
Report To: Inverclyde Integration Joint Board **Date:** 26 June 2023

Report By: Kate Rocks
Chief Officer
Inverclyde Health & Social Care Partnership **Report No:** IJB/29/2023/CG

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Subject: HSCP WORKFORCE PLAN 2022 -2025 - UPDATED ACTION PLAN

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 updated Action Plan of the HSCP Workforce Plan as requested at the November 2022 meeting.

1.3 The plan has been updated in conjunction with the relevant leads and the HSCP Senior Management Team.

1.4 Governance of the plan will be via the HSCP Strategic Planning Group.

2.0 RECOMMENDATIONS

2.1 The Integration Joint Board are asked to:

- Note the updated Action Plan and associated reporting mechanism; and
- Note that the next report to Integration Joint Board will be November 2023

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 presented and approved at the Integration Joint Board in November 2022. Members requested further development of the associated Action Plan.
- 3.2 An IJB audit of the plan was undertaken in February 2023 with the outcomes incorporated in the updated plan. This update action plan contains more detailed sub actions; responsible officer and timescales for delivery.
- 3.3 Progress has been made across a number of workstreams including ongoing service reviews, targeted training delivery, support for newly qualified Social Workers and the development of the Training Board. Updates are noted in the attached plan.

3.4 RAG status as at June 2023

Green	18
Amber	5
Red	0
Blue	1

4.0 PROPOSALS

- 4.1 Governance of the plan will be via six monthly reporting to the HSCP Strategic Planning Group and an annual update in November of each year to the Integration Joint Board.
- 4.2 The HSCP Pentana performance management system will be utilised for reporting going forward.
- 4.3 The HSCP is required to submit an annual update to the Scottish Government .

5.0 IMPLICATIONS

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

SUBJECT	YES	NO	N/A
Financial	X		
Legal/Risk		X	
Human Resources	X		
Strategic Plan Priorities	X		
Equalities	X		
Clinical or Care Governance	X		
National Wellbeing Outcomes	X		
Children & Young People's Rights & Wellbeing	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

The workforce will be regularly updated as the plan progresses.

5.5 Strategic Plan Priorities

All Big Actions are impacted by the availability and adequate training and deployment of staff.

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
People, including individuals from the above protected characteristic groups, can access HSCP services.	Workforce plan supports through staff awareness, training & development
Discrimination faced by people covered by the protected characteristics across HSCP services is reduced if not eliminated.	Workforce plan supports through staff awareness, training & development
People with protected characteristics feel safe within their communities.	Workforce plan supports through staff awareness, training & development
People with protected characteristics feel included in the planning and developing of services.	Workforce plan supports through staff awareness, training & development
HSCP staff understand the needs of people with different protected characteristic and promote diversity in the work that they do.	Workforce plan supports through staff awareness, training & development
Opportunities to support Learning Disability service users experiencing gender based violence are maximised.	Workforce plan supports through staff awareness, training & development
Positive attitudes towards the resettled refugee community in Inverclyde are promoted.	Workforce plan supports through staff awareness, training & development

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 5 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 5 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 5 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 5 pillars action plan
Health and social care services contribute to reducing health inequalities.	Improved outcomes delivered through operationalising the 5 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 5 pillars action plan
People using health and social care services are safe from harm.	Harm reduced through operationalising the 5 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.	Staff satisfaction & retention improved through operationalising the 5 pillars action plan
Resources are used effectively in the provision of health and social care services.	Plan describes the required workforce & skills deployment

5.9 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.

5.10 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.

5.11 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
- Inverclyde HSCP Workforce Plan- Action Plan 2022- 2025

**Inverclyde Health & Social Care Partnership
Workforce Plan 2022- 2025
Action Plan
June 2023**



DRAFT

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	<p>Business Support Review Communications plan staff engagement sessions Operational review group</p>	Head of Finance Planning and Resources (Chair of Business Support Programme Board)	May 2024	All actions will be underway, and groups will meet regularly to feed into programme board.	Communication plan developed. Survey monkey undertaken Face to face engagement sessions with staff partnership undertaken. Regular newsletters are produced and shared with staff Operational group meets monthly and developing SOP.	Green
	<p>Review of Homelessness services Communications plan staff engagement sessions Sub- groups to be set up</p>	Head of Mental Health, ADRS and Homelessness (Chair of Programme Board)	June 2023	All actions will be underway, and groups will meet regularly to feed into programme board.	Communication plan developed. Face to face engagement sessions with staff undertaken. Regular newsletters are produced and shared with staff. Sub-groups meet regularly	Green
HSCP wide and Service level workforce profiles should be routinely reviewed quarterly to inform current demand, capacity, and skills	<ul style="list-style-type: none"> Council HR & NHS HR leads to prepare and discuss quarterly reports 	NHSGGC and IC HR Managers	Sept 2023	Reports presented at SMT on quarterly basis and disseminated to Service Managers	Further discussion required and format to be agreed.	Amber

