



CÙRAM IS SLÀINTE NAN EILEAN SIAR

WESTERN ISLES HEALTH AND SOCIAL CARE PARTNERSHIP

comhairle nan eileanan siar

Integrated Joint Board – Workforce and Demographic Report as 30 June 2022

Introduction

The workforce monitoring report provides an overview of the Integrated Joint Board's workforce position at the end of June 2022 and the risk the IJB and the wider community face due to the worsening workforce position now and into the future. It contains the following sections:

1. Summary
2. Demography
3. Workforce Summary
4. Vacancies and Available Workforce
5. Age, Retirals and Sickness
6. Future need
7. Risks
8. Data Sources

1. Summary

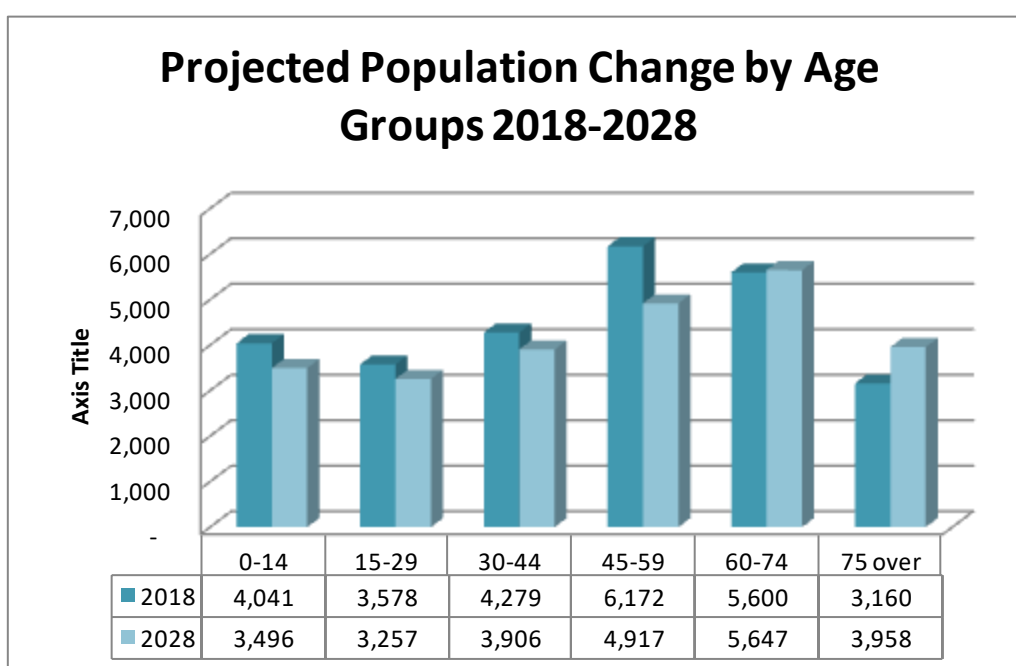
- 1.1 Detailed analysis has been undertaken on IJB workforce issues, partly based on Quarter 4 and using predictive data from various Government and Local Government sources to look forward in the short term (1-2 years). A summary RAG status for the short term (next 2 years, **not** the status as of month 12) of the main areas of concern is shown below, including the increased requirement for staff within the Goathill complex.
- 1.2 Looking at the population and demographics of the Island, this is not a task simply for the IJB partners but all stakeholders on the Islands and the Scottish Government and can build on work already being undertaken by the Community Planning Partnerships (CPP). There will be some Government funding (Bond of £50,000 for 100 families) due to be available shortly to help with Scottish Island depopulation but it is not just about bringing people up to live here but bringing onto the island families of working age and keeping these people and their young children on the island to provide a sustainable workforce and community for the future. Previously CPP identified we needed 1,000 working age and child bearing age families, to inward migrate to sustain the islands workforce and population required.

Short Term Risk 1-2 years	Vacancies	Age	Retiral	Sickness
Allied Health Professionals	M	M	L	L
Dental	M	M	L	M
Hospital (Acute) Nursing	H	H	H	M
Community Hospital Nursing	M	H	M	M
Community Nursing	VH	H	L	L
Mental Health	M	H	L	H
Management and PCIP	M	VH	L	L
Adult Services	M	H	M	L
Residential Services	VH	VH	VH	H
Home Care & Reablement	VH	H	H	H
Management inc Assessment	H	M	L	L

- 1.3 To note the age column is recognising staff over 55 however, the retiral for the short term will be looking at 65+ age group. You can therefore have a higher risk relating to 55+ but a medium short term retiral age as more of the staff are in the 55-60 age range. Also to note the Risk against the vacancies is for the next 2 years and takes into consideration the increased staff required for the Goathill complex and other funding for new posts received in Health and Social Care.

