

NHS Greater Glasgow and Clyde	Paper No. 24/52
Meeting:	NHSGGC Board Meeting
Meeting Date:	30 April 2024
Title:	Workforce Strategy 2021-2025 review
Sponsoring Director/Manager:	Anne MacPherson, Director of Human Resources and Organisational Development
Report Author:	Dr Mathew Pay, Workforce Strategy Manager

1. Purpose

The purpose of the attached paper is to:

- Provide an update on the progress of the Workforce Strategy 2021-2025.
- 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

The paper can be summarised as follows:

- Providing an update of the Workforce Strategy 2021-2025.

3. Recommendations

The NHSGGC Board is asked to consider the following recommendations:

- The NHSGGC Board is asked to note progress against the Workforce Strategy 2021-2025, for assurance.

4. Response Required

This paper is presented for assurance.

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

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
- Regular updates are provided to the Corporate Management Team and the Area Partnership Forum.
- Review of the Workforce Strategy is a standing agenda item on the Staff Governance Committee.

7. Governance Route

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
- Staff Governance Committee

8. Date Prepared & Issued

This paper was prepared in April 2024 and issued to the NHSGGC Board on 23 April 2024.

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1. Introduction

- 1.1. To ensure effective monitoring of our Workforce Strategy 2021-2025, defined action plans focusing on the first three phases of the strategy were developed and progressed:
- Phase One: Launch – December 2021
 - Phase Two: January 2022 – March 2023
 - Phase Three: April 2023 – March 2024
- 1.2. The Workforce Strategy 2021-2025 has now entered its concluding phase (April 2024 – March 2025). The corresponding Phase Four action plan has been developed accordingly. In developing the Phase Four action plan, a strategy review exercise was undertaken to ensure all of the commitments made within the Workforce Strategy 2021-2025 have been addressed.
- 1.3. This paper will outline the commitments made within the Workforce Strategy 2021-2025 and provide an overview of the progress being made to meeting these commitments.

2. Background

- 2.1. Following the agreement of the Workforce Strategy 2021-2025 (Board Paper 21-16) and its overarching five-year plan, an in-year Implementation Plan was created focussing on its initial phase (April 2021 – December 2021). The Phase One Implementation Plan (April 2021 – December 2021) concluded in December 2021.
- 2.2. Phase Two of the Workforce Strategy 2021-2025 has concluded and was monitored through the Phase Two Action Plan (January 2022 – March 2023).

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- 2.3. Phase Three of the Workforce Strategy 2021-2025 has concluded and was monitored through the Phase Two Action Plan (April 2023 – March 2024)
- 2.4. Phase Four of the Workforce Strategy 2021-2025 has been developed and is underway, ensuring all the commitments made within the Workforce Strategy 2021-2025 have been addressed.

3. Assessment

- 3.1. Progress against each of the commitments made within the Workforce Strategy 2021-2025 are summarised in the Strategy Progress Report (Appendix One)
- 3.2. Outstanding commitments within the Workforce Strategy 2021-2025 will be addressed within the Workforce Strategy 2021-2025 Phase Four Action Plan (April 2024 – March 2025).
- 3.3. The following table provides a snapshot of the progress against the forty commitments made within the Workforce Strategy 2021-2025.

Progress		Total
Complete or integrated into business as usual	31	
In progress	8	
No longer a commitment	1	
Total	40	

4. Conclusions

- 4.1. Positive progress has been made against all the activities within Phase One, Phase Two, and Phase Three of the Workforce Strategy 2021-2025. The Phase Four Action Plan will continue to build upon the success of the Workforce Strategy 2021-2025. There are no actions identified as not being achievable.
- 4.2. Where actions encountered delays and slippage, particularly due to operational pressures with both internal and external stakeholders, momentum was maintained to ensure progress continued.

5. Recommendations

- 5.1. The NHSGGC Board are asked to note the progress made against the commitments outlined within the Workforce Strategy 2021-2025 (Appendix One).

