
Report To:	Inverclyde Integration Joint Board	Date:	27 January 2025
Report By:	Kate Rocks Chief Officer Inverclyde Health & Social Care Partnership	Report No:	IJB/54/2024/CG
Contact Officer:	Craig Given Head of Finance, Planning & Resources Inverclyde Health & Social Care Partnership	Contact No:	
Subject:	HSCP Workforce Plan 2022-2025 - Progress Report		

1.0 PURPOSE AND SUMMARY

- 1.1 ☐ For Decision ☒ For Information/Noting
- 1.2 The purpose of this report is to provide the Integration Joint Board with an update on the HSCP Workforce Action Plan following the annual progress report that was presented in June 2024.
- 1.3 The three-year Workforce Plan 2022 - 2025 was approved at the Integration Joint Board in November 2022. In June 2023, the Integration Joint Board approved the Workforce Action Plan. The last annual progress report was presented in June 2024.
- 1.4 Good progress has been made since the last update in June 2024. A summary table below compares the RAG status and Appendix 1 provides the full Action Plan.

RAG Status	Nov-23	June 24	Jan-25
Green	20	23	24
Amber	5	1	0
Red	0	0	0
Blue	0	1	1

2.0 RECOMMENDATIONS

2.1 The Integration Joint Board are asked to:

- Note the establishment of the Workforce Group, which will take forward the current Workforce Action Plan and commence the development of a new Workforce Plan in line with our new Strategic Partnership Plan.
- Note the progress since the last update in June 2023, as outlined in paragraph 1.3.

Kate Rocks
Chief Officer
Inverclyde Health and Social Care Partnership

3.0 BACKGROUND AND CONTEXT

- 3.1 A three-year workforce plan 2022-2025 was developed in line with guidance provided by the Health Workforce Directorate of Scottish Government in 2022 ‘National Health and Social Care Workforce Strategy: Three Year Workforce Plans.’ This builds on both the previous plans of 2020-24 and the comments received from Heath Workforce Directorate on the 2020/21 HSCP Interim Workforce Plan. The National Workforce Strategy for Health and Social Care (2022) has been used to guide development of the HSCP plan focusing on the Five Pillars of the Workforce Journey:
- Plan
 - Attract
 - Train
 - Employ
 - Nurture
- 3.2 A three-year Workforce Plan 2022-2025 was presented and approved at the Integration Joint Board in November 2022. An Integration Joint Board audit of the plan was undertaken in February 2023 with the outcomes incorporated in the updated plan. This updated action plan contained more detailed sub actions, responsible officer, and timescales for delivery. In June 2023, the Integration Joint Board approved the updated Workforce Action Plan.
- 3.3 Good progress has been made since the last update in November 2023. A summary table below compares the RAG status and Appendix 1 provides the full Action Plan.

RAG Status	Nov-23	June-24	Jan 25
Green	20	23	24
Amber	5	1	0
Red	0	0	0
Blue	0	1	1

- 3.4 Governance of the plan is via six monthly reporting to the HSCP Strategic Planning Group and an annual update in November of each year to the Integration Joint Board. The HSCP is required to submit an annual update to the Scottish Government. The Pentana performance management system will be utilised for reporting going forward.
- 3.5 The current HSCP Workforce Plan will expire in 2025. Work has now begun to develop a refreshed workforce plan. As before, it is assumed that the refreshed plan will compliment the five pillars of workforce planning as set out in section 3.1 above.

In addition, the Inverclyde plan will be aligned to the NHS GGC Workforce plan, which is also due to be refreshed in 2025, and be mindful of the workforce planning approaches of Inverclyde Council.

4.0 PROPOSALS

- 4.1 The Integration Board are asked to note the progress since the last update in June 2024, and that the new Workforce Group will commence the development of a new Workforce Plan in line with our new Strategic Partnership Plan.