2. Demography

- 2.1 Using updated population prediction ([Population Projections \(cne-siar.gov.uk\)](https://cne-siar.gov.uk)) the islands are expecting to see a 6% drop in population by 2028, one of the biggest population decreases in Scotland. Working age population is set to decrease by 6% by 2028 and in contrast the over 75s with the greatest levels of co-morbidity is set to rise by 25%. The population changes will result in a year-on-year reduction in the available workforce to nurse, care and attend to the most vulnerable of people whose numbers are increasing year on year. The IJB is already feeling the effect of the changes in demography with high levels of vacancies in social care workforce and nursing workforce.



- 2.2 Looking at the latest mid population statistics available there was a drop in population of 220 from 2019 to 2020. Although 40 was due to net outward migration the biggest change is negative natural change i.e. there were 375 deaths compared to 203 births. Looking at the table above this trend will continue.
- 2.3 Current ratio between death and births is very disturbing with the first 6 calendar months ratio of 1: 0.48, which means for every **2 deaths there is just under 1 birth**, compared to a Scottish average for the same period of 1:0.73. The birth rate is starting to increase back to the pre pandemic levels however deaths are increasing exponentially.
- 2.4 The table below assumes the level of natural change remains at 2022 estimate levels i.e., ratio of 1: 0.48 and excludes net migration as numbers often negate each other. It is important to note though if we lose female population of childbearing age

from our islands and the inward migration is of people aged 45 and over, then births could drop further. The population graph from 2012 to 2030 shows the following, to note as a stark comparison, in 1901 the population of the Western Isles was **46,172**.

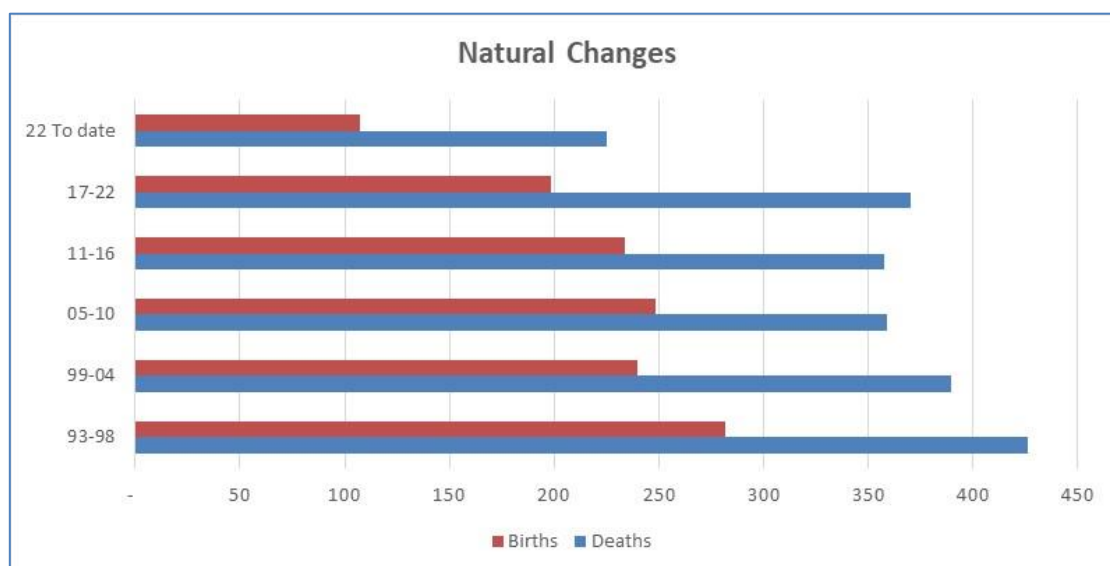


- 2.5 An Outer Hebrides Migration Study (hallaitken) was commissioned and published in 2007 using 2005 and projecting what would happen if we could not stop the outward migration and encourage inward migration of young families to the Outer Hebrides. I have plotted the population across to 2020 and what the study said would happen if we could not achieve the aims of inward and outward migration has happened, as shown in the table below:

Time of Hall Report Using 2005 data	Original Data 2005	Current Available 2020/21	% Reduction 2005-2020	Number Reduction
Population	26,930	26,500	-2%	-430
Infant 0-4	1,279	1,106	-14%	-173
Primary Age 5-11	2,178	1,856	-15%	-322
Senior Age 12-18	2,398	1,982	-17%	-416
Workforce Age 19-64	15,656	14,583	-7%	-1,073
Aging Population 65+	5,419	6,973	29%	1,554
Average Age Population	42.40	49.90	18%	
Birth Rate (3 year average)	243	188	-23%	-55
Child bearing Woman 18-45	4,224	3,590	-15%	-634

