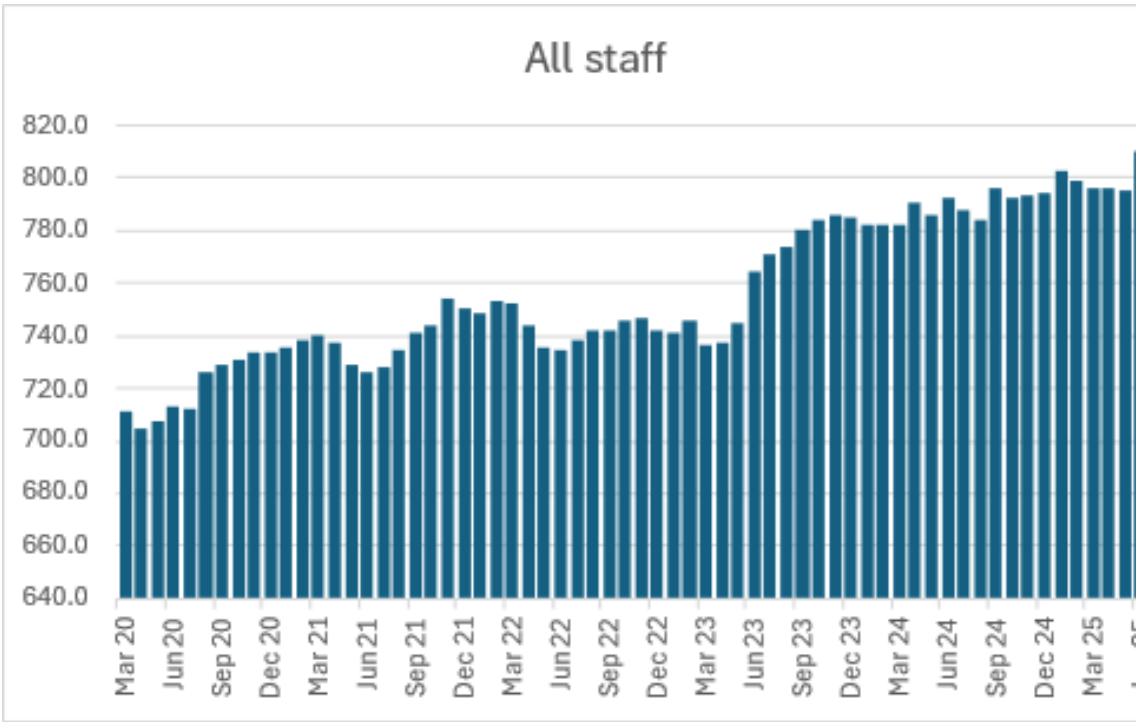
Town	No. of Headcount of employees
Arbroath	252
Forfar	131
Dundee	87
Montrose	86
Carnoustie	77
Brechin	63
Kirriemuir	33
Monifieth	6
Aberdeen City	7
Aberdeenshire	9
Fife	<5
Perth and Kinross	6

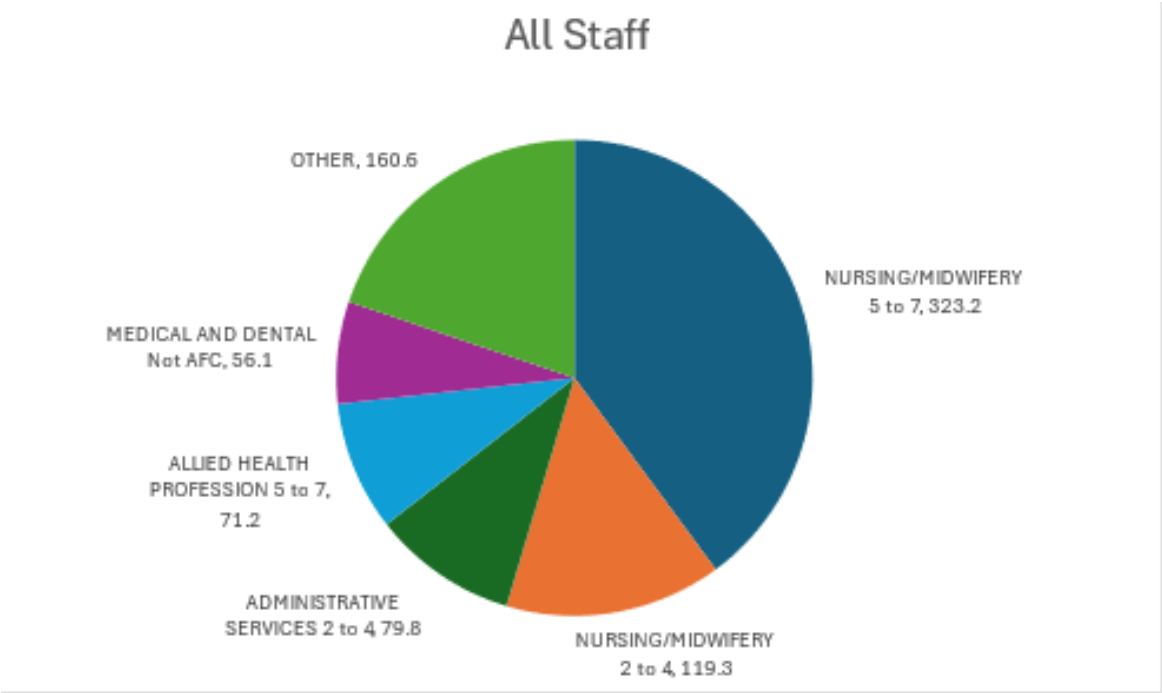
Data as of September 2025

NHS Tayside employed AHSCP staff

There are currently 1,021 staff employed by NHS Tayside working in AHSCP as at June 2025. This equates to 810 WTE. The graph below highlights the increase in NHS Tayside employed staff within AHSCP over the past 5 years.

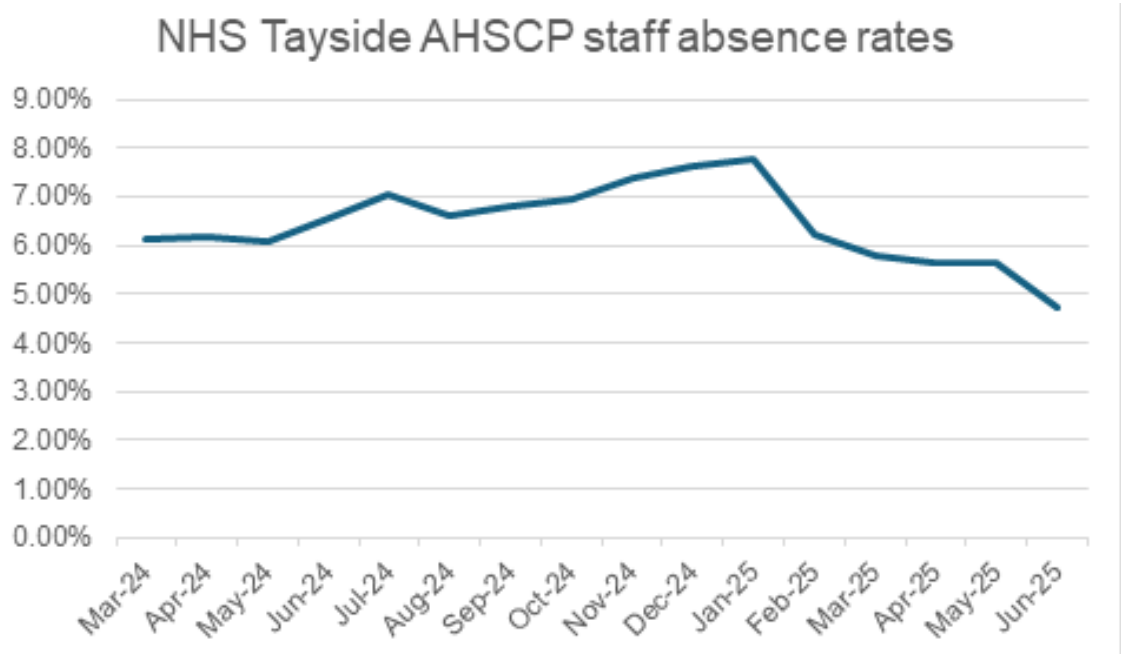
The chart below highlights the proportion of AHSCP NHS employed staff by job family as at June 2025.





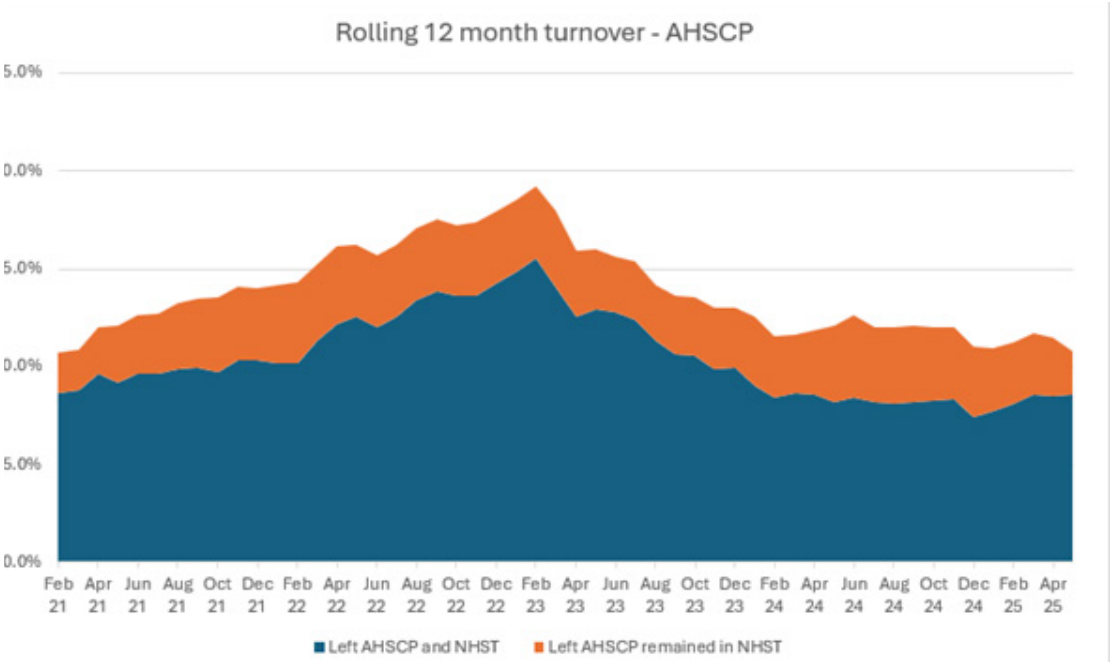
NHS Tayside employed AHSCP staff - Absence Rates

NHS Tayside staff absence data is based on lost hours versus possible worked hours. The graph below highlights that the absence rate in June 2025 is the lowest for the last few years. This may be reflective of some of the staff wellbeing initiatives completed during the last workforce plan however it is not possible to confirm this.