6. Evaluation

- 6.1. The Workforce Strategy Manager will continue to review and update the Workforce Strategy Action Plans on a regular basis and will work with the respective Human Resources Lead to ensure any collaborative working is mutually beneficial towards the Strategy. Where appropriate, the Workforce Strategy Manager will escalate issues appropriately through the Director of Human Resources and Organisational Development and the Corporate Management Team. Measurements within key actions provide examples of continuous improvement.

7. Appendices

- 7.1. Appendix One - Workforce Strategy 2021-2025: Strategy Commitments Progress Report.

Appendix One

**Workforce Strategy 2021-2025
Strategy Commitments Progress Report**

The following report is the progress being made against the commitments outlined in the Workforce Strategy 2021-2025, which are also aligned to NHS Greater Glasgow and Clyde’s (NHSGGC) Staff Governance Standards and Corporate Objective – Better Workplace.

RAG Status	
Blue	Complete
Green	On schedule
Amber	At Risk
Red	Overdue

Ref	Action / Deliverable	Impact and Measurement	Milestone Position	Resources and Financial position	Risks to delivery	RAG	Mitigating action required	Lead(s)
1	Deliver the Mental Health and Wellbeing Action Plan for 2021-2022.	Occupational Health Psychological Therapies team established within Occupational Health service within this time period, allowing for direct specialist support to staff.	Actions contained within the 2021-2022 action plan were delivered. The Staff Governance Committee were assured with the progress made against the action plan.	No additional financial resources required. The Occupational Health Psychological Therapies team was funded by Healthcare Charity	Action delivered	Blue (Complete)	Action delivered	Head of Occupational Health and Safety
2	Provide support to improve the quality and long-term benefits of iMatter as a process.	iMatter response rate and EEI scores continue to increase. iMatter 2023 Response rate: 54% (52% in 2022) EEI: 76 (75 in 2022)	Staff Experience teams work collaboratively to ensure the right level of training and support is made available to all line managers with the iMatter process. These training resources	Nil. Any costs or resources associated with further development will be initially considered by the HR Senior	Action delivered	Blue (Complete)	Action delivered	Head of Staff Experience

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Ref	Action / Deliverable	Impact and Measurement	Milestone Position	Resources and Financial position	Risks to delivery	RAG	Mitigating action required	Lead(s)
			are reviewed and updated periodically. A dedicated email channel can be used to seek additional and personalised support with the iMatter process. The iMatter process is being further developed with the creation of an organisation-wide iMatter action plan.	Management Team.				
3	Develop an 'Employee Voice Pathway' that sets out clearly all the channels of communication open to every individual member of staff to ensure their voice is heard.	<p>iMatter response rate: 2022: 25,007 2023: 26,876</p> <p>iMatter: "I feel involved in decisions relating to my organisation" Target: 60 2022: 54 2023: 55</p>	The NHSGGC Internal Communications and Employee Engagement (ICEE) Strategy 2022-2025 was approved by the Board in October 2022. The strategy's accompanying action plan details the transformation programme underway to:	Nil. Any costs or resources associated with further developments will be initially considered by the HR Senior Management Team or the Communications and Public Engagement	Actions delivered	Blue (Complete)	Actions delivered	Deputy Director of Communications Head of Staff Experience

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Ref	Action / Deliverable	Impact and Measurement	Milestone Position	Resources and Financial position	Risks to delivery	RAG	Mitigating action required	Lead(s)
4	Evaluate and implement technology to assist employee voice.	<p>iMatter: “I feel involved in decisions relating to my team.” 2022: 75 2023: 77</p> <p>iMatter: “I feel sufficiently involved in decisions relating to my organisation.” 2022: 54 2023: 55</p>	<ul style="list-style-type: none"> aid the continuous development of high-performing teams. ensure our employees are well informed and fully engaged. build on the existing communications and employee engagement mechanisms. <p>The ICEE Strategy outlines the current channels of communication open to every individual member of staff to ensure their voice is heard, and how these will be further developed.</p>	Senior Management Team.				Deputy Director of Communications Head of Staff Experience
5	Work with Directors, Chief Officers and SMTs on how they improve their visibility and face to face engagement with front line staff.	<p>iMatter: “I feel that Board members who are responsible for my organisation are sufficiently visible.” 2022: 54 2023: 55</p>	<p>The ICEE Strategy aligns with the NHS GGC Digital Health & Care Strategy: Digital on Demand 2023-2028 which outlines how technology can support the employee voice within NHS GGC.</p>					

