

NHS Greater Glasgow and Clyde	Paper No. 26/86
Meeting:	NHSGGC Board Meeting
Meeting Date:	25 June 2026
Title:	Workforce Strategy 2025-2030 Phase One Action Plan
Sponsoring Director/Manager:	Natalie Smith Interim Director of Human Resources and Organisational Development
Report Author:	Dr Mathew Pay Head of HR Strategic Development

1 Purpose

1.1 The purpose of the attached paper is to:

- Provide an overview of the Workforce Strategy 2025-2030 Phase One Action Plan.
- Demonstrate alignment of the Workforce Strategy to the Staff Governance Standard and NHS Greater Glasgow and Clyde's (NHSGGC) Better Workplace strategic aim.

2 Executive Summary

2.1 The paper can be summarised as providing an overview of the Workforce Strategy 2025-2030 Phase One Action Plan.

3 Recommendations

3.1 The NHSGGC Board is to be made aware of the progress being made against the initial Action Plan of the Workforce Strategy 2025-2030.

4 Response required

4.1 This paper is presented for awareness.

5 Impact Assessment

The impact of this paper on NHSGGC's corporate aims, approach to equality and diversity and environmental impact are assessed as follows:

- | | |
|-----------------------------------|------------------------|
| • Better Health | Positive impact |
| • Better Care | Positive impact |
| • Better Value | Positive impact |
| • Better Workplace | Positive impact |
| • Equality & Diversity | Positive impact |
| • Environment | Positive impact |

6 Engagement & Communications

6.1 The issues addressed in this paper were subject to the following engagement and communications activity:

- Monthly progress updates are provided to the Human Resources Senior Management Team and regular updates to the Corporate Management Team and the Area Partnership Forum.
- Quarterly updates are provided to the People and Staff Governance Committee.

7 Governance Route

7.1 This paper has been previously considered by the following groups as part of its development:

- Human Resources Senior Management Team
- Corporate Management Team
- Area Partnership Forum
- People and Staff Governance Committee

8 Date Prepared & Issued

Date Prepared: June 2026

Date Issued: 17 June 2026

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1 Introduction

- 1.1 To ensure effective monitoring of our Workforce Strategy 2025-2030, defined action plans focusing on the phases of the strategy are developed and progressed.
- 1.2 The initial action plan was approved by the Corporate Management Team in August 2025.
- 1.3 This paper will provide an overview of the progress against the agreed Phase One Action Plan.

2 Background

- 2.1 Phase One of the Workforce Strategy 2025-2030 commenced from April 2025 and concluded in March 2026. The Phase One action plan was developed, in partnership, and presented to the Corporate Management Team for approval in August 2025.
- 2.2 Progress against the Workforce Strategy 2025-2030 is a standing agenda item of the quarterly People and Staff Governance Committee.

3 Assessment

- 3.1 Phase One Action Plan
Phase One of the Workforce Strategy 2025-2030 formally concluded at the end of March 2026. Delivery of Phase One focused on establishing the core foundations required to support a safer, healthier and more inclusive workplace, strengthen leadership and culture, improve learning and career development, and modernise recruitment and retention practices across NHSGGC.
- 3.2 The Phase One Action Plan (appendix one) was developed in partnership and approved by the Corporate Management Team in August 2025. All actions within

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Phase One were progressed as planned, with no actions identified as unachievable. Where slippage occurred, this was primarily due to dependencies on external stakeholders or the need to align with national programmes, and these actions were re-phased rather than paused.

- 3.3 Overall, Phase One delivery provides assurance that the strategic intent of the Workforce Strategy has been translated into tangible programmes of work, with evidence of cultural, operational and wellbeing improvements across all four pillars.
- 3.4 The following table provides a snapshot of the outcome of the Workforce Strategy 2025-2030: Phase One Action Plan (April 2025 – March 2026).