NHS Tayside employed AHSCP staff - Turnover Rates

The graph below highlights the turnover rates of NHS Tayside employed staff over the past 12 months. The graph highlights where staff have left the organisation and also where staff have left AHSCP but remained employed by NHS Tayside.



Further analysis of turnover rates of staff over the past 12 months is included in Appendix 2.

Current Workforce - Locations - NHS Tayside

As with Angus Council employed staff, the majority of NHS Tayside employed AHSCP staff live locally however there are a number of staff who live further afield. Within the lifetime of this plan there may be opportunities to promote hybrid working roles with a view to attracting individuals from further afield.

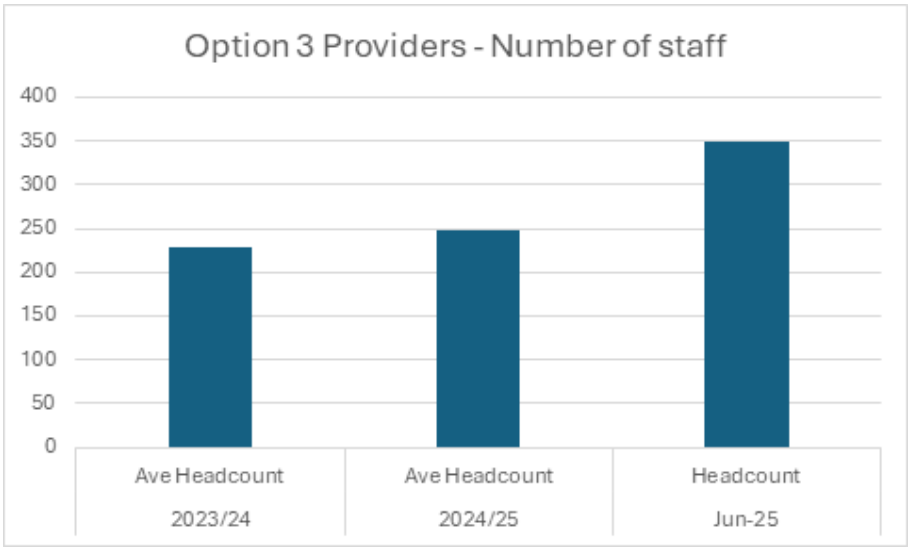
Town	No. of Headcount of employees
Arbroath	147
Forfar	75
Dundee	167
Montrose	89
Carnoustie	40
Brechin	64
Kirriemuir	35
Monifieth	41
Aberdeen City	<5
Aberdeenshire	30
Fife	22
Perth and Kinross	78
Edinburgh	<5

Town	No. of Headcount of employees
Highlands	<5
Glasgow	<5
North Lanarkshire	<5

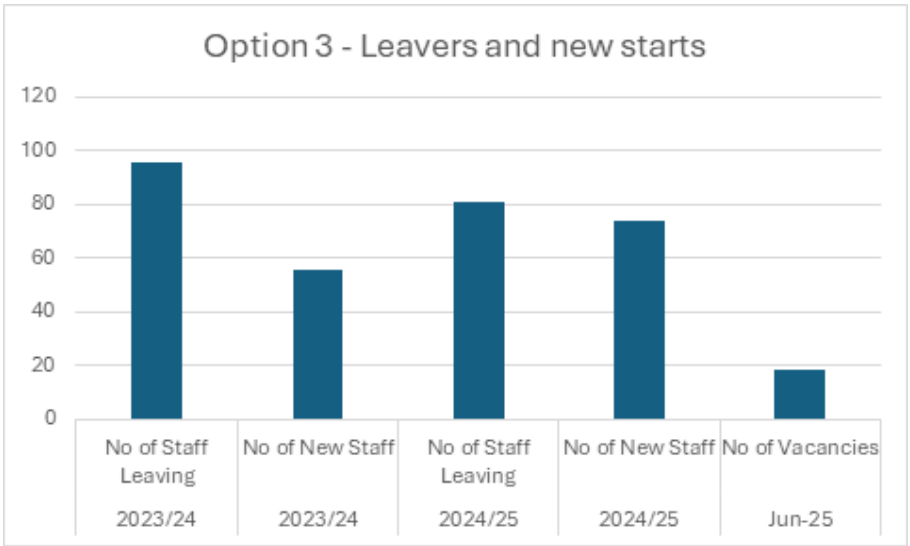
Commissioned Providers - Care at Home

During the last workforce plan, significant work took place to support recruitment and retention of staff. This included working with our commissioned providers. The information below highlights some of the changes within the commissioned care at home workforce.

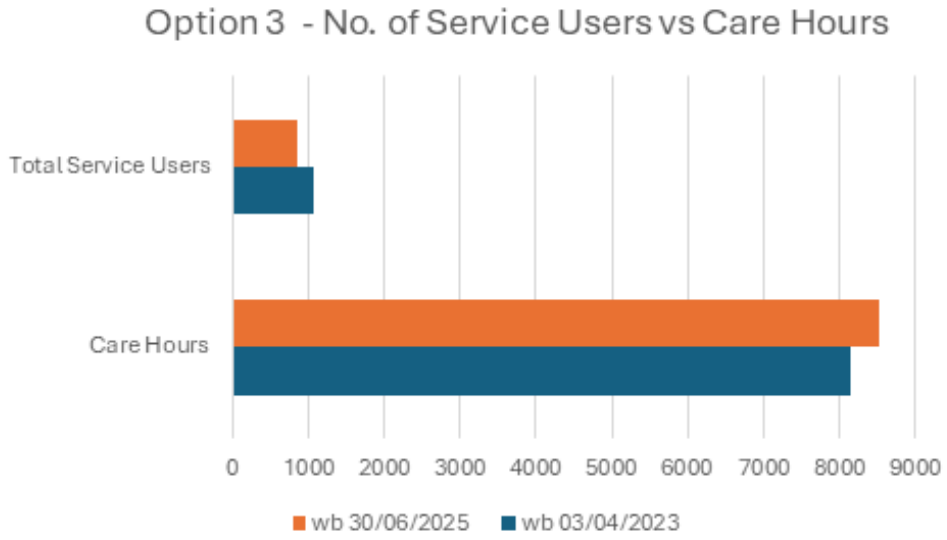
The graph below highlights the significant increase in headcount within Option 3 providers in Angus.



The graph below shows the steady reduction in staff leaving employment with our option 3 providers and also highlights the increase in new starts over that period of time. The data from June 2025 shows a low number of vacancies within Angus at this time.



The graph below highlights the changes in demand, although there are less service users, the number of care hours being delivered has increased. Reflecting the demands on the workforce to support individuals with increasing complex needs in the community.



Commissioned Providers - Care Homes

As of September 2025, there are 974 staff employed in care homes in Angus. This includes independently run care homes and AHSCP care homes. At the time of reporting there were 44 vacancies in care home in the area. Providers were asked to provide feedback on recruitment and retention challenges. The feedback included:

- Staff turnover due to changes in visa sponsorship changes.
- Several providers raised issues with non-attendance at interviews which result in vacancies having to be readvertised.

AHSCP Projected Staff Turnover - NHS Tayside employed staff

Information within this section provides an indicative overview of potential staff turnover over the next three years, rather than a precise prediction. The projections are intended to support workforce planning. The projections only consider staff in permanent posts and any turnover of fixed term staff will be in addition to this. This section applies only to NHS Tayside employed AHSCP staff, it is not possible to calculate this for Angus Council employed AHSCP staff at this time.

The estimates are based on typical probabilities of staff leaving, derived from historical patterns within similar staffing groups and age ranges. Turnover is split into three categories: retirement (over 60s), other turnover (16–59), and internal moves (all ages). Each category splits projections by the major staff groups within it and applies a methodology tailored to that turnover type.

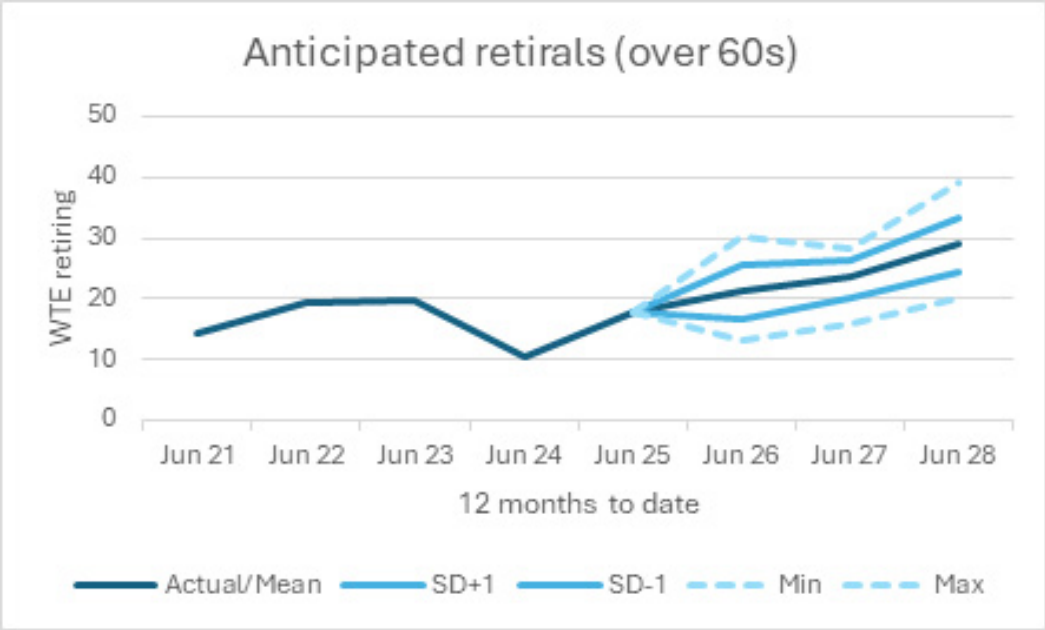
Fan charts accompany each section, showing five potential outcomes:
Mean (central case)
±1 standard deviation
Minimum and maximum

These are calculated by applying the mean, SD+1, SD-1, minimum and maximum probabilities to each staff group, then aggregating the results. For example, in the retirement projections, the "maximum" line represents the sum of the maximum possible leavers across all age and banding categories. In the case of internal moves, this aggregation produces forward projections that are much higher than those observed in recent years.

