

Inverclyde Health & Social Care Partnership
Workforce Plan 2022- 2025
Action Plan
June 2025



Action 1 Inverclyde HSCP will plan to achieve the right workforce with the right skills in the right place at the right time.						
Action	Local Actions	Lead Officer	Target Date	How will we know / measure?	Progress Commentary	RAG Status
Staff and Staff partnership representatives are engaged in service reviews and developing future service models.	Business Support Review Business Support Savings Sub-Group involves, staff and partners from finance and trade unions. Staff Partnership Forum provided with regular updates. Engagement and consultation activity is undertaken.	Service Manager Support Services	Oct 2024	All actions will be underway, and groups will meet regularly to feed into review.	The Business Support review was successfully completed by the target date of October 2024, and the outcome report was shared with the entire workforce. Staff and staff-side representatives were actively engaged throughout the process, ensuring a collaborative and inclusive approach. Although the formal review has concluded, we have established focus groups to drive continuous improvement. These groups concentrating on key areas such as service delivery, our workforce, and new ways of working, and involve our staff.	COMPLETE
	Review of Homelessness services New Service Manager in post for Homelessness and New to Scotland	Head of, ADRS & Homelessness (Chair of Programme Board)	June 2024	Independent review, then recommendations and options appraisal to be considered through appropriate governance structures.	The IJB have approved the proposal to decommission the Inverclyde Centre and deliver a new staffing model to focus on early intervention and prevention whilst reducing the financial strain on the service. A full consultation programme with staff has been completed and approved at IJB. New staffing model agreed and work in progress to move to new model. Multi-agency Decommissioning programme board established and developing a timeline for closure of the Inverclyde Centre.	GREEN

HSCP wide and Service level workforce profiles should be routinely reviewed quarterly to inform current demand, capacity, and skills	Council HR & NHS HR leads to prepare and discuss monthly and quarterly reports.	NHSGGC and Council HR Managers	Sept 2023	<p>Reports presented quarterly at SMT. Information is disseminated to Service Managers.</p> <p>Health HR – Information on sickness absence / statutory & mandatory training / KSF (TURAS) are provided on a monthly basis.</p>	<p>This information is provided in various formats.</p> <ol style="list-style-type: none"> 1. The monthly workforce Storyboard report produced by Workforce Information. This includes information on sickness absence / statutory & mandatory training / KSF (TURAS) 2. WIAR Report produced and presented on a quarterly basis for review by SPF members and follow up discussion at SPF meeting. If any member of SMT is not receiving this Information, this should be discussed with CO for review of circulation 3. A comprehensive monthly absence report is circulated to Chief Officer for dissemination, as appropriate. Information is also shared with each Service Manager relating to levels of absence. Further discussions are then arranged with the NHS HR Manager for Services with high levels of absence to discuss supports etc. 4. The Sickness Absence Action Plan is also in place which details the actions to be taken to meet the national NHS target of 4%. Linked to this is a trajectory for the next months. 	GREEN
--	---	--------------------------------	-----------	--	--	--------------

Health and Care Staffing Act 2019 Minimum Staffing guidance is implemented and monitored	Operational managers will be supported to access information and implement the act.	Inverclyde HSCP Chief Nurse & Chief Social Worker	April 2024	Progress to be reported to SMT and SPF. Workplan in place to monitor progress. Risks identified and mitigated.	<ul style="list-style-type: none"> • SMT and SPF updates are being provided as required to ensure that SMT members are up to date with progress. • NHSGGC structures are in place, with Inverclyde representatives on committees as required from pharmacy, Nursing and AHPs • Care Inspectorate updates are being reported to Inverclyde HCSSA Programme Board via CSW. • NHSGGC lead has been appointed and comms is being shared via the CN route. • Chief Nurse & Chief Social Worker co-chair Inverclyde HCSSA Programme Board, ToR agreed and in place, with 6 weekly meeting schedule in place. • All Common Staffing Method tool runs have taken place locally and results presented to SMT and submitted to NHSGGC. 	GREEN
--	---	---	------------	--	--	--------------

					<ul style="list-style-type: none">• Webinars from national team about the Act have been shared with all managers and SMT to support staff.• Snr Nurse LP representing NHSGGC Community Nursing on SGvt Real Time Staffing Resource – Expert• Mapping undertaken by AHP team to identify evidence and where it is located, work plans in place.• Local work with Snr nurses focused around: 12IH: Duty to ensure adequate time given to clinical leaders 12ID: Real-time staffing and risk escalation. 12IF: Duty to seek clinical advice on staffing	
--	--	--	--	--	---	--