Status		Actions	
Complete		37	93%
Progressing into 2026/27		3	7%
Not achieved		0	0%
Total		40	100%

- 3.5 These actions demonstrate meaningful progress towards a safer, more inclusive, and more supportive workplace, with early evidence of positive cultural shifts and more consistent people management practice across NHSGGC.
- 3.6 Transition from Phase One to Phase Two
As Phase One concludes, the organisation has moved into the next stage of delivery through the development of the Workforce Strategy 2025-2030 Phase Two Action Plan (2026-2027).
- 3.7 Phase Two builds directly on the foundations established during Phase One, prioritising actions that strengthen consistency, scale impact, and embed improvement activity into business as usual.
- 3.8 The transition between phases has been planned to ensure continuity of delivery, maintain momentum, and avoid duplication, with learning from Phase One explicitly informing the focus and design of Phase Two actions.
- 3.9 Active Governance and assurance of Phase Two
The Phase Two Action Plan has been developed within the Human Resources & Organisational Development directorate and has been presented to the Corporate Management Team, the Area Partnership Forum and the People and Staff Governance Committee for review and approval.
- 3.10 Strategic Focus of Phase Two
Phase Two of the Workforce Strategy will continue to deliver against the four established pillars:
- Safety, Health and Wellbeing
 - Culture and Leadership
 - Learning and Careers
 - Recruitment and Retention

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- 3.11 The Phase Two Action Plan translates these strategic commitments into a focused set of measurable actions for 2026-2027, ensuring alignment with workforce challenges, staff experience insights, and service sustainability priorities.
- 3.12 Safety, Health and Wellbeing - emerging priorities
Phase Two will place increased emphasis on strengthening attendance management, preventative wellbeing activity, and consistent application of health and safety governance arrangements. This includes further development of digital reporting and assurance mechanisms, improved alignment between service demand and wellbeing support, and embedding positive engagement approaches that support both staff safety and organisational learning.
- 3.13 Culture and Leadership - emerging priorities
Building on Phase One culture and leadership programmes, Phase Two will focus on embedding a clear, organisation-wide culture vision, strengthening leadership capability at all levels, and reinforcing psychological safety and respectful behaviours. This includes refreshed leadership frameworks, continued delivery of Civility Saves Lives, and further work to support staff to speak up and raise concerns with confidence.
- 3.14 Learning and Careers - emerging priorities
Phase Two will prioritise clearer career pathways, improved quality and consistency of development conversations, and alignment between learning provision and future service need. Activity will focus on strengthening PDP&R practice, expanding structured learning pathways, supporting protected learning time, and enhancing access to development opportunities that support workforce sustainability.
- 3.15 Recruitment and Retention - emerging priorities
Recruitment and retention activity in Phase Two will focus on reducing time to hire, improving hiring-manager capability, and embedding continuous improvement within recruitment processes. This includes further standardisation of recruitment frameworks, strengthened onboarding and retention approaches, and continued emphasis on inclusive recruitment practice.
- 3.16 Next steps and reporting
The Phase Two governance processes are complete, a finalised Phase Two Action Plan will continue to be brought forward for reporting through established governance routes. Progress will be monitored through quarterly Workforce Strategy updates, with oversight provided by the HR Senior Management Team and assurance reported to the People and Staff Governance Committee.
- 3.17 This approach ensures continued transparency, accountability and alignment with the Staff Governance Standard and NHSGGC's Better Workplace strategic aim.

4 Conclusions

- 4.1 Phase One of the Workforce Strategy 2025-2030 has been successfully completed, with most actions progressed and no actions identified as unachievable. Delivery has established strong foundations across all four pillars, providing assurance that the strategic intent of the Strategy has been translated into tangible and embedded programmes of work.

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- 4.2 The organisation is now transitioning into Phase Two (2026-2027), which builds directly on the progress made during Phase One. The Phase Two Action Plan was approved through NHSGGC Active Governance arrangements and will focus on embedding improvement, strengthening consistency across services, and addressing priority workforce challenges in support of the Staff Governance Standard and Better Workplace strategic aim.

5 Recommendations

- 5.1 The NHSGGC Board is asked to:
- Note the progress made against the Workforce Strategy 2025-2030 Phase One Action Plan (April 2025 - March 2026).

6 Evaluation

- 6.1 The Head of HR Strategic Development will review and update Workforce Strategy action plans on a regular basis and will work with relevant HR leads to ensure alignment, reduce duplication, and support cross-functional delivery of the strategy. Where appropriate, the Head of HR Strategic Development will escalate issues appropriately through the Interim Director of Human Resources and Organisational Development.

7 Appendices

- 7.1 Appendix One – Workforce Strategy 2025-2030: Phase One Action Plan.