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6	Work with the Corporate Communications team to raise the profile and awareness of 'Growing our Great Community'	Improved outcomes from the annual Communications Audit.	'Growing our Great Community' is profiled through many initiatives being delivered by teams within Human Resources and Organisational Development, including electronic stationery, communications, and formal reports. The slogan and accompanying signage are also used within relevant Core Briefs, issued to all staff.		Action delivered	Blue (Complete)	Action delivered	Deputy Director of Communications Head of Staff Experience
7	Roll-out Investors in People standard across NHSGGC, commencing with Inverclyde Royal Hospital. The Investors in People (IiP) framework will be a key mechanism to guide and influence positive, aligned change and deliver the	Using IiP enables us to benchmark our people processes, leadership and culture development against a recognised international standard. It is an external assessment and provides a level of assurance that the improvement work we have been undertaking is effective and our innovative implementation approach enables continuous	Inverclyde Royal Hospital was recognised for its commitment to staff, after being accredited by Investors in People in December 2021. The rollout of Investors in People across NHSGGC is progressing with the final reassessment scheduled for April 2024. The Corporate Cluster received accreditation in 2022. West Cluster were accredited in 2023 and so far in 2024 Clyde	IiP fees have totalled £226k spread over the last 3 years and will take us to our Board accreditation target in May 2024. Continuing partnership with IiP will be subject to Cost Benefit Analysis for another cycle of accreditation which would	Failure to gain accreditation.	Green (On Schedule)	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	Head of Organisational Development (Acute Services)

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	workforce strategy together, throughout our organisation.	improvement in these areas.	Cluster have been accredited. North and South Clusters are being assessed in March and April 2024 respectively.	commence in 2027. It is anticipated that fees due for a 2027 accreditation would be significantly less than the first cycle.			feedback from liP.	
8	Support the development of a 'Success Register'.	Having a Success Register enables the sharing of learning and good practice across NHSGGC to the benefit of patient care, staff experience, financial savings and efficiencies. The system also enables colleagues to acknowledge each others excellent work and to show appreciation and thanks. Site visits: 12,000 times by approximately, 3,000 visitors.	The NHSGGC Success Register was launched in August 2023. Although the Success Register is still in its initial phase, the Register has been visited by hundreds of peers within NHSGGC. New entries are being reviewed and added to the Register weekly.	Resourced internally.	Action delivered	Blue (Complete)	Action delivered	Head of Organisational Development (Acute and Corporate Services)

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		Most visited are of the register: Colleague Recognition , which has been visited on over 1,900 occasions.						
9	Continue and widen access to Staff R&R Hubs for all staff.	Our R&R Hubs are designated spaces for staff to take breaks away from their immediate workplaces where they can get refreshment and regenerate. The Hubs continue to get well over one thousand visits per week and staff have reported a positive impact on their wellbeing and their focus when they return to shift. The Mobile Hub delivered via the Wellbeing Bus has had less impact in 2023-2024 than hoped due to some mechanical and then legal requirements that had to be fulfilled in conjunction with the DVLA. However more impact is expected in	Rest and Recuperation (R&R) Hubs were created in 2020 to give all members of staff the space to relax and recuperate away from their work environments. Following their success and appreciation from staff, R&R Hubs continue to operate on the larger acute hospital sites. Following the donation of a bus, a mobile R&R Hub was launched in late 2023 which provides similar opportunities to smaller sites across NHSGGC. The provision of R&R Hubs remains a key deliverable in the NHSGGC Staff Health Strategy 2023-2025 , approved by the Board in December 2023.	Costs or resources associated with further development of the R&R Hubs will require investment. Funding from 2020 has been through Endowments and NHS Charities.	Action delivered	Blue (Complete)	Action delivered	Head of Occupational Health and Safety

