

2.0 RECOMMENDATIONS

2.1 The Integration Joint Board are asked to:

- Approve the Year 1 Workforce Plan progress report and approve submission to the Scottish Government.
- Note that the next report to Integration Joint Board will be November 2024

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 DL 2022 (09) '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 Health Workforce Directorate on the 2020/21HSCP Interim Workforce Plan.

The National Workforce Strategy for Health and Social Care (2022) has been used to guide development of the HSCP plan focussing on the Five Pillars of the Workforce Journey:

- Plan
- Attract
- Train
- Employ
- Nurture

3.2 A three-year Inverclyde HSCP Workforce Plan 2022 - 2025 was presented and approved at the Integration Joint Board in November 2022. An updated Workforce Plan action plan was approved at the June 2023 IJB meeting. An IJB 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.

3.3 Appendix 1 Inverclyde HSCP Workforce Plan Year 1 Progress Update contains a full update on progress since November 2022.
RAG status as of November 2023

Green	20
Amber	5
Red	0
Blue	0

4.0 PROPOSALS

4.1 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

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
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 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:

x	YES – Assessed as relevant and an EqIA was previously completed in June 2023, a copy of which is available on the Council website 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 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

(c) Fairer Scotland Duty

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.

(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.	Harm reduced 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.	Staff satisfaction & retention improved through operationalising the five pillars action plan
Resources are used effectively in the provision of health and social care services.	Plan describes the required workforce & skills deployment

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
October 2023



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.	Recommendations and findings report completed. Implementation of report on hold until service manager starts early November 2023.	AMBER
	<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.	Final elements of homeless redesign being developed with staffing, financial and accommodation modelling underway.	AMBER

<p>HSCP wide and Service level workforce profiles should be routinely reviewed quarterly to inform current demand, capacity, and skills</p>	<ul style="list-style-type: none"> • Council HR & NHS HR leads to prepare and discuss quarterly reports 	<p>NHSGGC and IC HR Managers</p>	<p>Sept 2023</p>	<p>Reports presented at SMT on quarterly basis and disseminated to Service Managers</p>	<p>IC: Reports on Temporary Staff/Sessional/Absence are distributed quarterly. The WIAR (Workforce Information Activity) Reports should also be distributed quarterly but have been delayed due to resources. The Format/Technology involved in statistics is also currently under review to aim for real time information in more accessible manner. Service Succession Plans monitored routinely.</p> <p>NHSGGC: SCP 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 Sept 2023 Reports presented at SMT on quarterly basis and disseminated to Service Managers Further discussion required and format to be agreed.</p>	<p>GREEN</p>
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<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>	<ul style="list-style-type: none"> SMT updates are being provided as required to ensure that SMT members are up to date with progress. NHSGGC structures are in place, and work continues re membership of meetings and representatives. NHSGGC lead has been appointed and comms is being shared with the CN route. JH and LM to co-chair local group, meeting arranged 01.11.2023 to agree membership. All Common Staffing Method tool runs have taken place locally and triangulation meetings with CN are taking place. Webinars from national team about the Act have been shared with all managers and SMT to support staff. 	<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
Ensure Inverclyde HSCP is an attractive, positive choice for those wanting to work in the health and social care sector	<p>Focused recruitment in key areas such as Speech & Language, Psychiatry, and work with NHSGG&C primary care leads to attract GPs locally.</p> <p>Work with HR to develop innovative recruitment campaigns for hard to fill posts - Learn from and develop approaches such as Care at Home recruitment.</p> <p>Work with IC and NHSGG&C to enhance entry to the workplace through graduate programmes, apprenticeships, kickstart & other employability services as appropriate</p>	Service Managers in key areas	March 2024	<p>Increase in applicants for posts.</p> <p>Vacant posts are recruited to.</p> <p>Length of time posts are vacant are reduced.</p>	<p>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.</p> <p>CLDT successfully recruited a new Consultant Psychiatrist in February 2023 and has filled SLT and LD Nursing vacancies.</p>	GREEN

	<p>Aim to reduce reliance on temporary contracts and bank/ locum staff.</p>	<p>Service Managers in key areas</p>	<p>March 2024</p>		<p>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.</p> <p>Care at Home Service is working jointly with HR to reduce the number of temporary posts with an aim to achieve 90% permanent.</p>	<p>AMBER</p>
	<p>Utilise market facilitation to influence pay, terms, and conditions across the range of commissioned services.</p>	<p>Service Manager Quality & Development / Service Manager Procurement Inverclyde Council</p>	<p>Nov 2025</p>	<p>Fair work practices and the Ethical care charter is a condition of care at home contract.</p>	<p>Market facilitation background research and reviews completed. On track.</p>	<p>GREEN</p>