Action 2 Inverclyde HSCP will attract a workforce which reflects the diversity of our population and continue to improve equality, diversity, and inclusion in our workforce.						
Action	Local Actions	Responsible Officer	Target Date	How will we know/measure?	Progress Commentary	RAG Status
Ensure Inverclyde HSCP is an attractive, positive choice for those wanting to work in the health and social care sector	Focused recruitment in key areas such as Speech & Language, Psychiatry, and work with NHS GG&C primary care leads to attract GPs locally.	Service Managers in key areas	March 2024	Increase in applicants for posts. Vacant posts are filled. Time vacant is reduced.	RES services have successfully recruited to a SLT post and have a plan in place for a shared additional post with Acute services to reduce the risks around a singleton post holder.	GREEN
	Work with HR to develop innovative recruitment campaigns for hard to fill posts - Learn from and develop approaches such as Care at Home recruitment.	Service Managers in key areas	March 2024		CLDT successfully filled SLT and LD Nursing vacancies. Mental Health Clinical Directors and Head of Service working closely with Board Wide Deputy Medical Director to review medical staffing and introduction of specialty grade posts. We continue to use medical locum staff from staff bank in Mental Health. We continue to have challenges securing permanent medical staff in Inverclyde Mental Health services despite ongoing and recurring recruitment processes.	

	Work with IC and NHSGGC to enhance entry to the workplace through graduate programmes, apprenticeships, kickstart & other employability services as appropriate				<p>Alongside Action 3 below children and families social work have been reaching out universities and wider audiences to ensure the benefits of working in Inverclyde are known. The recruitment processes was supplemented by a new recruitment information pack, an improved presence on the recruitment portal and a twilight recruitment information session. 5 appointments were made in April 2024 utilising this approach.</p> <p>Retention remains an ongoing issue and the success of the targeted recruitment work for QSW is offset by more experienced QSW leaving the organisation.</p>	
	Aim to reduce reliance on temporary contracts and bank/locum staff.	Service Managers in key areas	March 2024		Nurse bank staff are still required to cover key operational elements of community nursing service at times of high demand/ vacancy/ sickness absence. Team leads are reviewing all rotas monthly.	GREEN

					<p>Care at Home Service has worked in partnership with HR to reduce the number of temporary posts.</p> <p>Mental Health inpatients have reduced agency usage to zero and are taking part in test of change to implement Continuous Intervention Policy with aim to reduce bank nurse costs Managers for update.</p>	
	Utilise market facilitation to influence pay, terms, and conditions across the range of commissioned services.	Service Manager Quality & Development / Service Manager Procurement Inverclyde Council	Nov 2025	Fair work practices and the Ethical care charter is a condition of care at home contract.	Market facilitation continues to be utilized to determine contractual arrangements. On going - On track.	GREEN

Action 3 - Inverclyde HSCP will ensure staff have access to training opportunities which support their personal and professional development and supports the delivery of high-quality services.						
Development Area	Local Actions	Responsible Officer	Target Date	How will we know/measure?	Progress Commentary	RAG Status
Development of a Training Board to plan and oversee training delivery and administer a training fund.	L&E to support development of training board.	Chief Social Work Officer	Dec 2023	Increase in SW recruitment & retention. No aim/ number to be supported agreed.	Training board meet every 8 weeks.	GREEN
	Prioritise development & implement strategies to support recruitment & retention of Social Workers and criteria to assess effectiveness.	Chief Social Work Officer	Dec 2023	Board will function as a conduit so that all managers can plan for future training needs and appropriate training can be delivered/ commissioned	Strategies have been developed. Funding of MSc students' scheme and an internal "grow your own" scheme is underway. First cohort of students started in Autumn 2024.	
	Develop board to oversee planning of training and identify themes/ requirements linked to appraisals, PDPs, and staff development	Chief Social Work Officer	Dec 2023		Managers development day held. Report produced highlighting specific service training needs and common themes. Core skills training underway. HSCP induction developed.	