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		2024-2025 as the necessary paperwork is completed allowing a full schedule to be deployed.						
10	Expand the Psychology support to include further Mental Health Check-in and follow up support.	The impact of this was lower than expected and therefore different priorities have been agreed within the 2023-2025 Staff Health Strategy.	Following a review of the revised psychology support introduced, the value and impact of offering mental health check-ins was low. Feedback within the 2022 Staff Health Survey indicated that mental health and wellbeing remains a significant concern for our staff. This is also reflected in the NHSGGC sickness absence profile where anxiety, stress and depression are a leading cause of absence. Therefore Priority 1 within the NHSGGC Staff Health Strategy 2023-2025 is dedicated to strengthening support for mental health and wellbeing including stress.	Additional staffing initially funded by NHS Charities Together. Now funded by NES and NHSGGC Healthcare Charity.	Action delivered	Blue (Complete)	Action delivered	Head of Occupational Health and Safety

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11	Agree a programme of initiatives to further develop Peer Support capacity and capability.	<p>The programme of initiatives that have been developed have been welcomed by staff and managers.</p> <p>Peer Support Level 1: 'Looking after yourself module' 3703 completions</p> <p>Peer Support Level 2: Peer Supporters Target: 1,500 Current: 564</p> <p>Peer Support hubs: Established: 13 Developing: 10</p>	The regularly updated Peer Support Network outlines the various initiatives currently in operation to promote the Models of Peer Support across the three levels throughout the organisation. In addition to Level 1 eLearning, additional initiatives including 45-minute live sessions, are also being delivered to reach wider audiences.	Nil. Any costs or resources associated with further development of the Peer Support Framework will be initially considered by the HR Senior Management Team.	Action delivered	Blue (Complete)	Action delivered	<p>Head of Occupational Health and Safety</p> <p>Head of Learning and Education</p>
12	Embed a sustainable Safety Culture programme through a phased and structured framework.	<p>Measuring the impact on the board will be through the levels of compliance achieved for key initiatives while sustaining the high performance, these include:</p> <p>Health and Safety Training The ambition to be to be greater than 80%.</p>	The Safety Health and Wellbeing Culture (SHaW) Framework was launched in December 2022. The Framework was endorsed by the Chief Executive and the Employee Director. The SHaW Roadmap illustrates how the culture within NHSGGC will improve, using SHaW standards.	<p>The eHealth directorate are supporting the with the digital tools.</p> <p>The Health and Safety team are absorbing actions. There are no cost implications</p>	Action delivered	Blue (Complete)	Action delivered	Head of Health and Safety

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		<p>High Risk Audit Compliance Brings a more challenging ambition and to be greater than 90%.</p> <p>Accident performance Continue to reduce the volume to be better year on year.</p> <p>Task Calendar compliance comes in two parts:</p> <ol style="list-style-type: none"> 1. Target of 100% use for all who are identified as department owners. 2. Full completion of those tasks applicable to their department. <p>Improving all of these levels of compliance will contribute to growing an improving Health and Safety Culture.</p>	<p>Recent initiatives supporting the SHaW culture include the implementation of the Task Calendar; an increase in engagement sessions with line managers; and the development of risk-based health and safety self-audits.</p>	<p>associated with this.</p>				