<p>Health and Care Staffing Act 2019 Minimum Staffing guidance is implemented and monitored</p>	<ul style="list-style-type: none"> Operational managers will be supported to access information and support to implement the act 	<p>Inverclyde HSCP Chief Nurse</p>	<p>April 2024</p>	<p>Readiness for implementation regularly reviewed and reported to SMT Risks identified and mitigated</p>	<p>Chief Nurse engaged at NHSGGC board and SMT level. Service Managers are attending workshops run by Healthcare Improvement Scotland (HIS).</p>	<p>Green</p>
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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
<p>Ensure Inverclyde HSCP is an attractive, positive choice for those wanting to work in the health and social care sector</p>	<p>Focussed recruitment in key areas such as Speech & Language, Psychiatry, and work with NHSGG&C primary care leads to attract GPs locally</p>	<p>Service Managers in key areas</p>	<p>March 2024</p>	<p>Increase in applicants for posts. Vacant posts are recruited to. Length of time posts are vacant are reduced.</p>	<p>Service Managers & Professional Leads are pro-actively reviewing and evaluating job descriptions and targeting potential staff. GP practices and Medical Director have attended relevant events to promote vacancies and Inverclyde.</p>	<p>Amber</p>
	<p>Work with Council and NHS HR to develop innovative recruitment campaigns for hard to fill posts - Learn from and develop approaches such as Care at Home recruitment</p>	<p>Service Managers in key areas</p>	<p>March 2024</p>		<p>Service Managers routinely review temporary contracts in line with HR policy and work with their Head of Service to permanent posts are offered wherever possible.</p>	
	<p>Work with IC and NHSGGC to enhance entry to the workplace through graduate programmes, apprenticeships, kickstart & other employability services as appropriate</p>	<p>Service Managers in key areas</p>	<p>March 2025</p>			

	Aim to reduce reliance on temporary contracts and bank/ locum staff	Service Managers in key areas	March 2024				
	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 are a condition of social care contracts.	Adult social care providers pay at least the Scottish Real Living Wage. Other commissioned providers pay at least the Minimum Wage.		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
<p>Development of a Training Board to plan and oversee training delivery and administer a training fund</p>	<p>L&E to support development of training board</p>	<p>Chief Social Work Officer</p>	<p>Dec 2023</p>	<p>Increase in SW recruitment & retention No aim/ number to be supported agreed</p>	<p>Urgent issues tackled: Early implementation of NQSW supported year World Social Work Day event held.</p>	<p>Green</p>
	<p>Prioritise development & implement strategies to support recruitment & retention of Social Workers and criteria to assess effectiveness</p>	<p>Chief Social Work Officer</p>	<p>Dec 2023</p>	<p>Board will function as a conduit so that all managers can plan for future training needs and appropriate training can be delivered/ commissioned</p>	<p>£100,000 allocated to support HSCP employees to undertake SW degree with open university. Supporting fees for SW students to undertake MSc.</p>	
	<p>Develop board to oversee planning of training and identify themes/ requirements linked to appraisals, PDPs, and staff development</p>	<p>Chief Social Work Officer</p>	<p>Dec 2023</p>		<p>Guaranteed interview led to increase in applicants for posts. Three eligible candidates are in process of being employed</p>	

	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	L&E have engaged with teams on priorities- ongoing and focused on specific areas e.g., where redesign is ongoing. Training board to agree how this piece of work will be taken forward.	Amber
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	Seven cohorts of leading in Inverclyde have been completed. Inverclyde council leadership programme is underway across the summer with monthly sessions available NHSGG&C Service. Managers have initiated conversations with HoS around the succession planning	Green
Continue to develop the HSCP's SVQ Centre, to include Level 4 Social Services and Healthcare and Care Services	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 Verification from SQA Staff are competent &	Social Services and Healthcare & Care services leadership & management Both implemented.	Green

Leadership and management	Identify anticipated future demand - Services project yearly requirements Identify requirements from Business Support Review		May 2024	confident – appraisals Number of staff trained & registered with SSSC yearly Outcome of external Verifications of centre by SQA	160 staff identified on waiting list for training & verification and home care projecting future years requirements. Challenge of capacity of assessors however assessor hours meet requirement for 23/24 & 24/25.	
Continue to deliver the appropriate levels of Adult & Child Protection Training.	Child & adult protection leads 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	Council officer training is available as per the rolling year programme. Five day child protection training at Stirling university has been advertised to staff Adult Protection financial harm & awareness training has been delivered	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			
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	This has been completed and support to staff continues to be in place	Blue
Develop a programme	Develop a training	Inverclyde	March	No of staff trained	Workplan is developed	Green

