

NHS Greater Glasgow and Clyde	Paper 24/19
Meeting:	NHSGGC Board Meeting
Meeting Date:	27 February 2024
Title:	Internal Communications and Employee Engagement Strategy Review
Sponsoring Director/Manager	Sandra Bustillo, Director of Communications, Anne MacPherson, Director of Human Resources and Organisational Development
Report Author:	Liam Spence, Head of Staff Experience Neil Mcseveny, Deputy Director of Communications

1. Purpose

- 1.1 The purpose of the attached paper is to provide the Board with an overview of what has been delivered from the Internal Communications and Employee Engagement Strategy (the Strategy) in its first year of operation in 2023/24.
- 1.2 This paper is presented in line with the agreed timeline set out in our Active Governance programme.

2. Executive Summary

- 2.1 The Strategy approved by the NHS Greater Glasgow and Clyde (NHSGGC) Board in October 2022, is one of the first such Strategies approved by any Board in NHS Scotland, demonstrating our commitment to putting the employee voice at the centre of creating a Better Workplace.
- 2.2 The Strategy was developed in partnership and with the voice of staff at its heart, via iMatter, Investors in People (IiP) and a programme of Collaborative Conversations. It is a key mitigation for Corporate Risk 3060: Positive, Engaging and Diverse Culture.
- 2.3 The Strategy was launched in February 2023, with a number of key deliverables implemented during 2023. This includes:
 - Our Speak up campaign in both 2022 and 2023, aligned with the national Speak Up week.
 - Our new intranet (Staffnet), rolled out on Sharepoint, improving accessibility and search-ability for our staff.

- A programme of Collaborative Conversations.
- Our first Equality, Diversity and Inclusion (EDI) Conference for managers.
- Using feedback from staff gathered through iMatter and Investors in People (IiP) to identify areas for improvement.

2.4 In addition, as part of our culture of high impact staff engagement, a number of highly successful engagement and communications programmes were run during 2023.

These include:

- A programme of visits by Board members and Directors to local sites across NHS GGC.
- A wide range of leadership visibility events linked to local Investors in People action plans and Board wide initiatives such as the celebration of Estates and Facilities day.
- The Big Conversation – engaging our nursing population in the development of a new nursing and midwifery strategy, with almost 2,500 pieces of individual feedback gathered from those staff.



2.5 One action we continue to progress from 2023, which is included in the 2024 plan, is:

- A refreshed approach to Team Brief, with a pilot in summer 2023 providing valuable lessons for how we consistently deploy a consistent cascade of information across our large and diverse organisation.

Following a broader review of our social media approach in 2023, we decided not to progress a plan for how senior leaders use social media as part of their overall communications with staff.

2.6 Following the success of the first year of the strategy, a more detailed action for 2024/25 has been developed and approved through the CMT, APF, with assurance provided to the Staff Governance Committee on 20 February 2024. An update report on our 2024/25 plan will be presented to the Board in 2025 in line with our agreed Active Governance programme.

3. Recommendations

3.1 The Board is asked to note the progress against the 2023/24 Internal Communications and Employee Engagement plan.

4. Response Required

4.1 This paper is presented for assurance.

5. Impact Assessment

5.1 The impact of this paper on NHS Greater Glasgow and Clyde's corporate aims, approach to equality and diversity and environmental impact are assessed as follows:

- | | |
|---------------------------|-------------------------------|
| • Better Health | <u>Positive</u> impact |
| • Better Care | <u>Positive</u> impact |
| • Better Value | <u>Positive</u> impact |
| • Better Workplace | <u>Positive</u> impact |

- **Equality & Diversity** Positive impact
- **Environment** Neutral impact

6. Engagement & Communications

- 6.1 The update has been informed by discussion across the HR SMT and with The Corporate Communications Team.
- 6.2 The Strategy is overseen by a partnership group, consisting of the Head of Staff Experience, Deputy Director of Communications and three Partnership representatives who have provided input into this paper.

7. Governance Route

- 7.1 This proposal was discussed and agreed by the HR SMT in December 2023.
- 7.2 This proposal was presented to the CMT for approval and the APF in February 2024 for comment and approval.
- 7.3 As part of our Active Governance programme, we have committed to providing an update to the Staff Governance Committee and Board annually on key strategies. The Staff Governance Committee considered this paper on 20 February 2024.

8. Date Prepared & Issued

- 8.1 This paper was drafted in February 2024 and issued to the Board on 20 February 2024.