Appendix One



Workforce Strategy 2025-2030

Phase One Action Plan (April 2025 – March 2026)

The following report sets out the Phase One Action Plan (August 2025 – March 2026) for delivery of the [Workforce Strategy 2025-2030](#). It builds on progress made through the [2021-2025 strategy](#) and continues to align with NHS Greater Glasgow and Clyde's (NHSGGC) [Staff Governance Standards](#) and the [Strategic Aim](#) – Better Workplace.

Action		Target Date	Progress
Community Pillar 1: Safety, Health and Wellbeing Safety, health and wellbeing are an integral part of everyone's way of working. Working towards and maintaining high compliance in our workplaces with competent trained staff, supported with safety measures will improve colleague physical and mental health and wellbeing.			
Objective one: a safe and healthy workplace.			
1	Embedding compliance and best practice, delivering a positive work environment that supports the health and safety of our staff	December 2025	<u>Complete</u> <ul style="list-style-type: none"> Digital H&S Performance Storyboard successfully piloted across three services with positive feedback. Roll-out completed for pilot sites, with remaining training delivered in January. A comparative audit process is now in place, enabling targeted improvement where self-audit and SHaW results vary by more than 10%.
2	Discussing staff wellbeing needs during Personal Development Planning and Review (PDP&R).	October 2025	<u>Complete</u> <ul style="list-style-type: none"> As part of our programme of Collaborative Conversations to understand our staff's experience of the PDP&R process, we are testing Wellbeing prompts and have used this to inform PDP&R resources for managers, reviewers and reviewee. Four structured sessions have been completed and will continue quarterly.

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3	Developing and implementing a Positive Engagement Conversations (PECs) toolkit for leaders to use with their teams.	<p>March 2026</p> <p>July 2026</p>	<p><u>Progressing into 2026/27</u></p> <ul style="list-style-type: none"> While progress on Positive Engagement Conversations (PECs) has been impacted by competing workload demands associated with the implementation of the Digital Health and Safety Performance Storyboard, delivery remains on track with a revised launch timeline of July 2026. The PECs prototype has been successfully developed in partnership with staff-side colleagues, with early testing currently underway within the Health and Safety Service. The next phase will see wider testing led by Health and Safety Practitioners across their aligned services, ensuring the approach is practical, relevant and scalable ahead of full rollout. Early feedback has been encouraging, demonstrating the potential of PECs to support meaningful engagement with staff. To strengthen sustainability and oversight, a dedicated performance page will be incorporated within the Digital Health and Safety Performance Storyboard, enabling ongoing monitoring of uptake and impact. A further update on progress and implementation will be presented to the Board in due course. 	
Objective two: comprehensive wellbeing support for staff.				
4	Access to a multi-disciplinary Occupational Health service which offers a range of assessment and treatment options including: Physiotherapy assessment and treatment, specialist OH Nursing and Physician assessment, Mental Health input including evidence based individual and group-based interventions.	March 2026	<p><u>Complete</u></p> <ul style="list-style-type: none"> OH performance metrics are routinely monitored and used to align capacity with demand. Targeted MSK and mental health pilots are underway in Estates & Facilities to strengthen early prevention and will be reported on in due course. 	
5	Development of Occupational Health and Spiritual Care support model for staff, including seamless	March 2026	<p><u>Complete</u></p> <ul style="list-style-type: none"> Enhanced pathways now in place for bereavement and significant incident response. 	