Projected Retirements (over 60)

This section focuses on anticipated staff leaving due to retirement, specifically those aged 60 and over. For simplicity, the projections assume that any staff member over 60 who leaves is retiring, rather than relying on actual recorded retirement reasons. Staff aged 55–59 who retire early are included in the 16–59 turnover group, but the methodology accounts for this by assuming a slightly higher leaver rate among the 55–59 age range.

Graph 1: Projected Retirements (over 60)



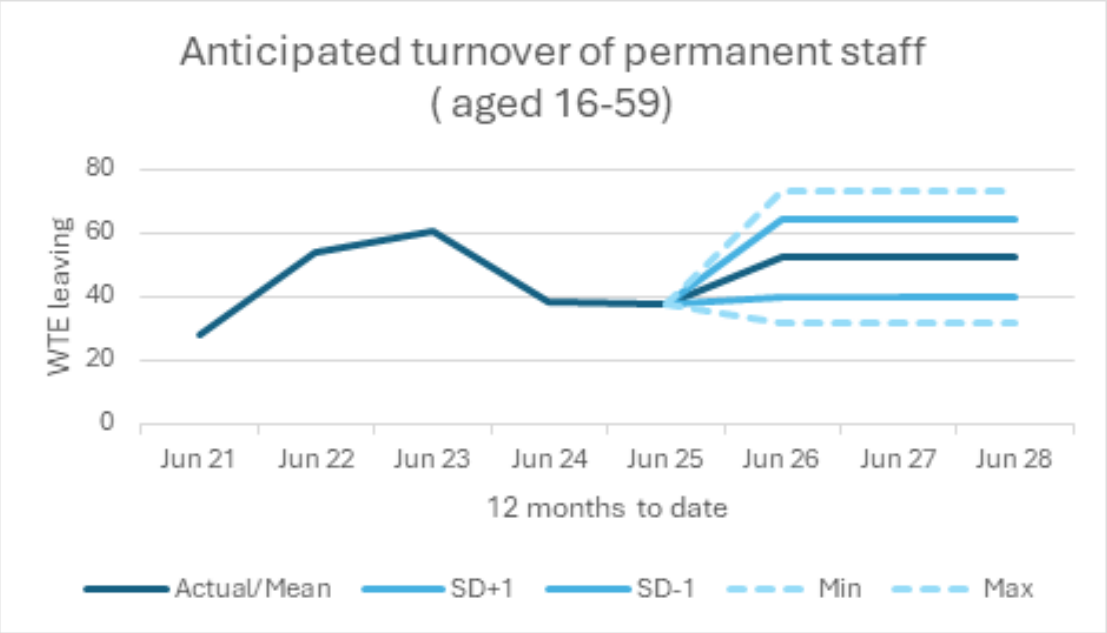
Findings

Retirements are expected to increase steadily over the next three years. The largest number of retirees will be Band 5–7 nurses, though proportionately retirements are highest among Admin Band 2–4 staff and Nursing Band 2–4 staff, reflecting an older demographic in those groups. While the state pension age change to 67 could delay retirement among some lower-paid staff, the overall trend is a gradual rise in retirements, and the methodology applied here is the strongest among the turnover categories.

Staff turnover (age 16-59)

This section focuses on anticipated staff leaving for reasons other than retirement, within the age range 16–59. Turnover is generally higher among clinical staff and lower bands, and by age it is highest among the youngest staff aged 16–24 and among those aged 55–59.

Graph 2: Projected staff turnover (age 16-59)



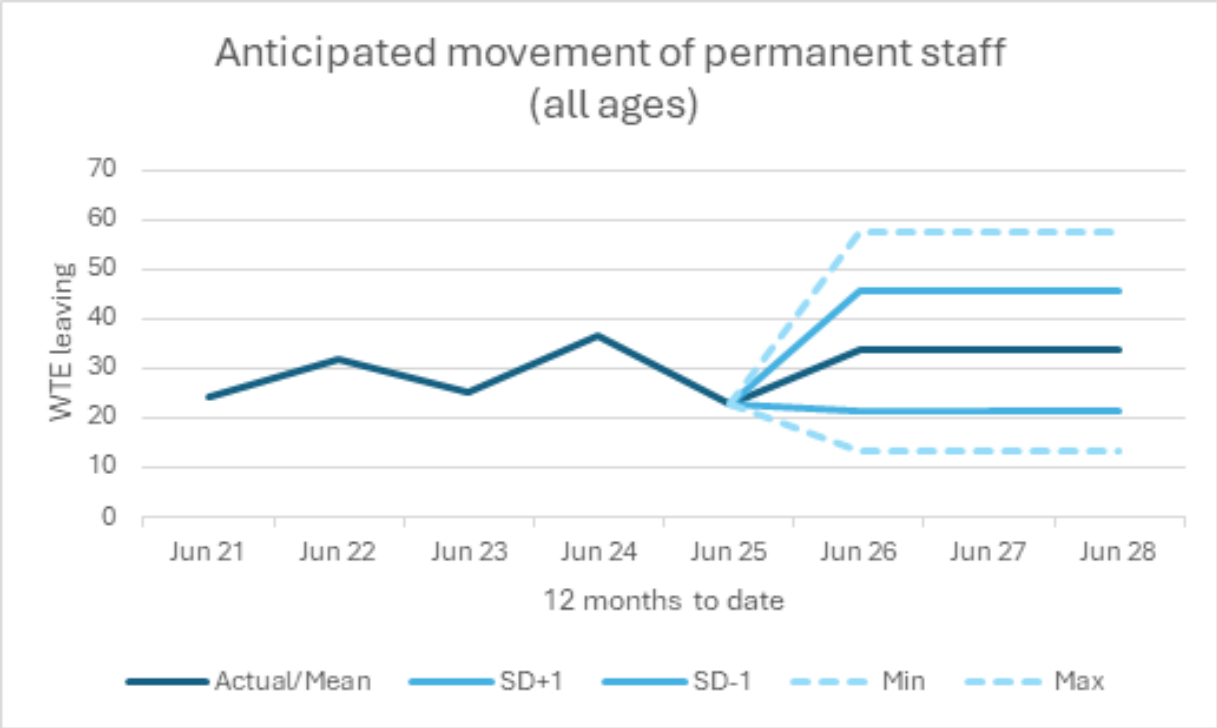
Findings

Turnover in the 16–59 group is projected to be broadly in line with recent historical patterns, though not as high as in 2022 and 2023 when job market conditions were stronger. The fan chart is likely to overestimate turnover, and actual outcomes may be lower if the job market remains less competitive. Proportionately, turnover is higher among band 5–7 nurses and AHPs, where staff mobility is typically greater.

Internal Staff Movement (all ages)

This section focuses on staff leaving Angus HSCP but remaining within NHS Tayside. These are internal transfers rather than external turnover. Unlike retirement or other turnover, internal move projections are not broken down by age; they are calculated by staff group only and based specifically on Angus HSCP data. Because smaller staff numbers are used, these projections carry greater uncertainty.

Graph 3: Projected Internal Staff Movement



Findings

Internal moves are harder to predict than retirements or external turnover, given the smaller numbers involved. Movements are proportionately higher among Band 5–7 nurses and AHPs, where internal opportunities are more common. The fan charts for this category show a particularly wide range of estimates, reflecting the method of aggregation (summing the maximum or minimum values across staff groups), which produces forward projections significantly higher than those seen in practice. While internal moves create gaps within Angus HSCP, the staff remain within NHS Tayside, so organisation-wide capacity is retained.

Workforce Risk

AHSCP currently have a strategic risk in relation to workforce. As a result of changing demographics, national workforce issues, new duties affecting our staff and people who use our services, there is a risk that Angus HSCP will be unable to develop and sustain its workforce to meet its legal obligations under the Public Bodies (Joint Working) (Scotland) Act 2014 and any other relevant legislation.

Despite the ongoing strategic risk, there is strong oversight of the issues, regular meetings of the Workforce Steering Group, active workforce subgroups that are focussed on mitigating risk and addressing workforce challenges, an increase in new posts across the AHSCP and reasonable assurance being received from our Internal Audit report. The strategic risk will be updated following the development of this new workforce plan.

Financial Implications

The Angus IJB published its updated Strategic Financial Plan for the period 2025/26 to 2027/28 in April 2025. The plan has been developed against a backdrop of significant uncertainty specifically regarding the unprecedented financial pressure in the public sector.

The plan reflects the following workforce issues:

- Funds to support impact of costs associated with the increase in Employers National Insurance Contributions for directly employed staff.
- Creation of a new digital earmarked allocation of £0.3m to support improved efficiency of staff through digital developments.
- Establishment of a workforce reserve (£0.836m) to support the implementation of the three-year workforce plan and to help manage any future in year service pressures associated with workforce issues. The resource is fully committed over the coming years.

The strategic financial plan references the impact that recruitment challenges have in relation to service delivery and how effective workforce planning can mitigate these risks.

Managing Service Change

The key to managing effective workforce change is the people and, as we progress with our workforce planning activity, our approach will continue to be centred around involving and engaging stakeholders. We value the engagement of stakeholders in the process and the experience and expertise they offer.

Engagement will also support stakeholders to understand the drivers for change, be involved in planning required workforce activity, identify solutions, implement actions and hopefully engender commitment to the workforce plan. The AHSCP has a robust engagement strategy and a number of established methods to ensure stakeholders are engaged in the change process. The AHSCP takes a whole systems approach to organisational change with the statutory services, third and independent sectors operating in partnership. In order to achieve the level of workforce change identified within this plan, we continue to develop integrated responsibility and accountability across all stakeholder groups.