Attached

- Appendix 1: 2023 IC&EE Action Plan update

Appendix 1 - IC&EE Plan - 2023-24 Progress

Recommendation	Impact & Measurement	Milestone Position (What Should have been Achieved)	Resources & Financial Position	Risk To Delivery (Type & Description)	RAG Status	Mitigating Action Required	Lead
1. Evaluate our effectiveness through iMatter and Investors in People (IiP)	<p>Target: 60% of staff completing iMatter surveys by 2025. Increased from 52% to 54% in 2023.</p> <p>Target: All Acute and Corporate services accredited by Investors in People, with assessment feedback informing agreed action plans across all areas. Corporate, Inverclyde and now West cluster all successfully accredited.</p>	Dec 22: Identify and celebrate iMatter team / service stories across NHSGGC, highlighting the importance of sharing experiences and continuing to pursue change	No additional financial resources required.	Workforce: The key risk is around failure to gain accreditation. This risk is being managed by a Cluster Group in each area being assessed, with leadership at Director level, support from OD and an agreed action plan based on the initial feedback from IiP.	Completed	Completed	Staff Experience Adviser (iMatter operational lead)
		Mar 23: After each IiP assessment, identify and analyse outputs, themes and best practice elements at Cluster and Board level, which can be shared through a series of appropriate communications			Completed	Completed/ ongoing	Head of Organisational Development
2. Communicate and clarify our Vision, Values, Behaviours and Objectives across the organisation	<p>Target: Increased iMatter engagement score for staff who understand how their role contributes to the goals of my organisation. In 2023 this increased from 83 to 84.</p> <p>Target: Increased iMatter engagement score for "I feel that Board members who are responsible for my organisation are sufficiently visible". {working with other Boards to influence Scottish Government to update this question to reflect Senior Leadership rather than Board members} In 2023 this increased from 54 to 55.</p>	Feb 23: Create and launch an awareness and engagement campaign to communicate the organisation's Vision, Values, Behaviours and Objectives, why they are important and what they mean to our staff in their own words	Nil. Any costs associated with print / collateral creation covered as part of existing HR / Communications budgets	Workforce: The key risk has been related to ensuring appropriate timing for this programme given the organisational focus on remobilisation. It was on this basis, that we decided not to conduct an awareness and engagement campaign in 2023.	Overdue	The decision was made in early 2023 not to proceed with a campaign around Vision and Values, based on pressures across the organisation. To ensure we are ready for a future campaign, in 2023 we completed a review of the current approach to sharing purpose, values and aims. This including feedback from IIP and staff focus groups. Recommendations will be incorporated into a 2024 refresh.	Deputy Director of Communications / Head of Staff Experience
		Sept 23: Facilitate Quarterly CEO / senior leadership listening and engagement forums under the 'Better Workplace' corporate objective			Completed	Local visits by CEO and other Directors happening on a regular and ongoing basis. These sessions are also incorporated into specific campaigns, such as the Director of Nursing leading over 400 discussions through the Big Conversation.	Head of Staff Experience
3. Equip our leaders and managers to facilitate open two-way dialogue	<p>Target: Increase the number of staff involved in engagement events and activities. In 2023, 300 staff were involved in collaborative conversations, 250 in our equalities conference, and we had over 2500 individual bits of feedback through our Big Conversation. In addition, we now have over 500 staff regularly engaged in a range of events through our staff led equalities forums.</p> <p>Target: Increase iMatter Engagement score to 60 for staff who feel sufficiently involved in decisions relating to the organisation. In 2023 this increased from 54 to 55.</p>	March 23: Scale and embed our Collaborative Conversations programme, aligned with iMatter, the Staff Governance Standards and IiP outputs, to focus attention on areas of best practice and improvement, so both are used shape activity going forward	All activities will be undertaken virtually or on-site with no additional associated costs.	Workforce: The key risk relates to how busy staff and departments are, with a focus on service delivery. This means that staff do not always prioritise attending events. On that basis, we are ensuring a blended approach of face to face and digital means of engaging with the organisation.	Completed	Programme of Collaborative Conversations underway across NHSGGC to underpin IIP reassessment with improvement recommendations incorporated into IIP Cluster improvement plans. Next stage programme under development.	Head of Staff Experience
		March 23: Work alongside Learning and Education colleagues to develop a programme for managers to build-up skills to take forward local Collaborative Conversations			Completed	Engagement skills integrated into core management training and as part of the Managers Guide. Toolkit for engagement skills for all managers launched and integrated into the Managers Guide.	Head of Staff Experience/ Head of Learning & Education
		Nov 23: Facilitate Quarterly senior leadership 'two way' dialogue workshops under the 'Better Workplace' corporate objective and iMatter feedback			Completed	Programmes of leadership visibility underway through the IIP clusters, including opportunities for staff to raise issues and questions with senior leaders.	Head of Staff Experience
4. Empower our workforce to speak up, share concerns and ideas for continuous improvement	<p>Target: Increase iMatter Engagement for staff who are confident that their concerns will be followed up and responded to. Baseline set at 72 in the 2023 iMatter survey</p> <p>Target: Increased numbers of staff using our Speak Up services. Speak up in 2022 saw an increased volume of staff volunteering as confidential contacts. Over 2023, more staff have been seeking advice from the HRS AU.</p>	Oct 22: Launch Speak Up Campaign to inform and engage staff about the ways in which to raise issues and receive support	No additional financial resources required.	Workforce: The key risk is that staff don't escalate concerns or issues. Speak up! is in place to mitigate that risk.	Completed	Speak up campaign launched in 2022 and repeated in 2023. Specific resources in place - Speak up guide, one page summary and new intranet page. This will be built in with future campaigns.	Deputy Director of Communications/ Head of Staff Experience