	<p>Sponsor & /undertake a Training Needs Assessment which highlights future training needs required to deliver the 6 Big Actions across HSCP & include third sector.</p>	<p>Chief Social Work Officer</p>	<p>Nov 2024</p>	<p>Training needs highlighting and incorporated in to planning processes</p>	<p>Training calendar produced every 6-months. Includes localised training highlighted by Services,</p> <p>9 candidates have been enrolled in a social work qualification (3 post graduate and 6 undergraduate) – they will all commence studies between September 24 and Feb 25 and should be qualified in stages between 2026-29. Interviews for cohort 2 have been scheduled for May 2025. 4 places are available for “Grow Your Own” programme.</p> <p>Assessment and support planning training is now available for Care at Home staff. Recording and reporting training is in development.</p> <p>HSCP induction programme and guidance for wider staff group has now been disseminated and L&D staff will oversee.</p>	<p>GREEN</p>
--	--	----------------------------------	-----------------	--	--	---------------------

Support the development of leadership skills to ensure competent and confident managers and leaders at all levels	Support staff to access a range of leadership development programmes & coaching as identified in their PDP.	All line managers throughout HSCP Training Board	Nov 2025	HoS to identify NHS GG&C service managers for succession planning support programme. Leadership development discussions to be embedded as part of appraisal process. Training board will develop/ commission future leadership programmes & opportunities for joint programmes such as extending Leading in Inverclyde to third sector.	Number of external leadership courses booked. Professional Development Award in Health and Social Care Supervision is available to staff with supervisory responsibilities.	GREEN
---	---	---	----------	---	---	--------------

Continue to develop the HSCP's SVQ Centre, to include Level 4 Social Services and Healthcare and Care Services Leadership and management	Train Workplace assessors from within Care at Home Service to increase capacity.	Service Manager Quality and Development	March 2024	Assessor hours meet requirement each year – achieved for 23/24 & 24/25	HSCP SVQ Centre delivers eight awards in total including 3 SVQ awards at Level 4 and the Professional Development Award in Health and Social Care Supervision.	GREEN
	Identify anticipated future demand - Services project yearly requirements. Identify requirements from Business Support Review		May 2024	Verification from SQA Staff are competent & confident – appraisals. Number of staff trained & registered with SSSC yearly. Outcome of external Verifications of centre by SQA		
					Plans to seek accreditation for HNC for residential childcare staff. Plan to seek accreditation for and National Progression Award for young people leaving residential houses. This would be in conjunction with LENS project "Practice Pad" developed by Aileen Wilson. All SQA verification checks have been confident with no sanctions. Business support have increasing involvement in monitoring the administration of the awards.	

Continue to deliver the appropriate levels of Adult & Child Protection Training.	Child & adult protection leads participate in planning & delivery of training.	Chief Social Work Officer	May 2024	Training is available on an ongoing basis commensurate with role requirements. Council officer training.	Adult Support and Protection Awareness training and financial harm training available monthly. The programme runs until June and will resume in August and is open to all HSCP staff and providers. Additional courses are now offered to Care at Home staff as it was identified that more courses were required for this staff group To ensure the continuation of Adult Protection training, we now have in post an Adult Protection Lead.	GREEN
	Levels of training requirement are targeted to specific roles and identified in PDPs.	Chief Social Work Officer	May 2024			
	Implement any learning that emerges from the Scottish Child Abuse Enquiry	Chief Social Work Officer	TBC			
	Child Protection awareness is delivered on a rolling basis at the wider, general, specific and intensive contact workforce.	Child Protection Lead Officer	Current and ongoing			
				A large range of services from across the council will have an understanding of child protection	Multiple sessions at different levels are run throughout the year	

Social Workers feel confident and have the ability to refresh and embed their skills in Assessment & Care Planning	Review & refresh of the HSCP's Assessment & Care Planning training	Senior Social Worker Assessment & Care Management	Complete	Number of staff supported and evaluation of training.	On track	COMPLETE
Develop a programme which ensures staff are skilled in managing complaints, FOIs & SARs promotes culture change and understanding.	Develop a training matrix. Offer a suite of training across a range of platforms. Work in partnership with council FOI lead to deliver	Head of Finance Planning & Resources	March 2024	No of staff trained. Evaluation of delivery Matrix/ resources/ dates available to access or book online Expect to see an increase in response times for complaints/ FOI/ SAR and an increase in front-line resolution of complaints.	Training development day was held in November 2023 with follow up sessions delivered by Scottish Public Services Ombudsman (SPSO).	COMPLETE
Ensure the values & actions from The Promise plan 21-24 are incorporated in our culture & training	Five pledges as described in Promise Plan	iPromise Programme Manager Promise Lead	Nov 2024	Outcomes as described in Promise Plan Delivery team to be developed	I Promise team under the governance of Promise Board continue to provide feedback to the Promise Scotland with regards to the progress in meeting the actions from plan 21-24 in relation to a good childhood, whole family support, supporting the workforce, planning and building capacity. The updated plan 24-30 which was published in June 2024 has been shared by I	GREEN