- 2.6 The population itself from 2005, to about 2020 has been only a gradual decline and in some years a small increase, due to an increase in 55–59-year-olds not the young. However, what has occurred within that period, which the Islands are now starting to feel the impact of, is that the young have migrated, and we are now seeing a sizable decline in births due to the loss of childbearing women, together with the increasing deaths due to the now aging population. The islands are not replenishing

their loss of population through an increase in births, and the Islands are in that position where de-population will now start increasing faster year on year. The increase in deaths and decrease in births for the last 30 years averaged, can be clearly shown in the graph below:



- 2.7 Population statistics across the islands vary looking at different data tables. There have been areas of rapid decline in population but also areas that have seen a small increase. However, the data projections have always indicated a slow decline and then an increase, as deaths start to outweigh the births in a greater ratio as seen in the period from 2018 onward, as described in the paragraphs above.
- 2.8 It is interesting to note all of the smaller islands and remote areas of the Western Isles have seen a substantive decline from the early 20th century to now as shown in table below. Not all current data is available by parish, and GP Lists have been used as a substitute for 2021 census. GP lists tend to be accurate but maybe slightly overstated more than a census but by only a few %.

Area	1901	1921	1951	1981	2001	2022	% 1901-2022	% 1981-2022
Barra	2,545	2,456	1,884	1,339	1,172	1,280	-50%	-4%
Barvas	6,731	6,660	5,111	3,994	3,133	NA	-53%	-22%
Harris	5,271	5,276	3,991	2,780	2,120	1,842	-65%	-34%
Lochs	4,733	4,396	3,111	2,319	1,814	NA	-62%	-22%
Uists and Benbecula	9,407	8,067	6,457	6,178	4,721	4,740	-50%	-23%
Uig	4,497	3,956	2,718	1,824	1,527	NA	-66%	-16%

- 2.9 The table above shows the parishes away from the main town of the Western Isles, Stornoway over the last 120 years. In numbers the remote and rural decline from 1901 to 2001 was 18,697 people, compared to a small decline in Stornoway of 968. It has to be noted that the area of Stornoway has now a larger spread of houses over what would have been fields and farms in 1901 and the actual centre of town is less congested.

- 2.10 The reduction in rural population was partially due to a move to Stornoway into the new housing schemes but also a migration away from the Islands for work and school. Up until about 40 years ago children from the rural areas boarded in Stornoway or from the Uists, prior to the change in council, if you wanted to do Highers/O grades from the age of 12/13 you went to Inverness or Portree. A lot of children never returned permanently to their homes and made their home away from the Islands or within Stornoway.
- 2.11 As can be seen all areas have seen a decline, albeit Isle of Barra decline has slowed down and the island has seen a slight increase from 2001-2022. It can be seen clearly in the Uist data the effect of the withdrawal of the army in the late 1990s. However, all island areas in the last 3 years are now seeing higher deaths, lower births and a reduction in childbearing aged women. Using the present population statistics per island, i.e., population over 65 and women of childbearing age, an extrapolation per island of the change in population can be estimated. This is just for illustration purposes and further work needs to be undertaken on postcode analysis if available. The figures do not include any assumptions in change of the island's economy, i.e., large engineering firms relocating to islands.

	2022	Year Net Growth	Est Pop 2027	Est pop 2030
Harris	1,842	-23	1,728	1,659
Uist and Benbecula	4,740	-39	4,545	4,428
Barra	1,280	-9	1,235	1,209

- 2.12 It is also worth noting that the Western Isles has the highest equal female pensioner population at 27% in comparison to 20% in Scotland. This is against a back drop of 94% of frontline social care workers being female.
- 2.13 The pandemic has brought about changes how people work; this may not be positive for the island as net inward migration may not result in an increase in available workforce as people are able to take their job with them or maybe already at retiral age. Opposite to that there is a potential growth in the existing population to work for off island companies and the public sector but remain on island. It is also worth noting that remote working from off the island could decrease the economic benefit for the local economy as does the use of short term locums to fill local posts.

3. **Workforce Data Summary**

- 3.1 The table below as of 30th June 2022 shows high level statistics per service with regards to vacancies, age of workforce and gender profile. The following paragraphs drills down into the details and how each area interacts. To note the figures do not include the increase in staff required at the Goathill Complex as the building is not yet ready to be commissioned.