5.0 IMPLICATIONS

- 5.1 The table below shows whether risks and implications apply if the recommendation(s) is(are) agreed:

SUBJECT	YES	NO
Financial		x
Legal/Risk		x
Human Resources	x	
Strategic Plan Priorities	x	
Equalities, Fairer Scotland Duty & Children and Young People	x	
Clinical or Care Governance	x	
National Wellbeing Outcomes	x	
Environmental & Sustainability		x
Data Protection		x

5.2 Finance

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments

5.3 Legal/Risk

None

5.4 Human Resources

As outlined within the Plan, recruitment and retention across health and social care sector is problematic and the plan aims to augment how we address this.

5.5 Strategic Plan Priorities

All Six-Big Actions are impacted by the availability and adequate training and deployment of staff. The current Workforce Action Plan will continue to progress in line with our Six-Big Actions. In addition, work will begin on the development of a new Workforce Plan, which will be in line with our four strategic priorities of the new Strategic Partnership Plan.

5.6 Equalities

(a) Equalities

This report has been considered under the Corporate Equalities Impact Assessment (EqIA) process with the following outcome:

x	YES – Assessed as relevant and an EqlA is required. The Equality Impact Assessment for the refreshed Strategic Plan can be accessed here: Equality Impact Assessments(EIA) 2023 - Inverclyde Council
	NO – This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, assessed as not relevant and no EqlA is required. Provide any other relevant reasons why an EqlA is not necessary/screening statement.

(b) Equality Outcomes

How does this report address our Equality Outcomes?

Equalities Outcome	Implications
We have improved our knowledge of the local population who identify as belonging to protected groups and have a better understanding of the challenges they face.	Workforce plan supports through staff awareness, training & development
Children and Young People who are at risk due to local inequalities, are identified early and supported to achieve positive health outcomes.	Workforce plan supports through staff awareness, training & development
Inverclyde's most vulnerable and often excluded people are supported to be active and respected members of their community.	Workforce plan supports through staff awareness, training & development
People that are New to Scotland, through resettlement or asylum, who make Inverclyde their home, feel welcomed, are safe, and able to access the HSCP services they may need.	Workforce plan supports through staff awareness, training & development

(c) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
x	NO – Assessed as not relevant under the Fairer Scotland Duty for the following reasons: Provide reasons why the report has been assessed as not relevant.

(d) **Children and Young People**

Has a Children's Rights and Wellbeing Impact Assessment been carried out?

	YES – Assessed as relevant and a CRWIA is required.
x	NO – Assessed as not relevant as this report does not involve a new policy, function or strategy or recommends a substantive change to an existing policy, function or strategy which will have an impact on children's rights.

5.7 Clinical or Care Governance

As per the Action Plan, ongoing monitoring of vacancies, demand, capacity and skills by the SMT will ensure risks to clinical or care governance are highlighted and addressed.

5.8 National Wellbeing Outcomes

How does this report support delivery of the National Wellbeing Outcomes?

National Wellbeing Outcome	Implications
People are able to look after and improve their own health and wellbeing and live in good health for longer.	Improved outcomes delivered through operationalising the five pillars action plan
People, including those with disabilities or long term conditions or who are frail are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community	Improved outcomes delivered through operationalising the five pillars action plan
People who use health and social care services have positive experiences of those services, and have their dignity respected.	Improved outcomes delivered through operationalising the five pillars action plan
Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.	Improved outcomes delivered through operationalising the five pillars action plan
Health and social care services contribute to reducing health inequalities.	Improved outcomes delivered through operationalising the five pillars action plan
People who provide unpaid care are supported to look after their own health and wellbeing, including reducing any negative impact of their caring role on their own health and wellbeing.	Improved outcomes delivered through operationalising the five pillars action plan
People using health and social care services are safe from harm.	Improved outcomes delivered through operationalising the five pillars action plan
People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.	Improved outcomes delivered through operationalising the five pillars action plan
Resources are used effectively in the provision of health and social care services.	Improved outcomes delivered through operationalising the five pillars action plan

5.9 Environmental/Sustainability

Summarise any environmental / climate change impacts which relate to this report.