Workforce Planning Drivers

Workforce Planning is a key enabler of the AHSCP Strategic Commissioning Plan and also compliments the Market Facilitation Statement by setting out how we intend to work in

partnership with Angus Council, NHS Tayside, local partners including independent and third sector providers, and other partners including the Local Employability Partnership (LEP).

This section details some of the key initiatives and drivers which impact the workforce locally, each of these areas have inform the development of this plan and inform the corresponding action plan.

Reduction in the working week - NHS Tayside employed staff

As part of the 2023/24 pay negotiations between the Scottish Government and Trade Unions for Agenda for Change staff in NHS Scotland, it was agreed to reduce the working week from 37.5 hours to 36 hours.

Originally, this reduction was planned to take place in three stages, starting with a 30-minute working reduction in April 2024. However, the Scottish Government has since announced that the remaining one-hour reduction will now be implemented in a single tranche on 1 April 2026, rather than being phased in gradually throughout 2025.

While this reduction is intended to support staff wellbeing, improve staff retention, and modernise working practices across NHS Scotland, it will also have significant implications for service delivery. Rosters will need to be adjusted to accommodate the shorter working week, which may affect shift cover. Additional staffing may be required, potentially increasing reliance on bank and agency workers and it is unclear if sufficient additional funding will be available to fund additional staffing. There may also be costs associated with updating systems and managing the transitional arrangements.

Social Work recruitment

Throughout the duration of the last workforce plan, a key focus has been on improving the recruitment and retention of social workers within Angus. There are a number of initiatives ongoing to continue to support social work recruitment, details of the progress made over the last workforce plan is detailed below:

- The Newly Qualified Social Workers (NQSW) graduate scheme is a joint initiative between Angus Health and Social Care Partnership and Angus Council. The scheme has been active for around 15 years and plays a crucial role in recruitment, training and retention of the social work workforce across both organisations. In Angus NQSWs benefit from a supported year with mentoring, protected caseloads, and protected time for training. In 2025, AHSCP recruited 15 NQSWs; 4 into vacant posts and 10 through over-recruitment.
- The first Qualifying Social Worker recruitment event took place in July 2024. A cohort of Qualifying Social Workers (QSW's) were recruited to undertake work in Children, Families & Justice (CFJ) and Angus Health & Social Care Partnership. The Qualifying Social Worker post was created and graded as LG8. The scheme is partly in response to an emerging need for more opportunities for pre-qualifying individuals to gain vital experience so that they are equipped to enter into a statutory role once qualified. Secondly, the posts support staffing shortages within statutory social work services in Angus and indeed Scotland and support with workforce pressures. Angus recruited six QSWs in 2024, all studying at neighbouring universities. In 2025, 50% of the 2024 Qualifying Social Worker cohort were offered a Newly Qualified Social Worker post in Angus.

- A social work traineeship opportunity is offered by Angus Council to support staff to progress their career in social work. This enables individuals to move from support worker roles onto being qualified social workers in roles across the council and Angus Health & Social Care Partnership. The is supported by Robert Gordon University. For Academic Year 2025, 4 posts were funded, 2 of these posts were allocated to those working within Children, Families & Justice social work teams; and two posts were allocated to those working within Angus Health & Social Care Partnership.
- AHSCP have three Practice Educators currently undertaking the RGU PLQ course. This will support AHSCP to provide Practice Educators to future students.
- Angus Council and Angus Health & Social Care Partnership have made a commitment to support social work students with placements in frontline operational teams. AHSCP are providing a record number of student placements to our neighboring universities.

Significant progress has been made in relation to social work recruitment, however a key theme from feedback received was in relation to retention challenges, especially in relation to digital barriers for staff. A focus of this workforce plan will be supporting staff to ensure they are provided with the correct systems and digital tools to support them in undertaking their role with a view to improving staff retention.

Digitally Enabled Workforce

In 2021, the Scottish Government published "A Changing Nation: How Scotland Will Thrive in a Digital World", outlining key factors for organisations to advance digitally. That same year, Scotland's "Digital Health & Care Strategy" was also updated.

Digital technology is a key enabler of good quality service design and delivery, it can also help to support organisation to deliver 'Best Value' in innovative ways. A focus over the lifetime of this plan will be to explore how digital tools can support improvement work and improve experiences for both service users and staff. In order to recognise these benefits, it's essential that staff have the opportunity to build their knowledge, skills, and confidence when utilising any new digital products. For example, the introduction of the Beam Magic Notes AI tool has helped social work staff to record, transcribe, and summarise meetings more efficiently, significantly reducing administrative time. Prior to the product launch, staff were provided with detailed training and Magic Notes champions have been identified across service areas to encourage peer support. It is hoped that further digital products can be identified to create efficiencies for staff as well as supporting staff retention.

Service Reform

A theme arising for the engagement with service areas was around the ongoing and persistent challenges in recruiting hard to fill posts. Significant work has been done to improve staff recruitment in Angus with initiatives such as the development of recruitment videos and increased presence at workforce fares and university events however it is recognised that there are still challenges in recruiting to some roles. The local workforce data highlights the reduction in an economically active population within Angus over the coming years. In order to mitigate against this, it may be necessary to explore options for role diversification and role reform to meet supply challenges for hard to fill roles.

Climate Sustainability

Both nationally and locally there is increasing awareness of the need to take action to reduce our carbon footprint and reduce greenhouse gas emissions. This was highlighted in the NHS Scotland climate emergency and sustainability strategy: 2022-2026. AHSCP are focussed on working towards net zero along with our employing organisations. AHSCP will continue maximise the use of electric vehicles and public transport as well as seeking other innovative solutions to support climate sustainability.



A recent project includes the e-bike loan scheme to encourage care at home staff to cycle rather than drive. This has received very positive feedback from commissioned provider staff. One staff member who was happy to share his story is Dario from Castle Care – he advised that he is feeling fitter and is more active, he has experienced reduced costs from using the e-bike rather than his car and he has saved time of his routes due to not having to find parking and using more direct routes to reach service users.

Legislative Drivers

Care Reform (Scotland) Act 2025

The legislation initially introduced to the Scottish Parliament in 2022 as the National Care Service (Scotland) Bill set out the intention to establish a National Care Service by the start of the 2026/27 financial year. However, following a pause in the original plans, the Bill progressed to Stage Two proceedings in March 2025 under a new title: the Care Reform (Scotland) Bill. It received Royal Assent and became law on 22 July 2025, now known as the Care Reform (Scotland) Act 2025.

The Care Reform (Scotland) Act 2025 (the Act) does not legislate for structural reform. Local authorities will retain their statutory responsibilities, with functions, staff and assets no longer transferring to a new National Care Service.

The objectives are to:

- Improve integration and continuity of care to support smoother transitions between services.
- Improve access to information to empower people to access information about their care.

While the Act does not introduce structural changes, it is expected to have implications for the social care workforce, including those working in commissioned services. As a result, a review of all Workforce Steering Group subgroups will be undertaken to determine which is best placed to provide assurance on workforce-related requirements arising from this new legislation.

Health and Care Staffing (Scotland) Act

The Health and Care Staffing (Scotland) Act 2019 came into force in April 2024. Its primary aim is to support safe, high-quality care and improve outcomes for individuals receiving

health or social care services, by ensuring appropriate staffing levels. This means having the right people, with the right skills, in the right place, at the right time.

Under the Act, all organisations delivering health and care services must ensure adequate staffing and staff training. Care service providers are legally required to ensure that, at all times, there are suitably qualified and competent staff in sufficient numbers to:

- Protect the health, wellbeing, and safety of service users
- Deliver safe and high-quality care
- Support staff wellbeing, where it impacts service quality or safety

The legislation also reinforces the importance of having the right staffing levels in place and establishing clear processes for raising concerns, so that appropriate actions can be taken promptly when needed.

Angus have a Health and Care Staffing Scotland Act subgroup of the Workforce Steering Group. It has representation from required service areas in scope of the Act. This group seeks assurance around risk assessment and escalation. Regular monitoring of escalation/ business continuity plans are in place via the safer staffing group.

Visa Sponsorship

The UK government has announced new immigration measures intended to reduce legal immigration, following a significant rise since Brexit. While no specific implementation dates have been confirmed, the changes are expected to take effect sometime during the current parliamentary term (2025–2029).

Key proposals include narrowing the list of eligible occupations for Skilled Worker visa sponsorship and removing the current exemption for social care workers—meaning employers will no longer be able to recruit them from overseas. Additional changes may also affect international students and graduates, such as shortening the duration of the Graduate visa from two years to 18 months.

Within AHSCP there are a number of staff employed who hold a visa. The tables below show information from May 2025.

NHS Tayside employed AHSCP staff

Visa type	May-25
Dependant	-
Graduate Visa	-
Indefinite Leave to Remain	15
Other/Unidentified Immigration Status	-
Permanent residence	-
Settled status	5
Skilled Worker Visa	8
Skilled Worker Visa Application Pending	-
Tier 2 Skilled Worker	-
Tier 4 Student	-
TOTAL	**28**

Angus Council employed AHSCP staff

Visa type	May-25
Dependant	<5
Graduate Visa	-
Indefinite Leave to Remain	-
Other/Unidentified Immigration Status	-
Permanent residence	-
Settled status	-
Skilled Worker Visa	<5
Skilled Worker Visa Application Pending	-
Tier 2 Skilled Worker	-
Tier 4 Student	-
TOTAL	**<5**

Although the numbers of staff employed by Angus Council and NHS Tayside who hold a skilled worker visa is low, it is likely that commissioned service providers may have a number of staff who hold this visa type. Any changes to the eligible occupations list may have a significant impact on staff. This is something that will be closely monitored via the Workforce Steering Group.

National Frameworks for Health and Social Care

In 2025, the Scottish Government published four significant strategic frameworks:

- **NHS Scotland Operational Improvement Plan (OIP)** – focuses on immediate system pressures, improved access, backlog reduction, and shifting care from hospitals to community.
- **Health and Social Care Service Renewal Framework (SRF)** – sets a long-term vision to 2035, anchored in prevention, people-led care, equity, digital transformation, and place-based planning.
- **Population Health Framework (PHF)** – focuses on reducing health inequalities economic inactivity, and reprioritising investment in prevention and early intervention.
- **Public Sector Reform (PSR) Strategy** – underpins the above by driving whole system collaboration, digital change, and outcomes-focused leadership.

These frameworks set out the short-, medium- and long-term direction for health and social care partnerships within Scotland and include many references to workforce development.