Estab Head	As of 30 June 2022 Service Area	Vac. Head	% Vac	Head Over 55+ %	Head Over 65+ %	Female % in Post
79	Allied Health Professionals	7	9%	20.8%	1.4%	88%
72	Dental	10	14%	24.2%	1.6%	81%
127	Hospital (Acute) Nursing	14	11%	25.7%	8.0%	96%
59	Community Hospital Nursing	4	7%	30.9%	7.3%	93%
133	Community Nursing	41	31%	28.3%	1.1%	99%
53	Mental Health	10	19%	27.9%	0.0%	74%
24	Management and PCIP	8	33%	43.8%	6.3%	81%
108	Adult Services	7	6%	29.7%	1.0%	91%
228	Residential Services	17	7%	48.3%	9.5%	93%
203	Home Care & Reablement	38	19%	38.2%	4.8%	96%
49	Management inc Assessment	7	14%	23.8%	0.0%	88%
1,135	Total	163	14%	33.5%	4.7%	92%

4. Vacancies and Available Workforce

- 4.1 As can be seen from the table above in some areas of the IJB there are significant vacancies, even taking into consideration the low establishment numbers in some services. It is becoming increasingly difficult to recruit not just to specialised posts but to the unskilled and semiskilled posts which are mostly found from within the Islands employment market. Due to the predominance of our female workforce, we are in effect halving our available employment pool with which we are competing with many other sectors on the island; tourist industry, catering, supermarkets, fish factories for example.
- 4.2 Within the Community nursing line are 23 posts to help with winter pressures via specific allocation. These will be a mixture of band 3 to 4 hybrid community health care assistant and home care assistant posts and some increased capacity into hospital at home. These posts are due to go out to advert shortly but are held as vacancies at present.
- 4.3 The private sector is starting to offer golden hellos, some of the supermarkets have increased the hourly rates and are offering better staff discounts. It becomes increasingly difficult for the public sector to compete. NHS Western Isles are looking into whether some of the hotel services jobs are eligible for a Recruit and Retention Premia payment, to help with recruitment.
- 4.3 Looking at available workforce across the islands (we know geographically the available workforce and jobs do not always collate) April 2022 (latest data) Universal statistics for Na h-Eileanan Siar shows 420 people on universal credit, gender split 280 men and **140 women**. The figures are not split geographically but 46% of the people are over 50. In the last 4 months there has been an increase of men on universal credit but a slight decrease for woman.

- 4.4 Highlighted is the available female workforce where we draw the majority of our unskilled and semiskilled workforce from. There are only 140 females looking for work and it has to be noted, many of them may not be suitable or wish to work for health and social care for various reasons.
- 4.5 Looking at the latest school leaver information (19/20 – the 20/21 data is affected by the Pandemic) 57% of pupils go to Higher and Further Education, majority of which will be mainland provided, i.e. outward migration. That leaves 43% or 103 available school leavers to entice into Health and Social Care. However, using the female predominance of our workforce again halves the available pool. As mentioned above in 4.1 Health and Social Care is in competition with other sectors too. Some of Social Care jobs require driving licences so many of the 16+ leavers may go into the tourist or catering industries and therefore it may be difficult to attract back once they reach 18+.

Total	Higher Education	Further Education	Employment	Other
241	95	43	84	19
100%	39%	18%	35%	8%

5. Age, Retiral and Sickness

- 5.1 The age of the workforce in summary is shown in section 3.1, the aging workforce is having an effect on the retirals due in the short, medium and long term. The sickness of our workforce can directly correlate to the high age of our workforce. There is not normally an increase in sick episodes but staff in the 55 plus age category can be off for long periods of time, some with long term conditions. The table below shows likely retirals in the next 10 years by service. To note although establishment numbers are reasonably stable in the residential services in the last 2 years by end of 23/24 there maybe be 25 retirals with already 20 staff, 65 and over as of 31 March 2022. Also, to note 14 of the 65+ staff work at Dun Berisay and Dun Eisdean.

Retirals	RAG	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	Total
Allied Health Professionals	L	2			1		3	1	3	2	1	13
Dental	L	1			2	2		2	3	2	1	13
Hospital (Acute) Nursing	H	8	2	2	0	1	3	0	1	4	3	24
Community Hospital Nursing	M	3	1	1	2	3	0	1	3	1	0	15
Community Nursing	L	1		3	3	2	1	5	5	3	2	25
Mental Health	L				1	3	1			3		8
Management and PCIP	L	1	1	0	0	2	0	1	1	0	1	7
Adult Services	M	1	4	1	0	1	3	6	6	2	4	28
Residential Services	VH	20	5	3	6	10	8	12	6	8	13	91
Home Care & Reablement	H	8	4	3	4	5	11	6	3	10	5	59
Management inc. Assessment	L	0	0	1	2	0	3	2	1	0	1	10
		45	17	14	21	29	33	36	32	35	31	293

- 5.2 The sickness figures for the IJB for the quarter 1 2022 is shown in the following table. Data can be drilled down to allow managers to look at specific work areas, reasons why staff are off sick and patterns in absenteeism. It can be noted that there are high levels of sickness within frontline social care staff and Dental Staff. Although there has been a reduction in sickness in some areas, sickness remains constantly high in both residential and homecare services.