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13	Work with each Director, Chief Officer and SMT on their succession planning for their own roles and for high-risk roles that need firstly to be identified in each Directorate.	Succession planning is a means to identify, grow, develop and retain our internal talent for our senior positions in a more focused way. It mitigates the organisational risk of not getting the right people when vacancies arise. All Directorates and HSCPs now have Succession Lists for their senior positions.	Directors, Chief Officers and Senior Management Teams now have an agreed succession plan for high-risk roles within their respective directorates. These lists are updates as part of business-as-usual activity in partnership with Organisational Development teams.	Nil. Any costs or resources associated with succession planning will be considered by the respective Senior Management Team.	Actions delivered	Blue (Complete)	Action delivered	Head of Organisational Development (Acute and Corporate Services)
14	In line with Succession Planning, encourage more purposeful personal development plans that address growth in role, career ambitions and vacancy readiness.	High quality and effective PDP conversations that incorporate a discussion about career aspirations are a key enabler to staff feeling valued and support everyone's development. They enable succession planning and the development of the skills needed to sustain our services. These conversations are also an additional opportunity to check in	A suite of synchronous and asynchronous resources have been developed and collated to support managers and reviewers to hold meaningful conversations within their staff. Although the Personal Development Planning & Review process provides protected time for this conversation, managers are encouraged to refer and signpost to these	The Organisational Development teams are absorbing actions. There are no cost implications associated with this.	Actions delivered	Blue (Complete)	Actions delivered	Head of Organisational Development (Acute and Corporate Services)
15	Continue to raise awareness and increase the use of the							

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	Succession & Career Planning framework and guidance by all staff in each Directorate.	on wellbeing of staff members. Qualitative information from liP assessments indicates PDP quality is variable with approx. two thirds of managers conducting these well and one third less so. The aim is to continuously improve this.	resources when discussing succession planning, career development and personal development. These resources are reviewed and refreshed regularly, providing managers with the tools required to hold meaningful reviews.					
16	Build on PDP and Turas reviews to ensure quality conversations and coaching.							
17	Develop a Career Pathway service, incorporating mentoring, coaching, retraining and development opportunities.	<p>Metrics relating to internal progression will be monitored to measure the impact of this initiative.</p> <p>Career Pathways available</p> <ul style="list-style-type: none"> • Administration • HCSW Clinical • Estates • Medical Equipment Management <p>Preparing for interview</p> <p>3 sessions held, in addition to bespoke sessions delivered.</p>	<p>Profession based pathways available in some areas built on a format that can be replicated. Career conversations supported through PDP&R discussions. OD support available for guidance on career conversations, developing a career plan and direction for coaching and mentoring support. Preparation for Interview sessions available for staff Forums/Network. BME Leadership programme available. Application top tips and process for</p>	<p>The Learning & Education teams are absorbing actions. There are no cost implications associated with this.</p>	Action delivered	Blue (Complete)	Action delivered	Head of Learning and Education

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		BME Leadership Programme Places offered: 60	recruitment and selection visible on Recruitment web pages.					
18	Explore different methods of training delivery, asking employees how they want to learn, with a strong focus on online and e-learning.	Learning surveys and participant feedback is requested at the end of training delivery. Feedback is reviewed and used to support future training delivery.	Through the advancement of technology, much more training is being delivered synchronously through virtual methods including Microsoft Teams. It is also acknowledged some staff have difficulty in attending training and development sessions due to conflicting times and operational pressures. Therefore, technology advancements are also supporting the development of asynchronous training - providing an opportunity for staff to undertake training and development at a more suitable time. Learning & Education Teams will continue to embrace alternative delivery methods	Nil. Any costs or resources associated with further development of the training delivery methods will be initially considered by the HR Senior Management Team.	Action delivered	Blue (Complete)	Action delivered	Head of Learning and Education

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			aligning to the NHSGGC Digital Health & Care Strategy: Digital on Demand 2023-2028 .					
19	Work with external education providers to remove barriers to access learning.		<p>Opportunities available to support access include:</p> <ul style="list-style-type: none"> • Articulation routes and Recognition of Prior Learning built into HCSW Nursing pathway with access into registered roles via Open University undergraduate nursing programme. • Bursary opportunities available to support financial access e.g. NHSGGC Staff Bursary, AHP Bursary, service level agreements for Higher Education modules. • Apprenticeship programmes in place providing earn while learn opportunities. • Literacies Support available through NHSGGC Library Network. 	Bursary funding provided through NHSGGC Healthcare Charity		Green (On Schedule)	In Progress	Head of Learning and Education