Has a Strategic Environmental Assessment been carried out?

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YES – assessed as relevant and a Strategic Environmental Assessment is required.

x	NO – This report does not propose or seek approval for a plan, policy, programme, strategy or document which is like to have significant environmental effects, if implemented.
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5.10 Data Protection

Has a Data Protection Impact Assessment been carried out?

	YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.
x	NO – Assessed as not relevant as this report does not involve data processing which may result in a high risk to the rights and freedoms of individuals.

6.0 DIRECTIONS

6.1	Direction Required to Council, Health Board or Both	Direction to:	
		1. No Direction Required	x
		2. Inverclyde Council	
		3. NHS Greater Glasgow & Clyde (GG&C)	
		4. Inverclyde Council and NHS GG&C	

7.0 CONSULTATION

- 7.1 This report has been prepared following liaison with the identified workstream leads and Heads of Service.

8.0 BACKGROUND PAPERS

- 8.1 Our overarching three-year Workforce Plan 2022 - 2025 can be found here:
https://www.inverclyde.gov.uk/assets/attach/16830/HSCP-Workforce-Plan_WEB.PDF

Inverclyde Health & Social Care Partnership
Workforce Plan 2022- 2025
Action Plan
October 2024



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	Responsible 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	March 2025	All actions will be underway, and groups will meet regularly to feed into review.	Finalized approved report has been published and distributed to all relevant stakeholder. The three workstream groups will be taken forward (Structure and Service Delivery; Our Workforce; New Ways of Working) to be created and those members will take forward actions over the next 9 months. These actions will be monitored through the refreshed workforce plan that will be published in 2025.	GREEN
	Review of Homelessness services New Interim Service Manager in post for Homelessness and New to Scotland	Head of Mental Health, ADRS & Homelessness (Chair of Programme Board)	March 2025	Independent review of service re-design undertaken during first two quarters of 2024/25 and recommendations and options appraisal to be considered through appropriate governance structures.	Temporary two year staffing structure implemented as a test of change in 2022/23 approaching end of fixed term. Options appraisal of three possible future organizational structures and funding models to be considered by IJB in November 2024 with anticipated implementation of plan in Q4 2024/25. Unison have been consulted during review process. Implementation	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 quarterly reports	NHSGGC and IC HR Managers	March 2025	Reports presented at SMT on quarterly basis and disseminated to Service Managers	of changes will take place in the next 3 years. This information is provided in various formats. - The monthly workforce Storyboard report produced by Workforce Information. - 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 - A comprehensive monthly absence report is circulated to Chief Officer for dissemination, as appropriate.	GREEN
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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	March 2025	Progress to be reported to SMT and SPF. Workplan in place to monitor progress. Risks identified and mitigated.	- 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
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					• 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 NHSGG&C primary care leads to attract GPs locally.	Service Managers in key areas	March 2025	Increase in applicants for posts. Vacant posts are recruited to. Length of time posts are vacant are 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. 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.	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 2025		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. Retention remains an ongoing issue and the success of the targeted recruitment work for QSW is offset by more experienced QSW leaving the organization.	
				March 2025		
			Service Managers in key areas			
		Work with IC and NHSGGC to enhance entry to the workplace through graduate programmes, apprenticeships, kickstart & other employability services as appropriate				
		Aim to reduce reliance on temporary contracts and bank/ locum staff.	Service Managers in key areas	March 2025		GREEN
					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. Care at Home Service is	