					<p>Promise team across the workforce and with all partner agencies and 3rd sector. Plan 24-30 is the continued route map for Keeping the Promise by 2030 focusing on Voice, Family Care, People and Scaffolding.</p> <p>Consultation and co-production continues with our Children, Young People and Families having the opportunity to participate in activities to discuss and reflect on our local systems, practices, processes, and culture. Recently this has included the development of our Home from Home, implementation of Signs of Safety and Healing. Our Promise Board is co-chaired with 3 of our care experienced young people and an Elected member.</p>	
--	--	--	--	--	--	--

Reinvigorate delivery of Promoting Excellence Framework for Dementia	Deliver informed & skilled level of training. Develop train the trainer network	Promoting Excellence Training Coordinator	Nov 2024	No of staff trained. Evaluation of delivery No of trainers embedded across services	Dementia-informed courses are now running. Dementia skilled course materials have been sourced and are being considered by Care at Home staff to see if this course can be started up in conjunction with L&D staff. Co-ordinator post remains vacant.	GREEN
Ensure all staff are competent & confident in supporting individuals experiencing thoughts of suicide	Review the range of suicide prevention training and develop a suite of face-to-face and digital learning which is accessible to all partners	Mental Health Programme Board (MHPB)	End of 2023	Suicide prevention group training plan developed. No of staff accessing training. Evaluation of training delivery. Staff supervision and wellbeing conversations.	Currently staff trained in suicide prevention: <ul style="list-style-type: none"> • ASIST training (HSCP) 85 participants trained. • Living Works START online training 522 individual licenses issued for module completion. • ASIST training (Man On) 25 participants trained. • Workplace Wellbeing (Man On) 45 participants attended. • Safetalk - no local provision in 2023-24 but 1 session in 2022 with 14 attendees. Work continues via a sub-group to co-ordinate and identify ongoing training needs.	GREEN

Ensure compliance with Statutory and Mandatory Training	Review which reports are provided and the frequency of reports to Service Managers	Service Manager Quality & Development	March 2024	Increase in rates of compliance. Staff report they have protected time for completion. Discussion at each HSCP Health and Safety meeting takes place and any action is agreed.	Care at Home team produce a monthly report, which is distributed to all managers to monitor compliance with statutory and Mandatory training requirements.	GREEN
	Liaise with Council HR/ OD and Health & Safety to consider with Q&L Team Lead how best to provide these	Service Manager Quality & Development	March 2024		The Aspire training records system will be implemented following staff training. 2 L&D staff and 1 business support staff will roll out this system over the next few months.	

Action 4 - Inverclyde HSCP will ensure staff feel valued and rewarded for the work they do, and that NHS Scotland and Social Care employers are employers of choice.

Development Area	Local Actions	Responsible Officer	Target Date	How will we know/ measure?	Progress Commentary	RAG Status
Positive workplace changes from Covid-19 are embedded & spread including flexible/ hybrid working arrangements as per parent body policies	Raise awareness & promote use of flexible/ hybrid working & policies on a role-by-role basis.	All HoS and Service Managers	Nov 2024	Increase in hybrid/ flexible working and applications via appropriate policies. Staff wellbeing & satisfaction improved – supervision/ staff surveys/ iMatters.	Our approach to Hybrid Working is as an effective evolution in our ways of working that improves our performance. Decisions on hybrid working requests will be taken based on an understanding of business needs, demands and expectations. Discussions with teams take place about how teams can work better together and in consideration of individual work-styles with the availability of ICT kit / desks or other spaces in the workplace are considered by services in determining when staff will attend workplaces.	GREEN
	Encourage discussion within teams about appropriate changes which can support hybrid working.	All HoS and Service Managers	Nov 2024			
	Identify where digital support/ ICT would support working differently.	All HoS and Service Managers	Nov 2024			
Staff are motivated to remain employees of the HSCP and are actively engaged in making the HSCP a better place to work	Continue to promote the wellbeing plan as a means of valuing staff.	All HoS and Service Managers	Annual Update	Feedback from staff survey/ iMatters Recruitment & retention rates Evidence from exit interviews	iMatter and staff survey continue to show general positive feedback from teams particularly around the efforts of recruitment and retention in the HSCP.	GREEN
	Ensure use of team meetings/ staff development/		Annual Update			