The key priorities include:

- Preparing the future workforce to deliver care in a population-based, community-orientated and integrated system.
- Support and empowerment of the workforce through knowledge, skills and development.

- Enacting a long-term shift in the balance of care by ensuring key resources (workforce, digital capital and training) and new investment proposals are focused on capacity building and service improvement in primary and community care.
- Align workforce and infrastructure planning with population strategy.

These priorities have been reflected within this workforce plan including the development of specific actions.

Key Focus Areas 2025-2029

There are key themes which have emerged throughout the engagement and development of this plan:

1. Staff Retention

The workforce information within this plan highlights the challenges which can expect to face in relation to future recruitment. This is due to population decline of economically active individuals within the area. Information has also been provided on projected staff turnover rates within NHS Tayside employed staff. In order to ensure AHSCP has a sustainable workforce capable of meeting future demand, a key focus should be of improving staff experience and supporting the retention of existing staff. This will also include development of existing staff and promotion of leadership and training opportunities. There will also be a greater focus on improving professional leadership to support staff in their roles.

2. Recruitment

Although future recruitment challenges have been detailed throughout this plan, there will still be a need to ensure that innovative approaches are taken to the recruitment of staff. This will include a focus on attracting staff from out with the local area or developing the young workforce to support succession planning.

3. Digital Tools including AI

The development of digital tools and systems to support the current and future workforce will help to support staff retention as well as increasing capacity and efficiency within the workforce. This is following feedback from current staff and leavers around the impact of inefficient systems and the volume of administrative work required.

4. Climate Sustainability

Supporting the AHSCP workforce to implement more climate sustainable measures will help to improve efficiency as well as supporting our goal of achieving net zero in future. This may include improved use of electric cars, encouragement of the use of public transport or further expanding the e-bike loan scheme.

5. Workforce Data

It is necessary to continue to embed data driven workforce planning. This will help to inform and support decision making in relation to workforce. There is also a recruitment to seek opportunities to plan on a Tayside level to ensure better integration with existing HSCP areas as we all face similar workface challenges in the future.

Next Steps: Action Plan

A detailed action plan has been developed to support the delivery of this workforce plan as at Appendix 3.

The actions are focussed on addressing the workforce challenges highlighted in the plan and are closely linked to the strategic financial plan. Resources have been secured for many of the actions currently in progress. Financial planning remains key to addressing the workforce challenges facing the AHSCP and robust processes are in place to ensure our actions are achievable within the current financial constraints. These processes include a variety of governance arrangements for the identified improvement activity.

The action plan will be reviewed on an annual basis for the duration of the 3-year Workforce Plan period to ensure it remains focussed on priority challenges amidst a changing landscape. It details the priority actions over the next 3 years that will be taken to mitigate the risks and challenges identified in this workforce plan.

Implementation, Monitoring and Review

Implementation

The AHSCP Executive Management Team will be responsible for implementing the plan. Monitoring and review of the plan and action plan will be the responsibility of the AHSCP Workforce Steering group.

Measuring progress

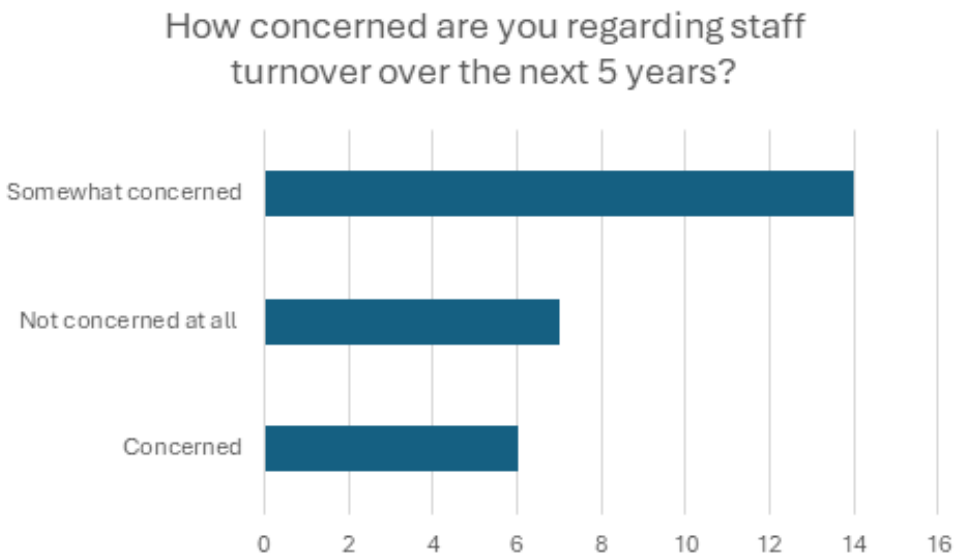
The Plan will be monitored through the AHSCP Workforce Steering group in order to measure progress. The group will report on progress to the AHSCP Executive Management Team. Progress reports will be submitted to NHS Tayside, Angus Council and the Angus Staff Partnership Forum as required. The Chief Officer will provide an annual update to the Integration Joint Board.

Reviewing the Plan

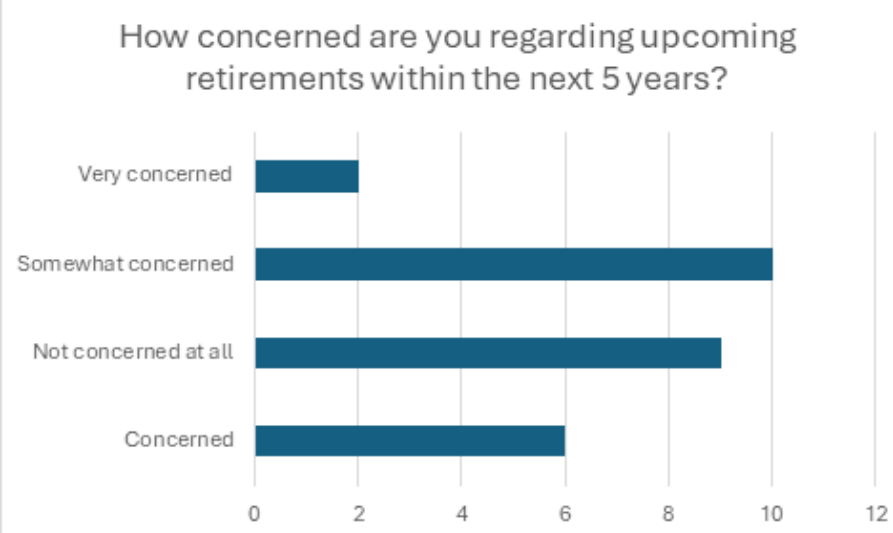
This is a three-year plan which is supported by the action plan. The action plan is coordinated by the AHSCP Workforce Steering Group. The purpose of the Workforce Steering Group is to provide a strong, effective, integrated and collaborative partnership forum that will improve workforce planning and ensure that collectively the group possess the required expertise, skills, knowledge and resources to analyse, forecast, and plan workforce supply and demand. The action plan will be reviewed annually to respond to any newly emerging and changing priorities.

APPENDIX 1 - Engagement Feeback

This section provides detail of the engagement feedback which has been used to inform this plan. The survey was completed by each service area within AHSCP.

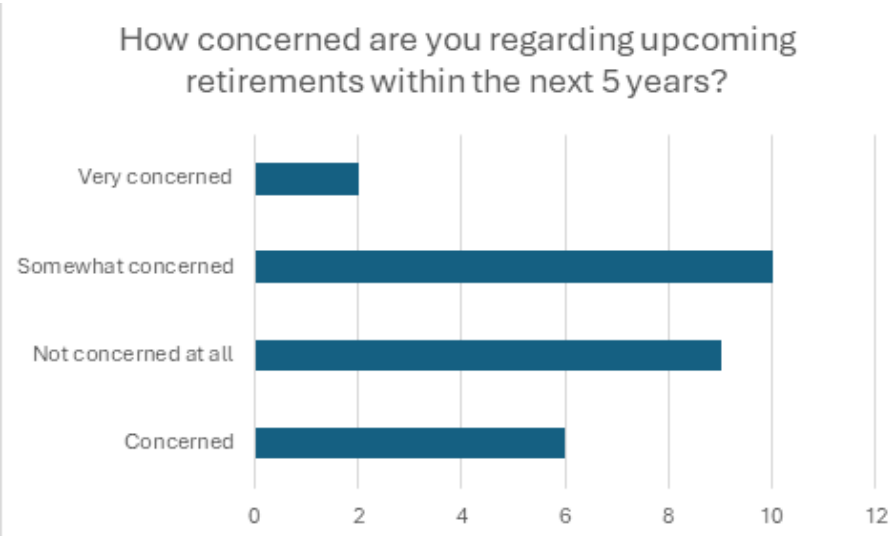






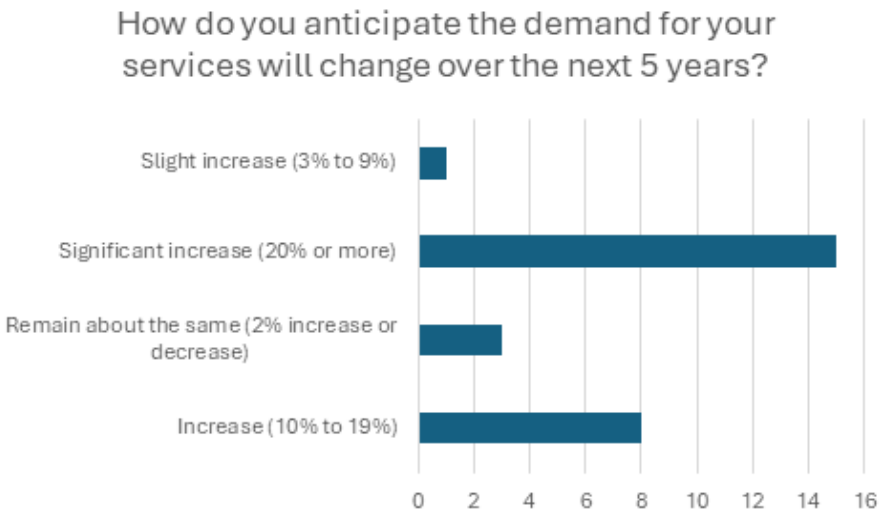
Services were asked to provide more information around the theme of upcoming retirements within their service areas. The overall feedback included:

- Concern over loss of organisational knowledge.
- A feeling that new staff joining were more likely to move on to other roles quickly.
- Concerns around finance and the ability to succession plan effectively by recruiting early.
- High numbers of staff within certain service areas nearing retirement age.
- A requirement to support younger staff to complete management/ leadership training to ensure they are in a good position to apply for promotion when senior staff retire.
- Other services expressed no concerns as many have found recruitment to be working well.
- Some services report a rise in staff who choose to retire and return.