					working jointly with HR to reduce the number of temporary posts with an aim to achieve 90% permanent. This joint exercise is ongoing and making good progress. 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.	
	Utilise market facilitation to influence pay, terms, and conditions across the range of commissioned services.	Service Manager Quality & Development / Service Manager Procurement Inverclyde Council	Marc h 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	March 2025	Increase in SW recruitment & retention. No aim/ number to be supported agreed.	Training board meet every 8 weeks. Strategies have been developed. Funding of MSc students' scheme and an internal traineeship scheme are being implemented.	GREEN
	Prioritise development & implement strategies to support recruitment & retention of Social Workers and criteria to assess effectiveness.	Chief Social Work Officer	March 2025	Board will function as a conduit so that all managers can plan for future training needs and appropriate training can be delivered/ commissioned	Internal "grow your own" scheme underway. First cohort of students will start university course Autumn 2024.	
	Develop board to oversee planning of training and identify themes/ requirements linked to appraisals, PDPs, and staff development	Chief Social Work Officer	March 2025		Managers development day held. Report produced highlighting specific service training needs and common themes. Core skills training underway. HSCP induction – short life working group established.	

	Sponsor & /undertake a Training Needs Assessment which highlights future training needs required to deliver the 4 Key Strategic Priorities.	Chief Social Work Officer	Feb 2025	Training needs highlighting and incorporated in to planning processes	Training calendar produced and will be updated every 6 months. 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. Cohort 2 is being considered for next year Assessment and support planning training is now available for Care at Home staff. Recording and reporting training is in development. HSCP induction – short life working group established. New induction plan ready late 2024 Services have the opportunity to bring their training information to the Training Board for	GREEN
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					inclusion in the calendar.	
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	Marc h 2025	HoS to identify NHSGG&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	Train Workplace assessors from within care at home	Service Manager Quality and	March 2025	Assessor hours meet requirement each year – achieved for 23/24 &	HSCP SVQ Centre delivers eight awards in total including 3 SVQ	GREEN

Services and Healthcare and Care Services Leadership and management	service to increase capacity. Identify anticipated future demand - Services project yearly requirements. Identify requirements from Business Support Review	Development	March 2025	24/25. Verification from SQA Staff are competent & confident – appraisals. Number of staff trained & registered with SSSC yearly. Outcome of external Verifications of centre by SQA	awards at Level 4 and the Professional Development Award in Health and Social Care Supervision. 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	March 2025	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.	GREEN

				The programme runs until June and will resume in August and is open to all HSCP staff and providers. To ensure the continuation of Adult Protection training, we are currently recruiting for a new Adult Protection Lead now in place. Multiple sessions at the different levels are run throughout the year	
Levels of training requirement are targeted to specific roles and identified in PDPs.	Chief Social Work Officer	March 2025			
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	

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	GREEN
Develop a programme which ensures staff are skilled in managing complaints, FOIs & SARs promotes culture change and understanding.	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 2025	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.	This is now a shared service between Inverclyde HSCP and Inverclyde Council with regular training in place.	BLUE
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	Nov 2024	Outcomes as described in Promise Plan Delivery team to be developed	I Promise team under the governance of Promise Board have provided 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 due to be published in	GREEN

					June 2024 will be shared by I Promise team across the workforce and with all partner agencies and 3rd sector. Consultation 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.	
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	Post is now vacant. Aim to backfill early 2025. Dementia Informed practice (awareness course) will be re-started by the Training team late 2024/early 2025. Training coordinator post is still 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 F2F & digital learning which is accessible to all partners	Mental Health Programme Board (MHPB)	March 2025	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: - ASIST training (HSCP) 85 participants trained. - Living Works START online training 522 individual licenses issued	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 2025	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.	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. Working on this as part of the Suicide Prevention sub-group to co-ordinate better and identify ongoing training needs is ongoing	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 2025			

The Aspire system will be implemented following staff training			
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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	March 2025	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	March 2025			
	Identify where digital support/ ICT would support working differently.	All HoS and Service Managers	March 2025			
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. Ensure use of team meetings/ staff development/	All HoS and Service Managers	Annual Update 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