Appendix 1 - IC&EE Plan - 2023-24 Progress

<p>5. Promote our culture of equality, diversity and inclusion</p>	<p>Target: Membership of our staff equality forums/ network increased to over 500 members of staff. This has been met.</p> <p>Target: Reduced cases going to tribunal relating to protected characteristics.</p>	<p>May 23: Deliver an NHSGGC equalities conference, to showcase the progress made through the Workforce Equality Action Plan 21/22, and pave the way for 2023</p>	<p>Conference delivered with grant from 2023 EDI endowment bid. A similar commitment has been made for 2024.</p>	<p>Workforce: The risk is that we are not compliant with our obligations under Equality Law. Mitigations include training for managers, awareness campaigns and ensuring a range of avenues for staff to raise issues and concerns.</p>	<p>Completed</p>	<p>Completed, including a programme of follow on workshops and seminars for staff. This is part of a package of wider EDI training and engagement, such as our new monthly, equalities core brief.</p> <p>Planning underway for new conference in August 2024.</p> <p>A comprehensive package of training for all NHSGGC people managers is included in the 2024 plan.</p>	<p>Head of Staff Experience</p>
<p>6. Equip our workforce to lead and champion positive change in line with our Staff Governance Standard (SGS)</p>	<p>Metrics set as part of 2024 plan</p>	<p>Dec 22: Design graphics to align the SGS with key workforce campaigns and strategies (e.g. Recruitment and Marketing Strategy, Workforce Strategy, Workforce Equality Action plan etc.), to highlight changes planned and actions being progressed are embedded in sound governance, which puts the staff at the centre</p>	<p>Any costs associated with print / collateral creation have been covered as part of existing budgets.</p>	<p>Workforce: The risk is that staff don't always feel empowered to enact change. We continue to encourage staff to put forward ideas, suggestions and opportunities through our various campaigns and services.</p>	<p>Completed</p>	<p>Completed. This diagram to be included as part of future strategies to create consistency.</p>	<p>Head of Staff Experience</p>
<p>7. Enable access to communication, developing a clear style for specific communication channels, including via the re- invigoration of Team Brief</p>	<p>Improved outcomes from the annual Communications Audit</p>	<p>Apr 23: Develop Team Brief templates and launch campaign</p> <p>June 23: Develop style guide for Internal communications channels</p>	<p>No additional financial resources required.</p>	<p>Workforce: The risk is balancing consistent messages in Team Brief across our large and diverse workforce. The pilot was useful in providing lessons on how best to do this, with testing programmed in for 2024 as part of our Collaborative Conversations programme.</p>	<p>Overdue</p> <p>Completed</p>	<p>Team brief piloted. Lessons learnt will inform wider roll out from March 2024. Included in 2024/25 plan, with associated metrics to be developed.</p> <p>Complete. Review due in 2024, following channel audit.</p>	<p>Deputy Director of Communications</p>
<p>8. Reinvigorate online internal communications, including a re-evaluation of Core Brief and development of digital channels,</p>	<p>Improved outcomes from the annual Communications Audit</p>	<p>Jan 24: Undertake an Internal Communications channel analysis and audit against a backdrop of the MS365 roll-out</p> <p>March 23: Working in partnership with eHealth, develop a roll-out strategy and schedule for new MS365 communication tools</p> <p>June 23: Develop new NHSGGC intranet platform</p> <p>June 23: Re-establish / re-launch Core Brief as channel for organisational announcements and information</p>	<p>No additional financial resources required.</p> <p>Intranet budgeted by e-Health as part of MS365 roll-out.</p>	<p>Workforce: The risk is providing communications in a range of different ways and formats that meet the different needs of different staff groups while ensuring that key messages are heard and understood. We continue to test the success of our communications methods through period surveys of staff, with excellent feedback on the recently launched intranet.</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>	<p>Audit completed in 2023 to underpin the roll out of the new intranet. Full Internal Communications channel analysis and audit planned for 2024.</p> <p>There has been a number of changes in terms of the Microsoft offering, which we are actively discussing with them on how we can best use these to improve staff engagement. A plan for phase two has been developed to underpin the next stage.</p> <p>Completed</p> <p>Completed</p>	<p>Deputy Director of Communications</p>
<p>9. Develop Leaders and Managers Visibility and their Presence on Social Media</p>	<p>Online social media footprint of NHSGGC increased.</p>	<p>July 23: Develop a communication plan, which equips and supports senior leaders to develop a social media persona and utilise social media as a means to engage with staff and members of the public</p>	<p>No additional financial resources required.</p>	<p>Workforce: The risk relates to maintaining a good public profile of senior leaders as part of our overall organisational voice. We have included actions in 2024 to ensure we continue to manage this.</p>	<p>Not taken forward</p>	<p>Reconsidered in context of strengthened internal communications and engagement approaches.</p>	<p>Deputy Director of Communications</p>