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			Continuous work to provide access opportunities for development and progression.					
20	Develop learning plan templates.	Not applicable.	Learning plan templates were developed and are available through the Learning and Education Team.	No additional financial resources required.	Action delivered	Blue (Complete)	Action delivered	Head of Learning and Education
21	Commission a leadership development programme for all senior managers across NHSGGC.	This development programme is a key support and enabler for over 300 of our most senior managers and clinicians to deliver our corporate objectives in a sustainable and positive way. Feedback from cohorts who have commenced the programme have been extremely positive with all individuals taking away positive personal actions for change.	A bespoke leadership development programme was launched in 2023 for senior managers to realise the opportunities, challenges and transformation required in NHSGGC to achieve our Corporate Objectives in a way that is sustainable and positive for all. The programme is being delivered in cohorts and currently has over 300 participants. Resources provided by Leading to Change (formerly	Endowment funding of £150k.	Action delivered	Blue (Complete)	Action delivered	Head of Organisational Development (Acute and Corporate Services)

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			Project Lift) have been referred to in the development of this development programme.					
22	Evaluate the Corporate Management Team (CMT) development programme and widen to Senior Managers.	Evaluation and learning from initial programme was used for setting out the case and proposals for the wider programme.	Following the CMT programme the Senior Manager Programme was commissioned (item 21, above)	The Organisational Development teams are absorbing actions. There are no cost implications.	Action delivered	Blue (Complete)	Action delivered	Head of Organisational Development (Acute and Corporate Services)
23	Provide a programme of development for new and aspiring medical managers.	This programme supports the leadership learning of new and aspiring medical managers (Clinical Leads and Clinical Directors) to grow and deliver in their roles and develop readiness for next career steps into more senior positions. The next stage of the programme will be undertaken by 60 medical managers.	A bespoke leadership development programme aimed at new and aspiring medical managers will be developed and launched within the concluding phase of the Workforce Strategy 2021-2025. The action will be progressed and monitored through the Workforce Strategy 2021-2025 phase four action plan (April 2024 – March 2025).	The primary resources requirement is the release time for the programme. The programme will continue to be developed. The Organisational Development teams are absorbing actions. There are no cost implications.		Green (On Schedule)	In progress	Head of Organisational Development (Acute and Corporate Services) Head of Learning and Education

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24	Implement the agreed improvements to the Ready to Lead programme based on evaluation feedback.	This flagship middle manager programme is a key support for the leadership learning of staff at Band 7 level to grow and deliver in their roles and develop readiness for next career steps into more senior positions. Previous cohorts of have involved a total of 2500 middle managers and clinicians in annual cohorts of 60 – 120 staff. Fully evaluated with improvements made on a year-on-year basis to remain relevant and effective.	<p>Following evaluation feedback and a review of the current landscape, the extant NHSGGC Ready to Lead programme has been reviewed and refreshed, aligning to a revised programme specification.</p> <p>The new iteration of the programme, entitle 'Leadership Accelerator Programme' will be launched in 2025 - subject to approval.</p> <p>The launch and initial review of the Leadership Accelerator Programme will be paused until April 2025.</p>			Green (On Schedule)	In progress	Head of Organisational Development (Acute and Corporate Services)
25	Widen the learning and application across NHSGGC of Civility Saves Lives and Joy in Work initiatives.	Adopting CSL across all staff groups and professions will encourage more positive workplace cultures with improved attendance and performance. In clinical settings incivility is also a root cause of clinical	The Joy in Work Framework, developed by the Institute for Healthcare Improvement (IHI), was launched in 2017 and has received mixed-to-positive reviews from healthcare providers worldwide. Many of the findings	Nil. Any costs or resources associated with further development of Civility Saves Lives will be initially considered by the HR Senior	Action delivered	Blue (Complete)	Action delivered	Head of Organisational Development (Acute and Corporate Services)