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 established. Meetings are held six weekly.	GREEN
	Prioritise development & implement strategies to support recruitment & retention of Social Workers and criteria to assess effectiveness.	Chief Social Work Officer	Dec 2023	Board will function as a conduit so that all managers can plan for future training needs and appropriate training can be delivered/ commissioned	Strategies have been developed. Funding of MSc students' scheme and an internal traineeship scheme are being implemented. A development day was held involving managers from across HSCP. A report has been produced highlighting specific service training needs and common themes across the HSCP	
	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	See above re Training Board Development Day. Training Board will use the report produced to plan and prioritise training.	GREEN
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.	Where leadership training was identified at the Training Board Development Day, this will be developed and taken forward. Leading in Inverclyde programme – all sessions booked and paid for pre-pandemic have now been completed.	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 2024	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	May 2024	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. All SQA verification checks have been confident with no sanctions. Business support have increasing involvement in monitoring the administration of the awards.	GREEN
	Child & adult protection leads participate in planning & delivery of training. Levels of training requirement are targeted to specific roles and identified in PDPs. Implement any learning that emerges from the Scottish Child Abuse Enquiry	Chief Social Work Officer Chief Social Work Officer Chief Social Work Officer	May 2024 May 2024 TBC	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
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.	Develop a training matrix. Offer a suite of training across a range of platforms. Work in partnership with council FOI lead to deliver	Inverclyde HSCP Complaints Manager	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 is due to commence early November on complaints / FOIs / SARs which will help address these issues	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	The team continues to raise awareness of The Promise, what it means to Inverclyde and offering our workforce, Children, Young People and Families opportunity to participate in activities to discuss and reflect on our local systems, practices, processes, and culture.	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	Post is now vacant. Aim to backfill early 2024.	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 & digital learning which is accessible to all partners	Mental Health Programme Board (MHPB) N	End of 2023	Suicide prevention group training plan developed. No of staff accessing training. Evaluation of training delivery. Staff supervision and wellbeing conversations.	Developing career pathway in HSCP. Coordinated by Strategic Planning Group will include workforce, volunteers, and community members. Tapping into NHS GGC pathway, reported through suicide prevention group.	AMBER
Ensure compliance with Statutory and Mandatory Training	Review which reports are provided and the frequency of reports to Service Managers	Service Manager Quality & Development	March 2024	Increase in rates of compliance. Staff report they have protected time for completion. Discussion at each HSCP Health and Safety meeting takes place and any action is agreed.	Care at Home team produce a monthly report, which is distributed to all managers to monitor compliance with statutory and Mandatory training requirements.	GREEN
	Liaise with Council HR/ OD and Health & Safety to consider with Q&L Team Lead how best to provide these	Service Manager Quality & Development	March 2024		Research is being conducted to identify a system to record all council and NHS training.	

Action 4 - Inverclyde HSCP will ensure staff feel valued and rewarded for the work they do, and that NHS Scotland and Social Care employers are employers of choice.						
Development Area	Local Actions	Responsible Officer	Target Date	How will we know/measure?	Progress Commentary	RAG Status
Positive workplace changes from Covid-19 are embedded & spread including flexible/ hybrid working arrangements as per parent body policies	Raise awareness & promote use of flexible/ hybrid working & policies on a role-by-role basis.	All HoS and Service Managers	Nov 2024	Increase in hybrid/ flexible working and applications via appropriate policies. Staff wellbeing & satisfaction improved – supervision/ staff surveys/ iMatters.	Our approach to Hybrid Working is as an effective evolution in our ways of working that improves our performance. Decisions on hybrid working requests will be taken based on an understanding of business needs, demands and expectations. Discussions with teams take place about how teams can work better together and in consideration of individual work-styles with the availability of ICT kit / desks or other spaces in the workplace are considered by services in determining when staff will attend workplaces.	GREEN
	Encourage discussion within teams about appropriate changes which can support hybrid working.	All HoS and Service Managers	Nov 2024			
	Identify where digital support/ ICT would support working differently.	All HoS and Service Managers	Nov 2024			
Staff are motivated to remain employees of the HSCP and are actively engaged in making the HSCP a better place to work	Continue to promote the wellbeing plan as a means of valuing staff.	All HoS and Service Managers	Annual Update	Feedback from staff survey/ iMatters Recruitment & retention rates Evidence from exit interviews	iMatter and staff survey continue to show general positive feedback from teams particularly around the efforts of recruitment and retention in the HSCP.	GREEN
	Ensure use of team meetings/ staff development/		Annual Update			

	appraisal/ supervision/ 1:1/							
	Roll-out iMatters each year & construct aligned action plans.	Chief Officer	Annual Update Yearly Update 1,2,3					All team leaders actively encouraged to complete follow up meetings and actions plans from the feedback received via iMatter.
New staff are supported and feel confident in their new roles	Review and reinvigorate the joint Induction programme for new staff.	Service Manager Quality & Development	Mar 2024					Induction programme has been developed for newly qualified social workers (NQSWS) 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.
	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					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

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.	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. Bereavement Awareness Training was provided to 42 of our front-line managers (Council and HSCP wide). The plan is to roll this out HSCP wide for all staff.	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			
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	Scottish Trauma Informed Leadership Training = 42 Level 1 Trauma-Informed Training = 8 (face-to-face) Level 2 Trauma-Skilled Training = 19 (face-to-face) Level 3 Trauma Enhanced Training = 46 (face-to-face) Most staff members in Justice, Homelessness, Business Support and Administration are now	GREEN

				<p>and reviewing services Trauma informed spaces e.g., reception areas and interview rooms.</p>	<p>trauma-trained and trauma aware. There is ongoing evaluation in terms of translating the training into practice. Given that Hector McNeil House is due for closure, no trauma-informed environmental spaces can be made available, at this point. However, this is at the forefront of wider ongoing strategic discussions over where services working under Inverclyde HSCP eventually sit.</p>	<p>GREEN</p>
<p>Staff achievements are celebrated</p>	<p>HSCP will continue to plan and organise the yearly HSCP staff awards. Winners attend the NHSGGC staff awards. Managers nominate staff/ teams for these awards, Pride of Inverclyde, and others.</p>	<p>Chief Officer and HoS Chief Officer and HoS HSCP Managers</p>	<p>May 2023 Yearly Yearly</p>	<p>Number and range of nominations received. Number of attendees at events Feedback from staff</p>	<p>Our third sector have been asked to plan and deliver the staff awards ceremony in January 2024.</p>	