New staff are supported and feel confident in their new roles	appraisal/ supervision/ 1:1/				All team leaders actively encouraged to complete follow up meetings and actions plans from the feedback received via iMatter.	GREEN
	Roll-out iMatters each year & construct aligned action plans.	Chief Officer	Annual Update Yearly Update 1,2,3			
	Review and reinvigorate the joint Induction programme for new staff.	Service Manager Quality & Development	Mar 2025		Induction programme has been developed for newly qualified social workers (NQSW) as part of the post qualifying supported year. Following the Training Board development Day, a wider induction will be developed as this was identified as a theme. Short life working group is underway to develop induction programme. New programme will be in place. Identification of how this will be delivered & by who. Number of new staff completed programme. Feedback from programme.	

	Continue to develop current programme of support for Newly Qualified Social Workers which delivers the year of supported practice.	Chief Social Work Officer	March 2025 and Yearly Update 1,2,3	Feedback/ evaluation Recruitment & retention data. Increased number of practice supervisors.	CLDT had two NQSWs and both were successfully supported through their first year of practice and have been retained. Post qualifying supported year has developed and the second cohort of NQSW have now started. There still issues with availability of mentors and team leads to undertake increased supervision requirements. Continuous learning is overseen by Learning and Development officers and regular support forums are held. NQSW support continues with current cohort. The Training Board will consider recent changes to requirements and formalizing of procedures prior to mandatory implementation in Oct 24. NQSW supported year is now mandatory. Learning and Development officers continue to support NQSW's and managers to meet the SSSC requirements	GREEN
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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	March 2025	Managers and staff report awareness of the wellbeing plan. Staff supervision/ 1:1 discussion includes wellbeing elements.	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. Both parent employers have a dedicated health and wellbeing page for our employees.	GREEN
	Managers utilize opportunities to discuss wellbeing on a 1:1 and team basis.		March 2025			
	Work towards achieving the No One Grieves alone charter for HSCP (timescale tbc)		TBC			
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	Staff awareness of the impact of trauma and trauma informed approaches Number of staff and leaders accessing training Evaluation of training delivery Feedback from	National Trauma Transformation Programme training and resources continue to be accessed by staff including HSCP and third sector partners. No. staff accessed to date: - Scottish Trauma Informed Leaders Training (STILT): 51 - Level 1 online animation: 155	GREEN

				development/coaching sessions re. trauma informed approaches being implemented Evidence of trauma informed approaches being considered in policies, processes and service delivery	- Level 2 core e-module: 45 Rolling calendar of in-person training at Levels 1 and 2 now available to all. No. staff accessed to date: - Level 1: 88 - Level 2: 129 An additional 46 staff have accessed Level 3 Training as part of the 'Women in the Justice System' Early Action System Change Project Ongoing inputs and development sessions/workshops offered to services and teams Follow-up reflective coaching sessions for attendees of L2 training due to be offered to aid evaluation and support embedding of training into practice.	
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					and reviewing services Trauma informed spaces e.g., reception areas and interview rooms.	trauma-trained and trauma aware. There is ongoing evaluation in terms of translating the training into practice.	
Staff achievements are celebrated	HSCP will continue to plan and organise the yearly HSCP staff awards.	Chief Officer and HoS	Yearly		Number and range of nominations received. Number of attendees at events Feedback from staff	HSCP Staff Awards were held in the Beacon Arts Centre on 23 rd February 2024. Work is now complete for the winners to attend the NHSGGC staff on 30 th May 2024. Nominations have been entered for the Pride of Inverclyde Awards, closing date 24 th May 2024. May 2024 – Inverclyde In reach DN came runner up at national RCN Scotland awards for Nurse of the Year Work has started on the next Staff Awards event.	GREEN
	Winners attend the NHSGGC staff awards.	Chief Officer and HoS	Yearly				
	Managers nominate staff/ teams for these awards, Pride of Inverclyde, and others.	HSCP Managers	Yearly				