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	significant incident response and bereavement support.		<ul style="list-style-type: none"> 70 incidents have received specialist support during 2025/26, and 86 peer supporters have been trained through an expanded Peer Support Hub. 	
6	Introducing 'Vital 5' digital health checks for staff. (<i>Vital 5: stopping smoking, safe drinking, healthy weight, healthy mind, blood pressure</i>)	March 2026 July 2026	<u>Progressing into 2026/27</u> <ul style="list-style-type: none"> Implementation of the 'Vital 5' approach is progressing through a phased model, with an initial face-to-face pilot now underway. The first session is currently being delivered, supported by Occupational Health colleagues, focusing on blood pressure and lifestyle indicators. During this trial phase, face-to-face checks will be offered alongside existing Occupational Health support for service events, enabling delivery at pace without requiring significant additional resource. This approach will continue through to March 2027, at which point impact and effectiveness will be formally evaluated. In parallel, work to develop a complementary digital solution has proven more complex than anticipated. Progress has required alignment with Digital Services governance and procurement processes, and while options to accelerate procurement have been actively explored with the Commercial Team, engagement has been slower than expected. Further follow-up has been initiated to confirm next steps and secure a clear route to market. Given the current position, the revised July 2026 digital launch timeline is under review. A revised timescale will be confirmed once a delivery pathway is agreed. 	
Objective three: a culture that puts health, safety and wellbeing at its heart.				
7	Systematic implementation of the Safety, Health and Wellbeing (SHaW) performance framework embedded within the SHaW Culture Framework.	October 2025	<u>Complete</u> <ul style="list-style-type: none"> SHaW Task Calendar fully embedded for 2025/26 with performance now routinely reported through corporate governance routes and informing local improvement actions. 	

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8	All services regularly accessing and completing the tasks within the SHaW Task Calendar.	September 2025	<u>Complete</u> <ul style="list-style-type: none"> System simplification has improved uptake and transparency. Compliance data is now shared regularly at local H&S and HR forums. 	
9	Managers awareness of resources and pathways that are available when crisis support for staff is required.	April 2026	<u>Complete</u> <ul style="list-style-type: none"> A toolkit of resources has been developed by OH Psychology & Wellbeing team with input from wider OH team as well as Learning & Education team. This was approved in April 2026. Manager awareness activity has commenced and will continue in 2026/27 	
Objective four: flexible working that supports our staff and our organisation.				
10	Flexible working options promoted wherever appropriate across our recruitment activity.	September 2025	<u>Complete</u> <ul style="list-style-type: none"> Flexible working is now consistently highlighted in appropriate recruitment campaigns, supporting attraction and Equally Safe at Work alignment. 	
11	Embedding flexible working options as a key principle of any organisational and service redesigns.	September 2025	<u>Complete</u> <ul style="list-style-type: none"> Workforce Change guidance updated so all service redesigns must include a flexible working assessment as standard. 	
12	Compliance with NHS Scotland / NHSGGC work-life balance policies.	December 2025	<u>Complete</u> <ul style="list-style-type: none"> PDP&R resources refreshed to reinforce structured discussions on flexible working and work-life balance across services. 	
13	Monitoring uptake of reasonable adjustments in the workplace.	December 2025	<u>Complete</u> <ul style="list-style-type: none"> Board-wide monitoring established and shared with Partnership groups and reported via the WEG. Data is actively informing joint work with eHealth on assistive technology solutions, with a formal SOP planned for Year 2. 	
Community Pillar 2: Culture and Leadership				

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To develop a compassionate, collaborative, and empowered workforce that delivers exceptional patient care through strong leadership, learning and involvement of staff.

Objective one: a supportive and respectful workplace.

14	Expanding and reinforcing culture change programmes that embed our values and behaviours.	February 2026	<u>Complete</u> <ul style="list-style-type: none"> Culture audit completed and used to shape the next phase of activity. A targeted programme is underway in Emergency Departments, overseen by the Whole System Change Board. Programme to be renewed and updated for 2026/27 to reflect recommendations from Tracy Myhill. 	
15	Growing our culture of kindness and compassion, through further developing Civility Saves Lives, Peer Support and other networks of staff support at the front-line.	February 2026	<u>Complete</u> <ul style="list-style-type: none"> 2025/26 Civility Saves Lives programme approved and delivered, including successful World Kindness Day activity. Peer Support expansion is progressing with new hubs being developed. 	

Objective two: an empowering and accountable environment.

16	Developing and implementing leadership programmes that put person-centred, empowering, and supportive people management at their heart.	December 2025	<u>Complete</u> <ul style="list-style-type: none"> Leadership Accelerator completed in 2026 with full participation from senior leaders. West of Scotland leadership review completed and refreshed 2025/26 regional programme completing June 2026. 	
17	Continuing to embed the Investors in People framework with refreshed development plans in each Site Cluster that incorporate themes from iMatter conversations.	December 2025	<u>Complete</u> <ul style="list-style-type: none"> Refreshed IiP plan agreed with a clear route map to reaccreditation in 2027 and strengthened internal assurance arrangements. 	