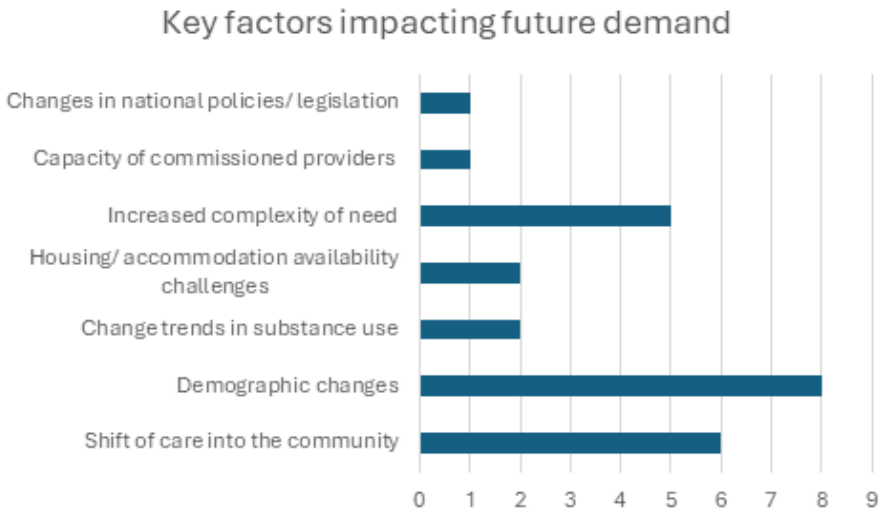


The main themes from the feedback in relation to this question were:

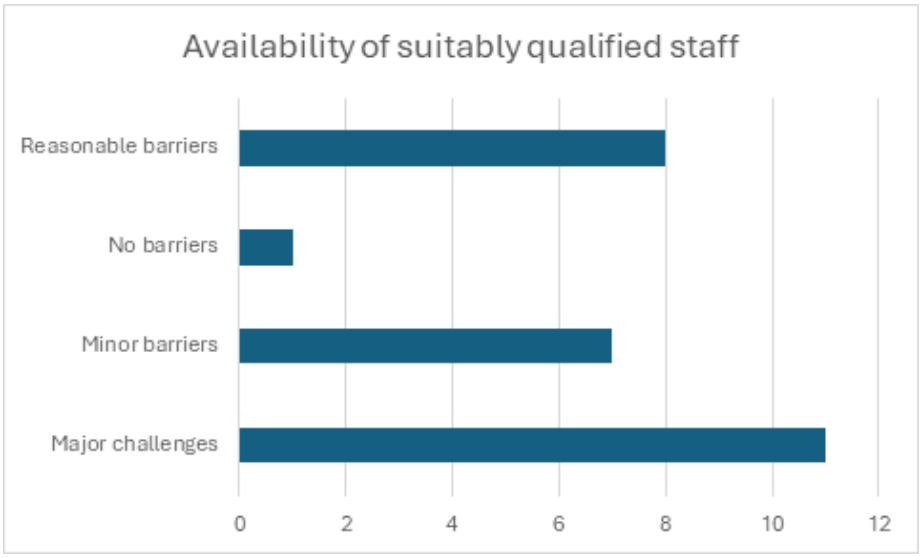
- Some services view internal turnover as a positive thing as they encourage their staff to learn and develop and support them to move into other roles within the organisation.
- Others were concerned that experienced staff are often replaced with a less experienced individual, often a new graduate which can have an impact on the wider team as the training requirements are greater.
- Some services are concerned that there are similar roles out with of AHSCP which can pay at a higher rate, and they regularly lose staff to these roles once they have completed training.
- Many services expressed no concern over internal staff turnover.



Respondents were asked for some of the key factors that they feel will impact future demand of services.

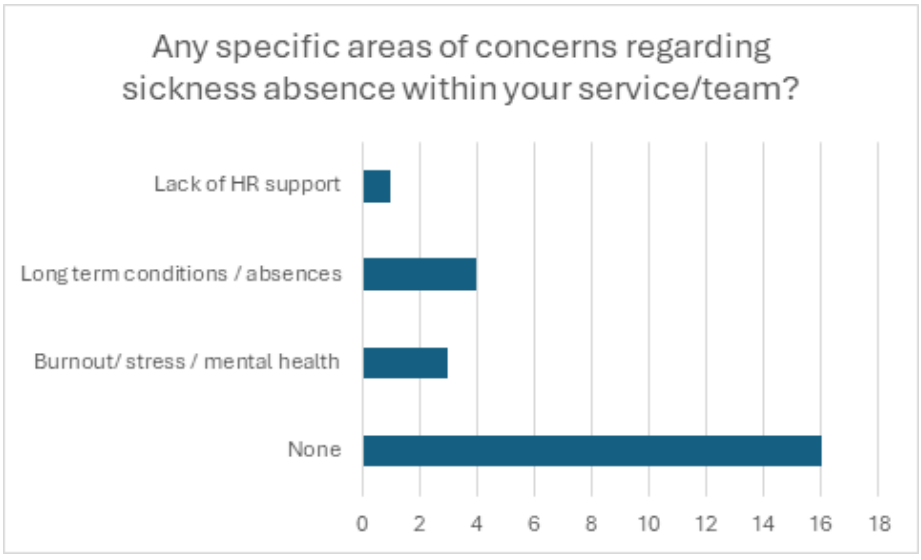


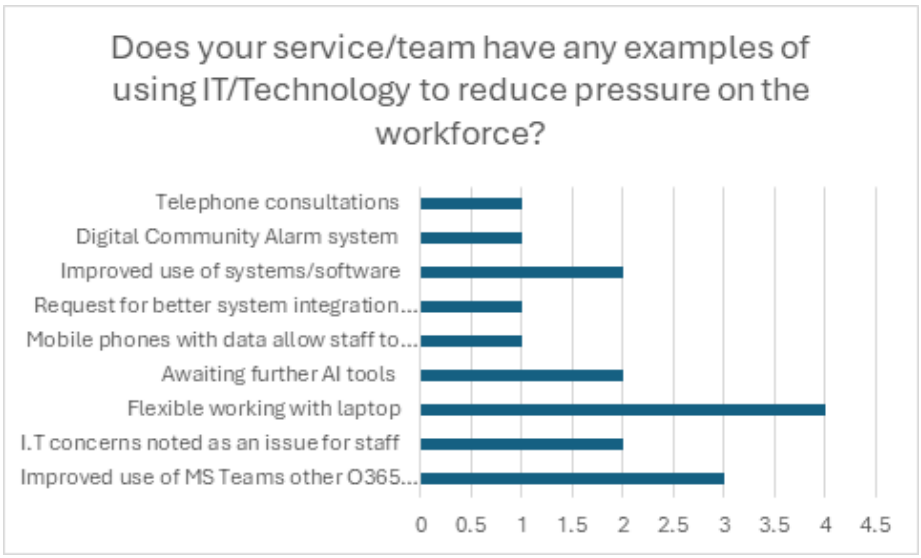
Services were asked to indicate whether they feel there are challenges in ensuring availability of suitably qualified staff.

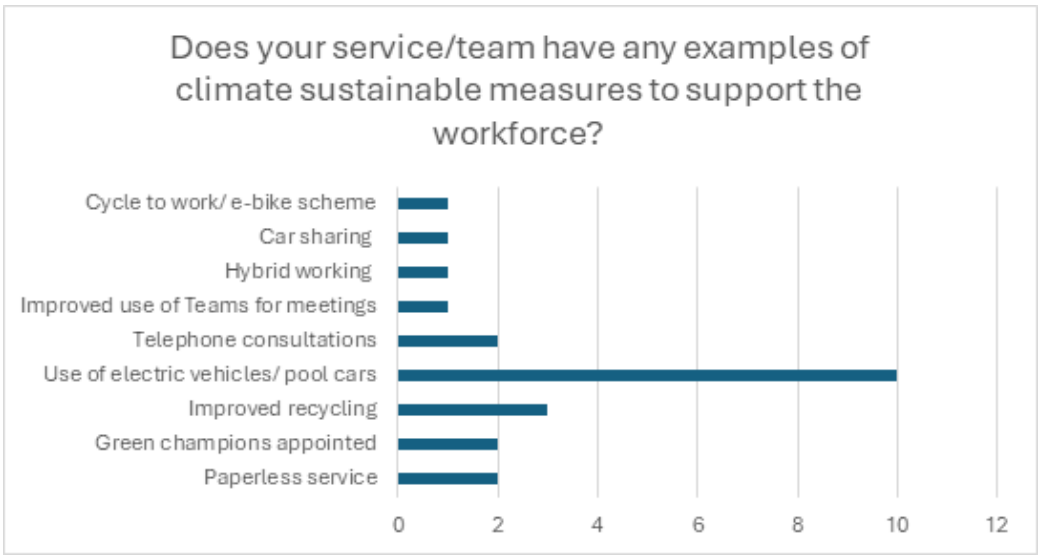


Respondents indicated that this can be for the following reasons:

- Financial constraints preventing recruitment
- Availability of suitably qualified staff, GP's and Advanced Nurse Practitioners explicitly mentioned.
- Lack of experienced staff however no challenges in recruiting more junior staff
- Challenges of recruiting in Angus rather than in Dundee.
- Capacity within office/ building space for staff to work prevents services from expanding.