	appraisal/ supervision/ 1:1/					
	Roll-out iMatters each year & construct aligned action plans.	Chief Officer	Annual Update Yearly Update 1,2,3		All team leaders actively encouraged to complete follow up meetings and actions plans from the feedback received via iMatter.	
New staff are supported and feel confident in their new roles	Review and reinvigorate the joint Induction programme for new staff.	Service Manager Quality & Development	Mar 2024	New programme will be in place. Identification of how this will be delivered & by who. Number of new staff completed programme. Feedback from programme.	Induction programme has been developed for newly qualified social workers (NQSW) as part of the post qualifying supported year. Induction programme and guidance for wider staff group has now been disseminated and L&D staff will oversee.	COMPLETE
	Continue to develop current programme of support for Newly Qualified Social Workers which delivers the year of supported practice.	Chief Social Work Officer	Nov 2023 Yearly Update 1,2,3	Feedback/ evaluation Recruitment & retention data. Increased number of practice supervisors.	NQSW supported year is now mandatory. Learning and Development officers continue to support NQSW's and managers to meet the SSSC requirements. NQSW numbers are due to increase sharply. L&D staff continue to oversee the progress of NQSW, deliver group	GREEN

					learning sessions and support managers. L&D officer also liaises with wider Social Work Scotland groups and SSSC with regard to the pressures of meeting the learning requirements set by the SSSC.	
--	--	--	--	--	---	--

Action 5 - Inverclyde HSCP will foster workforce cultures, kind and compassionate leadership that supports wellbeing and positive workplaces.						
Development Area	Local Actions	Responsible Officer	Target Date	How will we know / measure?	Progress Commentary	RAG Status
Staff wellbeing is supported and improved	Continue to implement and develop the staff wellbeing plan.	HSCP Wellbeing Lead/ All Line Managers	Nov 2025	Managers and staff report awareness of the wellbeing plan.	The work and initiatives conducted last year have been built on and support with health and wellbeing continues throughout the HSCP and throughout Inverclyde with our partners.	GREEN
	Managers utilize opportunities to discuss wellbeing on a 1:1 and team basis.		Nov 2025	Staff supervision / 1:1 discussion includes wellbeing elements.	Both parent employers have a dedicated health and well-being page for our employees.	
	Work towards achieving the No One Grieves alone charter for HSCP (timescale tbc)		TBC	Responses and scoring from the Care at Home Wellbeing Survey.	The survey results show notable progress in staff wellbeing, with 90% of respondents agreeing that they are able to maintain a healthy work-life balance. This represents significant strength in the current working environment and reflects positively on recent efforts to improve scheduling & workload distribution. Staff feedback from survey is listened to and acted on where possible. Care at Home implemented several initiatives in direct response to staff suggestions. For example,	

					<p>recognising the importance of feeling valued, we have introduced fun and engaging staff competitions such as pancake topping challenges and Easter craft activities, which have been well-received and helped boost team morale. Additionally, we've introduced into our regular newsletter recognition features, where we highlight long-service achievements and celebrate staff contributions. These initiatives reflect our ongoing commitment to acknowledging the hard work and dedication of our Care at Home staff.</p>	
Progress towards becoming a trauma informed and responsive organisation through provision of trauma informed training and implementation support	Continue to progress actions under four strategic themes, as described in the Trauma Informed and Responsive Inverclyde Delivery and Improvement Plan	Trauma Informed Practice Lead Officer	Annual update	<p>Staff awareness of the impact of trauma and trauma informed approaches</p> <p>Number of staff and leaders accessing training</p> <p>Evaluation of training delivery</p> <p>Feedback from development/coachi</p>	<p>National Trauma Transformation Programme training and resources continue to be accessed online by staff including HSCP and third sector partners.</p> <p>Scottish Trauma Informed Leaders Training (STILT) delivery currently paused nationally. A local (face to face) leader's session has been developed and is due to begin roll out in June 25, to run quarterly.</p>	GREEN

				<p>ng sessions re. trauma informed approaches being implemented</p> <p>Evidence of trauma informed approaches being considered in policies, processes and service delivery</p>	<p>Rolling calendar of in-person training at Levels 1 and 2 open to all sectors. No. staff accessed to date:</p> <ul style="list-style-type: none"> • Level 1: 265 • Level 2: 289 <p>Commissioning Level 3 Trauma Enhanced training is in progress. Ongoing inputs, development sessions and workshops offered to services and teams</p> <p>Follow-up reflective coaching sessions for attendees of L2 training now being offered 6-monthly.</p>	
Staff achievements are celebrated	<p>HSCP will continue to plan and organise the yearly HSCP staff awards.</p> <p>Winners attend the NHSGGC staff awards.</p>	Service Manager Support Services	Yearly	<p>Number and range of nominations received.</p> <p>Number of attendees at events</p>	<p>HSCP Staff Awards were held in the Beacon Arts Centre on 7th February 2025. NHSGGC staff awards staff on 28th May 2025.</p>	COMPLETE