	Year 21/22	2021/22 Q4	2022/23 Q1	Q1 Risk	Q1 Change
Adult Day Care	14.6%	13.0%	5.0%	L	↓
Adult Homecare	11.4%	10.8%	9.7%	H	↓
Adult Learning Disabilities	6.8%	5.3%	4.7%	L	↓
Adult Residential	9.3%	7.3%	9.3%	H	↑
Mental Health	12.0%	9.8%	7.5%	M	↓
Acute Nursing	8.4%	6.8%	6.5%	M	↓
Community Hospital	5.5%	2.8%	4.8%	L	↑
Community Nursing	5.0%	3.4%	3.9%	L	↑
Dental	7.8%	10.4%	11.6%	H	↑
AHP	4.8%	5.2%	6.4%	M	↑

6. Workforce Need – Health and Social Care

- 6.1 There is a high level of Health and Social Care recruitment (including soft facilities) required across the Island, specifically within the next year. This includes approximately 53 posts for the Goathill Complex, 16 Hybrid Health Social Care Posts and increase in 7 band 3 community Health care Assistant posts. This is on top of the high current vacant posts in home care and other health and social care areas and likely risk of retirements.

7. Main Workforce Risks

There are many potential operational and financial risks faced in planning for the future Health and Social services for the population of the Western Isles. For example:

- Services cannot be provided to clients. Homecare specifically is at risk of service breakdown, with high levels of assessed clients not receiving care and unassessed clients who also may need care as shown below:

Month & Year	Awaiting Assessment			Awaiting Care			Total	Grand
	Comm	Hosp	Total	Comm	Hosp	Total	Hosp	Total
Dec-21	19	6	25	73	5	78	11	103
Jan-22	22	10	32	79	1	80	11	112
Feb-22	47	14	61	82	5	87	19	148
Mar-22	71	20	91	68	8	76	28	167
Apr-22	80	10	90	60	8	68	18	158
May-22	98	19	117	49	9	58	28	175

- Use of agency staff to fill gaps:
 - Cost implication, agency staff for medical grades can be up to 5 x higher than substantive role. As of June 2022, there is a projected overspend on psychiatry of @ £500k will a similar figure on GP OOH due to use of GP locums
 - VAT implication for NHS – NHS cannot claim back the VAT of agency locums which results in a 20% increase above the hourly rate.

- For Social Care amount of agency staff required would be unmanageable with regards to sourcing staff to island, and accommodation needs.
- Destabilising of patient/client care with different agency locums brought in to care and treat
- Inability to house agency staff specifically in southern isles either driving up costs or losing the agency worker
- Inability to move on with key projects due to workforce issues e.g. Goathill complex, mental health projects.
- Catch 22, possible reduction in services over the next 10 years could impact on a) inward migration of families – needed to boost population and b) could result in outward migration of families if care needs cannot be met (not just for adult services).

8. Data Sources

8.1 The following are links or description of the data sources used in compiling this report, there are many interesting articles pertaining to workforce issues as well as the published data:

- [Population Projections \(cne-siar.gov.uk\)](https://www.cne-siar.gov.uk)
- Outer Hebrides Migration Study Report <https://www.cne-siar.gov.uk/media/5597/ohmsstudy.pdf>
- [Mid-Year Population Estimates | National Records of Scotland \(nrsotland.gov.uk\)](https://nrsotland.gov.uk)
- [General Practice | GP Workforce & Practice populations | Health Topics | ISD Scotland](#)
- [Monthly Data on Births and Deaths Registered in Scotland | National Records of Scotland \(nrsotland.gov.uk\)](https://nrsotland.gov.uk)
- Workforce Data obtained from CnES HR system and by information held by Social Care managers
- NHS SSTS (Scottish Standard Time System) reports and funded vacancies held within financial records
- Available Workforce Universal Credit statistics, 29 April 2013 to 9 December 2021 - GOV.UK (www.gov.uk)
- School leavers Summary Statistics for Attainment and Initial Leaver Destinations, No. 3: 2021 Edition - gov.scot (www.gov.scot)