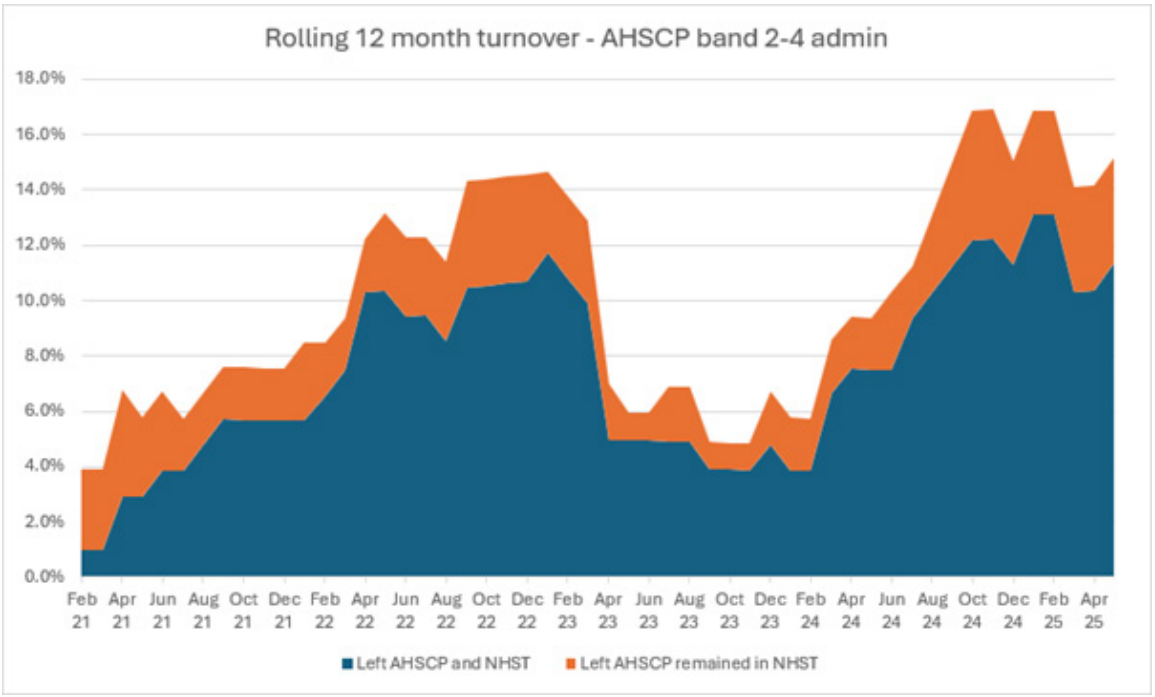


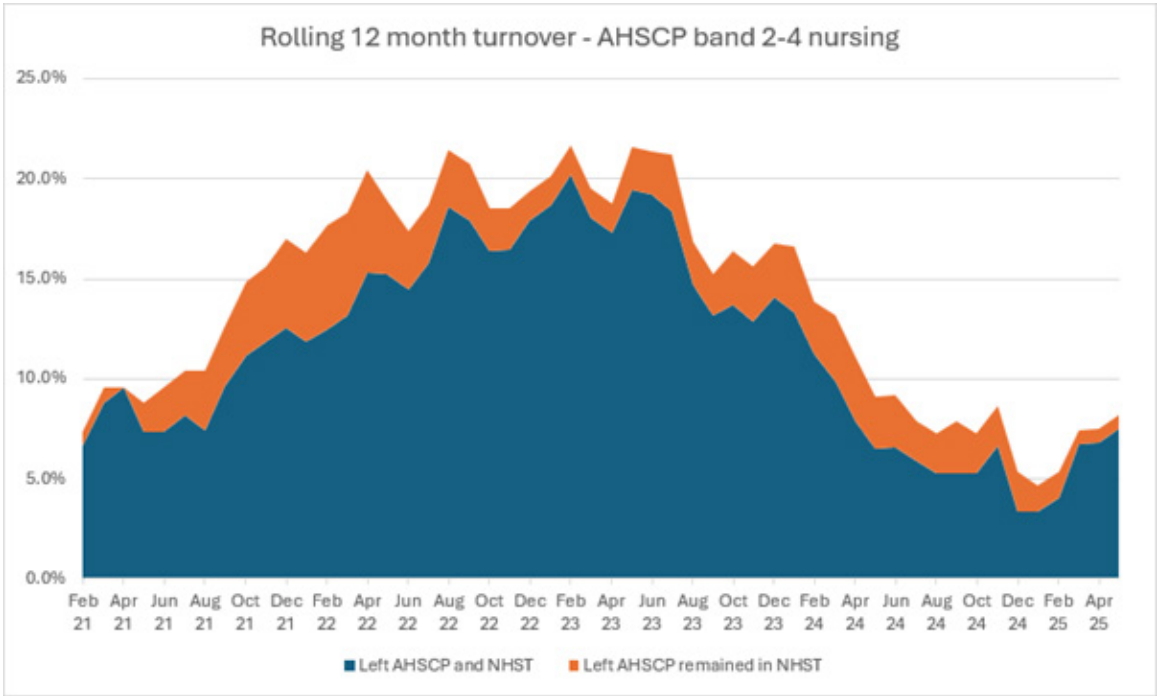

Does your service/team have any examples of using IT/Technology to reduce pressure on the workforce?
Telephone consultations
Digital Community Alarm system
Improved use of systems/software
Request for better system integration...
Mobile phones with data allow staff to...
Awaiting further AI tools
Flexible working with laptop
I.T concerns noted as an issue for staff
Improved use of MS Teams other O365...
0
0.5
1
1.5
2
2.5
3
3.5
4
4.5

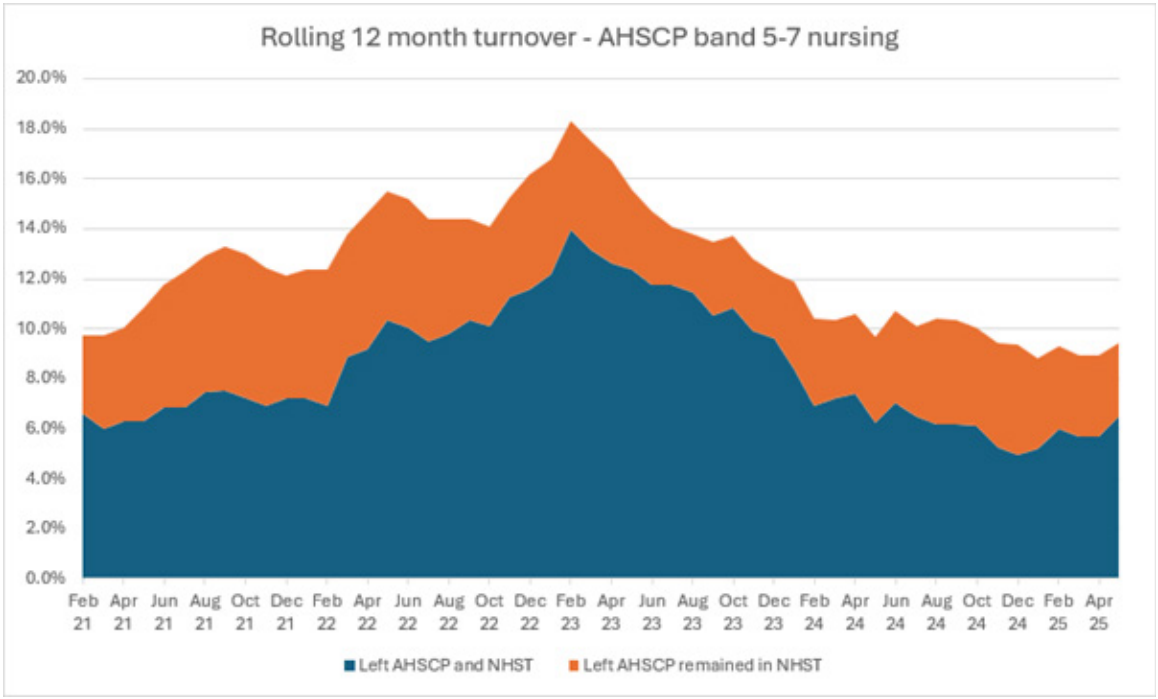

Does your service/team have any examples of climate sustainable measures to support the workforce?
Cycle to work/ e-bike scheme
Car sharing
Hybrid working
Improved use of Teams for meetings
Telephone consultations
Use of electric vehicles/ pool cars
Improved recycling
Green champions appointed
Paperless service
0
2
4
6
8
10
12

