
Report To:	Inverclyde Integration Joint Board	Date:	23 June 2025
Report By:	Kate Rocks Chief Officer, Inverclyde Health & Social Care Partnership	Report No:	IJB/79/2025/CG
Contact Officer:	Angela Rainey Service Manager Support Services	Contact No:	01475 712756
Subject:	HSCP Workforce Action Plan 2022-2025 – Progress Update		

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 (IJB) with the annual update on the HSCP Workforce Action Plan 2022-2025.
- 1.3 The HSCP Workforce Action Plan 2022-2025 is detailed in Appendix 1. There are 25 actions, and the table below provides a summary of progress to date:

<u>RAG Status</u>	<u>Nov-23</u>	<u>June-24</u>	<u>Jan-25</u>	<u>June-25</u>
Green (on-track)	20	23	24	20
Amber (slight delay)	5	1	0	0
Red (significant delay)	0	0	0	0
Blue (complete)	0	1	1	5

- 1.4 The HSCP Workforce Planning Group has commenced development of a refreshed Workforce Plan, which will align with our new Strategic Partnership Plan 2024–2027.

2.0 RECOMMENDATIONS

- 2.1 It is recommended that the IJB note:
- the progress which has been made since the last update; and
 - acknowledges that the HSCP Workforce Planning Group is currently developing a refreshed Workforce Plan, and it is intended the final version will be presented to the IJB for approval early next year.

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 The HSCP Workforce Action Plan 2022-2025 is detailed in Appendix 1. There are 25 actions, and the table below provides a summary of progress to date:

RAG Status	Nov-23	June-24	Jan-25	June-25
Green (on-track)	20	23	24	20
Amber (slight delay)	5	1	0	0
Red (significant delay)	0	0	0	0
Blue (complete)	0	1	1	5

3.4 Governance of the plan is maintained through regular reporting to the HSCP Strategic Planning Group and the IJB. The Scottish Government also requires submission of a three-yearly workforce plan once it has been developed and approved locally. However, on 17 December 2024, the Scottish Government wrote to NHS Board Chief Executives, IJB Chief Officers, and Local Authority Chief Executives, acknowledging the workload pressures facing NHS Boards and HSCPs, as well as the challenges of workforce planning in the current environment. To support greater agility and reduce unnecessary burden during this period of significant change, the Scottish Government introduced a revised approach.

Instead of submitting a full workforce plan, organisations were asked to complete a reporting template consisting of nine questions. Using feedback gathered from local workforce planning engagement sessions—including input from Inverclyde HSCP—NHS Greater Glasgow and Clyde submitted the response by the deadline of 17 March 2025.

3.5 The current HSCP Workforce Plan 2022–2025 is due to expire this year, and a new plan will need to be submitted to the Scottish Government once it has been approved. The HSCP Workforce Planning Group has begun work to refresh the plan, ensuring it aligns with the new Strategic Partnership Plan 2024–2027, the draft NHSGGC Workforce Plan 2025–2028, Inverclyde Council’s People and Organisational Strategy 2024–2027, and relevant Scottish Government guidance. It is the aim of the HSCP Workforce Planning Group to present a final version for approval by the IJB early next year.

4.0 PROPOSALS

- 4.1 That the IJB notes the progress made since the last update and acknowledges that the Workforce Planning Group is currently developing a refreshed Workforce Plan. It is intended the final version will be presented to the IJB for approval early next year.

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	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 the 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 of our previous Strategic Partnership Plan 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 has begun on the development of a new Workforce Plan, which will be in line with our four strategic priorities of the new Strategic Partnership Plan 2024-2027.

5.6 **Equalities**

(a) Equalities

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

	YES – Assessed as relevant and an EqIA is required
X	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 EqIA is required. Provide any other relevant reasons why an EqIA 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.	
Inverclyde’s most vulnerable and often excluded people are supported to be active and respected members of their community.	
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.	

(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	
People who use health and social care services have positive experiences of those services, and have their dignity respected.	
Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.	
Health and social care services contribute to reducing health inequalities.	
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.	
People using health and social care services are safe from harm.	
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.	
Resources are used effectively in the provision of health and social care services.	

5.9 Environmental/Sustainability

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

Has a Strategic Environmental Assessment been carried out?

	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.

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](https://www.inverclyde.gov.uk/assets/attach/16830/HSCP-Workforce-Plan_WEB.PDF)

Inverclyde Health & Social Care Partnership
Workforce Plan 2022- 2025
Action Plan
May 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	Reports presented quarterly at SMT. Information is disseminated to Service Managers. Health HR – Information on sickness absence / statutory & mandatory training / KSF (TURAS) are provided on a monthly basis.	This information is provided in various formats. 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
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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	April 2024	Progress to be reported to SMT and SPF. Workplan in place to monitor progress. Risks identified and mitigated.	GREEN - 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.
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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 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.	

[illegible]

					Care at Home Service has worked in partnership with HR to reduce the number of temporary posts. 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	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. 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.	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	Managers development day held. Report produced highlighting specific service training needs and common themes. Core skills training underway. HSCP induction developed.	
	Develop board to oversee planning of training and identify themes/ requirements linked to appraisals, PDPs, and staff development	Chief Social Work Officer	Dec 2023			

	Sponsor & /undertake a Training Needs Assessment which highlights future training needs required to deliver the 6 Big Actions across HSCP & include third sector.	Chief Social Work Officer	Nov 2024	Training needs highlighting and incorporated in to planning processes	Training calendar produced every 6-months. Includes localised training highlighted by Services, 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. Assessment and support planning training is now available for Care at Home staff. Recording and reporting training is in development. HSCP induction programme and guidance for wider staff group has now been disseminated and L&D staff will oversee.	GREEN
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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 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
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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. Identify anticipated future demand - Services project yearly requirements. Identify requirements from Business Support Review	Service Manager Quality and Development	March 2024 May 2024	Assessor hours meet requirement each year – achieved for 23/24 & 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
				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. 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.

GREEN					
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.
	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

					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. 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.	
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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: - 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 subgroup 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. 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.	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			

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. 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

	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 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.	
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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	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 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,	

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		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.	
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 development/coachi	National Trauma Transformation Programme training and resources continue to be accessed online by staff including HSCP and third sector partners. 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.	GREEN

				ng sessions re. trauma informed approaches being implemented Evidence of trauma informed approaches being considered in policies, processes and service delivery	Rolling calendar of in-person training at Levels 1 and 2 open to all sectors. No. staff accessed to date: • Level 1: 265 • Level 2: 289 Commissioning Level 3 Trauma Enhanced training is in progress. Ongoing inputs, development sessions and workshops offered to services and teams Follow-up reflective coaching sessions for attendees of L2 training now being offered 6-monthly.	
Staff achievements are celebrated	HSCP will continue to plan and organise the yearly HSCP staff awards. Winners attend the NHSGGC staff awards.	Service Manager Support Services	Yearly	Number and range of nominations received. Number of attendees at events	HSCP Staff Awards were held in the Beacon Arts Centre on 7th February 2025. NHSGGC staff awards staff on 28th May 2025.	COMPLETE