Objective three: clear vision and open communication.

18	Continuing to identify what is important to staff through engagement, conversations and continuous dialogue, putting the employee voice at the centre of always striving for a better workplace.	March 2026 August 2026	<u>Progressing into 2026/27</u> <ul style="list-style-type: none"> Engagement channels strengthened through iMatter, Team Talk review and a successful EDI conference. A new Communications and Engagement Plan for 2026/27 is drafted and was presented to the People and Staff Governance Committee in May 2026, where 	
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			further revision was requested for the subsequent P&SG Committee meeting.	
19	Staff having objective setting, appraisal and career conversations with their manager, aligned with clear organisational aims.	October 2025	<u>Complete</u> <ul style="list-style-type: none"> Updated PDP&R resources now explicitly support objective setting and career discussions aligned to organisational aims, consistent with Once for Scotland policy. 	
Objective four: inclusive and welcoming culture, where all staff feel valued for their contribution.				
20	NHSGGC continuing to tackle discrimination in all its forms, ensuring that our processes, policies, ways of working and access to development and career growth are free of bias and create equality of opportunity for all.	March 2026	<u>Complete</u> <ul style="list-style-type: none"> Local EQIAs completed for all Once for Scotland policies. Workforce Equality Group Action Plan for 2026/27 fully delivered with a new plan under development for approval by the WEG in June 2026. NHSGGC has achieved Bronze Equally Safe at Work, a first for an NHS Board in Scotland. Anti-Racism plan for 2026/27 is progressing through governance, with a view to the Board approving this by April 2026 	
21	Leaders taking accountability for ensuring staff feel appreciated and valued, underpinning high levels of motivation and commitment.	December 2025	<u>Complete</u> <ul style="list-style-type: none"> Recognition and appreciation embedded within PDP&R guidance and training; consistent practice remains a focus for all services. 	
Community Pillar 3: Learning and Careers Staff development, learning and career progression is aligned to our workforce plan while supporting individual professional and personal growth, enabling a future ready workforce.				
Objective one: build clear career pathways for growth and development.				
22	Creating structured career pathways to outline progression routes.	March 2026	<u>Complete</u> <ul style="list-style-type: none"> Structured career pathway templates have been developed, informed by Collaborative Conversations and workforce planning insights. Best-practice examples will now be made available for wider sharing. 	

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23	Developing appropriate programmes to support our staff, in response to organisational learning gaps.	March 2026	<u>Complete</u> <ul style="list-style-type: none"> Digital Skills and Literacy Programme implemented in partnership with eHealth, with an accessible suite of learning resources now available to staff. Programme access has been enabled via a desktop icon linking directly to the Digital Skills and Literacy resource pages; uptake and content will be kept under review. 	
24	Ensuring regular and meaningful PDP&R conversations are held for all staff.	October 2025	<u>Complete</u> <ul style="list-style-type: none"> Collaborative Conversations established as a standing mechanism for evidence-based feedback on PDP&R quality and impact. 	
Objective two: design flexible learning for future-ready skills.				
25	Monitoring the effectiveness of teaching and learning, using this feedback to deliver continuous improvement in the learner experience.	March 2026	<u>Complete</u> <ul style="list-style-type: none"> Monitoring and feedback mechanisms are established to support continuous improvement in learner experience. Once for Scotland PDP&R and core statutory/mandatory learning resources are implemented (core modules launched 2 March 2026). Protected Learning Time implementation is underway with governance in place to support ongoing embedding and profession-specific requirements. 	
26	Flexible curricula that can be responsive to organisational demands and learner needs.	March 2026	<u>Complete</u> <ul style="list-style-type: none"> A flexible learning approach has been established, informed by staff feedback and service needs, to support responsiveness to organisational demands and learner requirements. Work is in hand to expand access through resources available outwith existing Learning Management Systems, with continuous improvement continuing in 2026/27. 	
Objective three: shape qualification frameworks for future workforce competencies.				