which ensures staff are skilled in managing complaints, FOIs & SARs promotes culture change and understanding	matrix Offer a suite of training across a range of platforms Work in partnership with council FOI lead to deliver	HSCP Complaints Manager	2024	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	with indicative dates across the year. FOI training has been offered and delivered online. Complaints training will commence after summer. Team have provided bespoke training at team development sessions.	Green
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	Team & programme manager in place. Engaged with 525 staff to deliver finding of iPromise and the five pledges plan iPromise board & practitioner forum developed	Green
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	Informed level running monthly & skilled level sessions delivered. Post currently vacant & training paused.	Amber
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 &	Mental Health Programme Board	End of 2023	Suicide prevention group training plan developed No of staff accessing training Evaluation of training	Assist, safe talk, and what is the harm running. Training plan being presented to June MHPB.	Green

	digital learning which is accessible to all partners	(MHPB)		delivery Staff supervision & wellbeing conversations	Further work is required on the development of an integrated suite of training provision.	
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 H&S meeting takes place and any action is agreed	Monthly reporting for NHSGG&C which is available to all line managers % Compliance for NHSGG&C fluctuates, and all managers have been asked to ensure their team structure is correct to enable accurate reporting. NHS staff at April 2023: Sharps training 58% compliance Moving & Handling compliance 78% Falls compliance 69%	Amber
	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	Raise awareness & promote use of flexible/ hybrid	All HoS and Service Managers	Nov 2024	Increase in hybrid/flexible working and	Managers have considered where roles can be carried	Green

including flexible/ hybrid working arrangements as per parent body policies	working & policies on a role-by-role basis				out in a hybrid way and keep these under review. Flexible working policies are implemented.	Green
Encourage discussion within teams about appropriate changes which can support hybrid working	All HoS and Service Managers	All HoS and Service Managers	Nov 2024	applications via appropriate policies Staff wellbeing & satisfaction improved – supervision/ staff surveys/ iMatters		
Staff are motivated to remain employees of the HSCP and are actively engaged in making the HSCP a better place to work	Identify where digital support/ ICT would support working differently	All HoS and Service Managers	Nov 2024	Feedback from staff survey/ iMatters Recruitment & retention rates Evidence from exit interviews	iMatters survey undertaken in summer 2022 and survey will open again for staff in June 2023.	Green
Continue to promote the wellbeing plan as a means of valuing staff Ensure use of team meetings/ staff development/ appraisal/ supervision/ 1:1/	All HoS and Service Managers	All HoS and Service Managers	Annual Update Annual Update			
Roll-out iMatters each year & construct aligned action plans	Chief Officer	Chief Officer	Annual Update Yearly Update 1,2,3			

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	an induction for NQSW is in development (expected summer 23) and will be widened to include whole workforce, broad organisational overview, general & team specific.	Green
	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 and Yearly Update 1,2,3	Feedback/ evaluation Recruitment & retention data Increased number of practice supervisors	Inverclyde developed and is an early implementer for NQSW support. This programme is supported by a team of social workers.	Green

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 Staff supervision/ 1:1 discussion includes wellbeing elements	Staff in Inverclyde HSCP have opportunities to raise wellbeing concerns. Events such as National Mental Health Week are supported with campaigns aimed at staff and clients Information aimed at supporting the impact of the	Green
	Managers utilize opportunities to discuss wellbeing on a 1:1 and team basis		Nov 2025			

	Work towards achieving the No One Grieves alone charter for HSCP (timescale tbc)		TBC		cost of living rises for staff has been promoted in various formats including via HR/ pay slips/ digital and team meetings. Staff and HR group is working with Compassionate Inverclyde & partners to achieve the NOGA charter	
Develop a Trauma Informed organisation at all levels beginning with Scottish Trauma Informed Leaders Training (STILT)	Implement the following: Trauma Informed Level 1 Trauma Skilled Level 2 Trauma Enhanced Level 3	Woman In Criminal Justice Project Manager	Nov 2024	Staff in each category identified Number of staff accessed online level 1/2 training Number of staff accessed Level 3 face to face training Increase in trauma informed approaches within services and a trauma informed approach to planning and reviewing services Trauma informed spaces e.g., reception areas and interview rooms	Level 3 trauma enhanced training for staff who intervene directly with service users with trauma has been prioritised and is underway Level 2 skilled and Level 1 trauma informed training for business support and administrative staff within the HSCP and our third sector partners will be implemented next.	Green
Staff achievements are celebrated	Business Support will continue to plan and organize the yearly HSCP staff awards	Chief Officer and HoS	May 2023	Number and range of nominations received Number of attendees at events Feedback from staff	HSCP awards were held in autumn 2022. NHSGG&C awards and Pride of Inverclyde in May 2023	Green
	Winners attend the NHSGGC staff	Chief Officer and HoS	Yearly			

awards		HSCP Managers		Yearly			
Managers nominate staff/ teams for these awards, Pride of Inverclyde, and others							