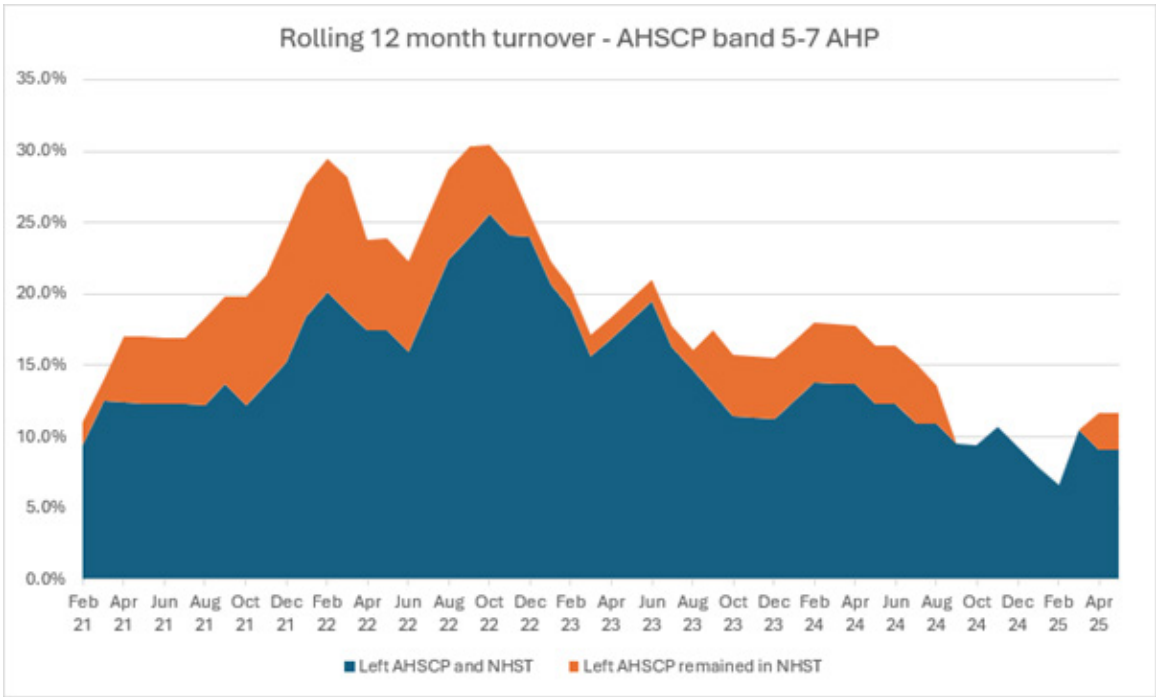
APPENDIX 2 - Additional Workforce Data

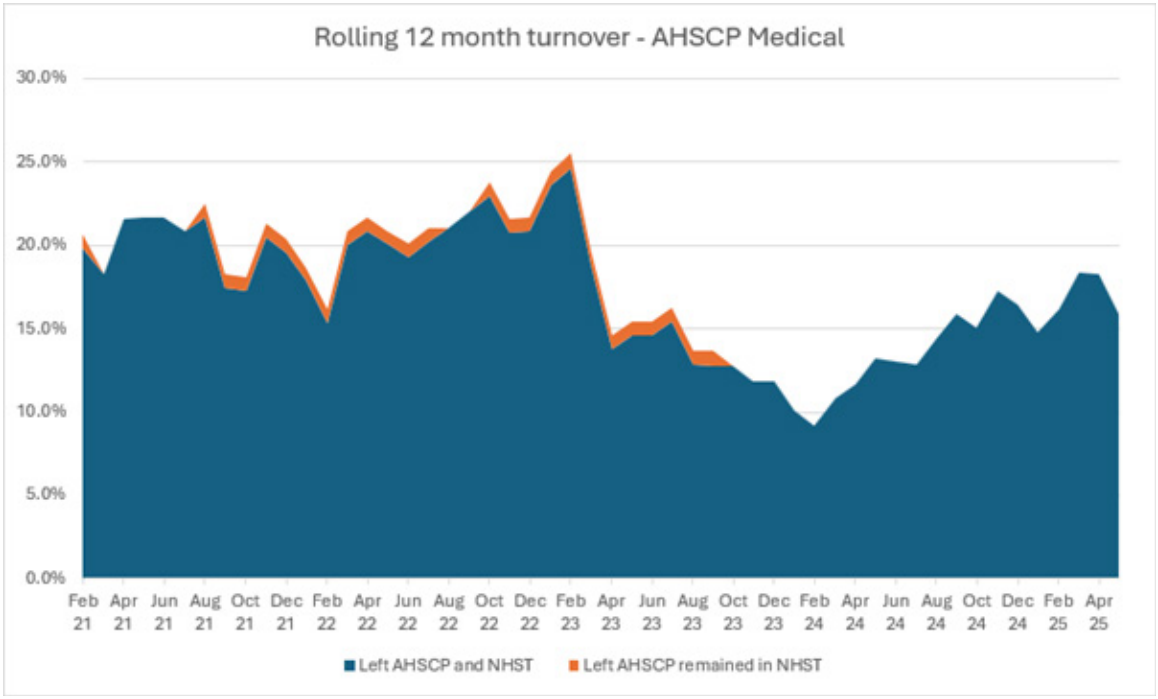
NHS Tayside Employed Staff Turnover Rates by Job Family.






Rolling 12 month turnover - AHSCP band 5-7 nursing
20.0%
18.0%
16.0%
14.0%
12.0%
10.0%
8.0%
6.0%
4.0%
2.0%
0.0%
Feb 21 Apr 21 Jun 21 Aug 21 Oct 21 Dec 21 Feb 22 Apr 22 Jun 22 Aug 22 Oct 22 Dec 22 Feb 23 Apr 23 Jun 23 Aug 23 Oct 23 Dec 23 Feb 24 Apr 24 Jun 24 Aug 24 Oct 24 Dec 24 Feb 25 Apr 25
Left AHSCP and NHST
Left AHSCP remained in NHST


Rolling 12 month turnover - AHSCP band 5-7 AHP
35.0%
30.0%
25.0%
20.0%
15.0%
10.0%
5.0%
0.0%
Feb 21 Apr 21 Jun 21 Aug 21 Oct 21 Dec 21 Feb 22 Apr 22 Jun 22 Aug 22 Oct 22 Dec 22 Feb 23 Apr 23 Jun 23 Aug 23 Oct 23 Dec 23 Feb 24 Apr 24 Jun 24 Aug 24 Oct 24 Dec 24 Feb 25 Apr 25
Left AHSCP and NHST
Left AHSCP remained in NHST


Rolling 12 month turnover - AHSCP Medical
30.0%
25.0%
20.0%
15.0%
10.0%
5.0%
0.0%
Feb 21
Apr 21
Jun 21
Aug 21
Oct 21
Dec 21
Feb 22
Apr 22
Jun 22
Aug 22
Oct 22
Dec 22
Feb 23
Apr 23
Jun 23
Aug 23
Oct 23
Dec 23
Feb 24
Apr 24
Jun 24
Aug 24
Oct 24
Dec 24
Feb 25
Apr 25
Left AHSCP and NHST
Left AHSCP remained in NHST

APPENDIX 3 - AHSCP Workforce Action Plan 2025-2029

The following actions will be progressed during the period of the action plan to affect its implementation. Engagement with key stakeholders will continue throughout the duration of the improvement plan. A collaborative approach will be taken to promote improvements with collective and joint decision making from staff and key stakeholders. Staff teams and key stakeholders will be involved in implementing actions detailed below. This action plan will be continually updated with new are emerging actions over the lifetime of the workforce plan.

Actions are also cross referenced to the Five Pillars of the Workforce Journey, as detailed in the National Workforce Strategy:

1. **Plan** - improving collection and analysis of data and taking a whole-system approach to planning.
2. **Attract** - bringing new workers into the workforce including through both domestic and ethical international recruitment, via youth employability and apprenticeship schemes, and by offering fair work.
3. **Train** - supporting new entry to the workforce through clear education pathways and developing new skills and capabilities amongst workers including in digital and specialist care.
4. **Employ** - ensuring that staff are well rewarded for their work, with modernised terms and conditions, and appropriate registration to support delivery of outcomes-focused work.
5. **Nurture** - creating positive workplace cultures and ensuring strong leadership, committing to diversity, equality and inclusion in the workforce, ensuring workplace safety, developing a carers strategy and working in partnership across the sector.

Five Pillars	Focus Area	Action	Timescale
Plan	Workforce Data	Develop a Workforce Plan every 3 years which aligns to the AHSCP Strategic Commissioning Plan, Strategic Financial Plan and the strategies of our employing partners.	Ongoing
Plan	Workforce Data	Continue to embed data driven workforce planning by working closely with our employing partners.	2026
Plan	Workforce Data	Maintain current workforce planning governance structure, including regular review of workforce subgroups to ensure they continue to deliver on actions.	Annually
Plan	Workforce Data	Continue to develop and improve integrated workforce data dashboards to support workforce planning	2026/ 2027
Plan	Workforce Data	Work with Angus Council colleagues to improve workforce planning data systems to inform future direction, information to include staff turnover analysis.	2026/ 2027
Plan	Workforce Data	Use workforce data to better inform service reform and redesign, with greater consideration given to role diversification in areas with hard to fill posts.	Ongoing

Five Pillars	Focus Area	Action	Timescale
Attract	Recruitment/ Retention/ Workforce Data	Ensure a joined-up approach to developing a diverse workforce through workforce supply, recruitment, and retention.	Ongoing
Attract	Recruitment	Focus on developing the younger workforce to build long term workforce capacity. Better utilise existing schemes such as: Modern Apprenticeships, Graduate Apprenticeships, Internship schemes and Career Ready Programme.	Ongoing
Attract	Recruitment	Support Angus Council as required, with their plans to improve recruitment and selection processes as well as improved data gathering from leavers.	2026
Attract	Recruitment	Continue to provide AHSCP representation on the Local Employability Partnership.	Ongoing
Attract	Recruitment	Utilise university placement data to support more targeted recruitment of university graduates based on shortfalls across AHSCP.	2026/ 2027
Attract	Recruitment	Continue to target recruitment of hard to fill posts, including exploring recruitment of individuals from further afield.	Ongoing
Attract	Recruitment	Continue to build on the success of social work recruitment, seek to build on learning from this recruitment programme to support recruitment across other role types.	Ongoing
Train	Staff Retention	Support staff career development: Promote and encourage staff to undertake leadership and management training from our employing partners. Angus Council's Leading to Change programme and NHS Tayside's newly launched Leadership and Management training scheme.	Ongoing
Train	Digital Tools including AI/ Staff Retention	Work with the AHSCP Digital Partnership group to develop a plan to better utilise existing digital tools to support staff capacity and increase efficiency. This may include seeking new digital solutions including the wider use of AI with an aim to improving the retention of staff.	2026
Train	Digital Tools including AI	Continue to make improvements to current systems including Eclipse to support staff to carry out their roles and increase job satisfaction.	Ongoing
Train	Digital Tools including AI	Promote and support the use of the newly launch Beam Magic Notes system for social work teams to improve efficiency and reduce administrative tasks.	2025
Train	Digital Tools including AI	Provide clear training and guidance for staff on the use of new and existing systems, including training on Microsoft Office 365 applications and the safe use of open source AI.	2026

Five Pillars	Focus Area	Action	Timescale
Employ	Recruitment	Continue to support local people into meaningful employment through programmes such as the Long-Term Unemployed scheme.	Ongoing
Employ	Recruitment	Continue to work with the third sector to support volunteering opportunities.	Ongoing
Nurture	Retention	Further embed the NHS Tayside AIM process to support managers with long term absence management. Seek opportunities to roll this out for Angus Council staff also.	2026/2027
Nurture	Retention	Promote and further develop the new launched 'Coffee Cup Networking' initiative to encourage networking, mentorship and growth opportunities.	2025/ 2026
Nurture	Retention	Review professional leadership across AHSCP as it is recognised that strong professional leadership is a factor in supporting staff retention.	2026
Nurture	Climate Sustainability	Utilise PinPoint software to plan care at home service delivery in a more efficient way, reducing travel time and ensuring more effective planning.	2026
Nurture	Climate Sustainability	Review success of e-bike loan scheme in more detail and consider opportunities to support similar schemes.	2026/ 2027
Nurture	Retention	Contribute to the development and delivery of the NHS Tayside Anti-Racism plan. This plan aims to equip staff to challenge racism and foster equity in an aim to become an actively anti-racist organisation.	2025