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27	Regular engagement events with staff to encourage shared practice, networking and discussion.	March 2026	<u>Complete</u> <ul style="list-style-type: none"> Engagement programme delivered through the NHSGGC Workforce Equality Group, including an EDI conference and enhanced iMatter activity with improved metrics. 	
28	Regular connections with our education partners and key stakeholders to ensure they are aware of our strategic requirements for workforce development.	March 2026	<u>Complete</u> <ul style="list-style-type: none"> Education-partner engagement strengthened through a joint event (26 Feb 2026) with Learning & Education, Workforce Planning and Recruitment. A baseline mapping exercise is underway to inform ongoing relationship management and forward planning. 	
29	A Youth Forum to inform the employment of young people (16-24).	December 2025	<u>Complete</u> <ul style="list-style-type: none"> Apprentice Network established on MS Teams as the foundation for a formal Youth Forum model. 	
Objective four: inclusive and welcoming culture, where all staff feel valued for their contribution.				
30	A learning provision that underpins the roles and responsibilities for managers that are outlined in the NHSGGC People Management Guide.	December 2025	<u>Complete</u> <ul style="list-style-type: none"> People Management modules reviewed and aligned to the Guide. A New Manager Pathway is live, with a self-assessment tool circulated to all people managers. 	
31	Development of the NHSGGC Senior Managers Programme.	December 2025	<u>Complete</u> <ul style="list-style-type: none"> Leadership Accelerator for 2025/26 completed; Senior leadership regional programme, led in conjunction with other west of Scotland NHS Boards, launched October 2026 and due to complete in June 2026. 	
Community Pillar 4: Recruitment and Attraction Attract and retain diverse, talented staff through inclusive practices, clear career pathways, and a supportive work environment that values flexibility, wellbeing, and professional growth.				
Objective one: streamline recruitment processes for efficiency and effectiveness.				
32	Reviewing the end-to-end recruitment process, aiming to further increase effectiveness.	October 2025	<u>Complete</u> <ul style="list-style-type: none"> Local and national process reviews completed. 	

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			<ul style="list-style-type: none"> Recruitment Service now operating a continuous improvement approach, with NHSGGC represented on the national working group. 	
33	Exploring the introduction of a fast-track hiring process for business-critical roles and a cohort approach to routine recruitment of entry level posts	December 2025	<u>Complete</u> <ul style="list-style-type: none"> Fast-track processes successfully used for business-critical roles and Annual Delivery Plan posts. Cohort recruitment now embedded for HCSW and Estates & Facilities, with medical roles in scope. 	
34	Developing a range of training sessions to support hiring managers to achieve efficient and effective recruitment.	December 2025	<u>Complete</u> <ul style="list-style-type: none"> Monthly MS Teams training established covering recruitment fundamentals, equality, and fair selection. 	
Objective two: enhance onboarding and retention for long-term success.				
35	Reviewing and refreshing the end-to-end induction process for effectiveness.	March 2026	<u>Complete</u> <ul style="list-style-type: none"> Onboarding Governance Group established. Quarterly manager surveys and Collaborative Conversations are now routine. 	
36	Providing an onboarding mentor ('buddy') to staff joining NHSGGC.	March 2026	<u>Complete</u> <ul style="list-style-type: none"> Standardised guidance for an onboarding buddy/mentor has been agreed and implemented, with ongoing communications and periodic review continuing in 2026/27. 	
37	Introducing an organisational feedback mechanism following an employee's onboarding experience.	March 2026	<u>Complete</u> <ul style="list-style-type: none"> Collaborative Conversations embedded as the primary mechanism for capturing new-starter experience and driving improvement. 	
Objective three: promote diversity and internal career development.				
38	Increasing the use of diversity-focused recruitment marketing.	October 2025	<u>Complete</u> <ul style="list-style-type: none"> All recruitment marketing reviewed and refreshed to reflect workforce and community diversity; ongoing monitoring in place. 	
39	Implementing regular training for hiring managers on inclusive hiring practices, and strategies to assess candidates based on skills and potential.	April 2025	<u>Complete</u> <ul style="list-style-type: none"> Monthly inclusive recruitment training fully embedded in the recruitment calendar. 	

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40	Encouraging diverse interview panels for key recruitment processes to provide multiple perspectives and ensure fair evaluation of candidates.	September 2025	<u>Complete</u> <ul style="list-style-type: none">For senior recruitment processes that include a peer panel stage, staff-led equality groups are invited to nominate panel members, ensuring lived-experience perspectives inform decision-making.	
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