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		<p>errors and poor patient experience. CSL is therefore an enabler of patient safety and quality of care. This phase of work includes the training of Civility Leads who will operate in a support role for colleagues.</p>	<p>from the Joy in Work Framework have been used by Civility Saves Lives to further enhance their resources for healthcare providers within the UK.</p> <p>To reduce repetition and conflicting messaging, NHSGGC has embraced the Civility Saves Lives initiative (CSL). Throughout 2023 the initiative has been widened with the formation of local and organisation wide CSL groups to raise awareness of how behaviours impact on ability and cognitive function. This has been supported with online and offline promotional materials being displayed around various NHSGGC sites.</p>	<p>Management Team.</p>				

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26	Support the development of Non-Executives and the NHSGGC Board including Board member induction and the Board Development Review process.	Development of Non-Executive Directors, both individual and as a group that underpins the Blueprint for Good Governance is an enabler of the Board to more effectively undertake it's governance and leadership role.	Resources to support the development of Non-Executives and Board members is being led by NHS Education for Scotland (NES), with an ambition of the resources being used to standardise practice across NHS Scotland. The development of these resources have been delayed. In the interim, NHSGGC is developing Non-Executives and Board members in line with the NHS Scotland – Blueprint for Good Governance , also known as active governance, published in December 2022.	Nil. Any costs or resources associated with the development of Non-Executives and Board members will be initially considered by the Director of Corporate Governance.		Green (On Schedule)	In progress	Head of Organisational Development (Acute and Corporate Services)

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27	Develop a focussed approach to collective leadership development.	A suite of leadership and management resources, programmes, guides and tools is key for leadership and people management skills for staff at all levels to demonstrate the confidence and leadership needed to deliver in their roles and to support other staff.	NHSGGC recognises leadership should be available to all staff, not just those in a management position. Therefore, NHSGGC continues to review, refresh and offer a range of management and leadership development programmes to eligible staff. Some of these programmes are delivered in-house, whereas some opportunities are available for staff to attend development programmes hosted by other organisations such as NHS Education for Scotland (NES). The suite of programmes available to all staff include: <ul style="list-style-type: none"> • Ready to Lead / Leadership Accelerator Programme • Pilotlight • Leadership development programme 	Nil. Any costs or resources associated with further development of leadership development will be part of core funding.	Actions delivered	Blue (Complete)	Actions delivered	Head of Organisational Development (Acute and Corporate Services)
28	Encourage people to be leaders at all levels and across all disciplines.							

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			<ul style="list-style-type: none"> • Leadership skills for black and minority ethnic staff • Online leadership sessions • Medical management development • Leading in changing times • Leading to Change 					
29	Deliver our Equality Action Plan, demonstrating diversity and inclusion in all workforce practices, in liaison with Equality Networks.	Fully delivered annual Workforce Equality Group Action Plan, as agreed by the NHSGGC Workforce Equality Group (WEG). Impact measured through KPIs reported through WEG quarterly – turnover, recruitment, workforce – by protected characteristic.	The NHSGGC Workforce Equality Action Plan 2020-2024 is being delivered through annual action plans and overseen by the NHSGGC Workforce Equality Group. Progress reports against the annual action plan are presented for assurance.	Nil. Any costs or resources associated with progressing the Workforce Equality Action Plan will be considered by the NHSGGC Workforce Equality Group and the Corporate Management Team.	None. Any risks identified will be managed via the NHSGGC Workforce Equality Group	Green (On Schedule)	No risks currently identified.	Head of Staff Experience

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Ref	Action / Deliverable	Impact and Measurement	Milestone Position	Resources and Financial position	Risks to delivery	RAG	Mitigating action required	Lead(s)
30	Develop a Recruitment and Marketing Strategy, including enhancement of brand, online presence and social media opportunities.	Utilise candidate surveys to understand what attracted them to NHSGGC and how they found the vacancy advertisement. A specific question “Do you consider NHSGGC to be an Employer of Choice” has been included in the survey.	The NHSGGC Recruitment and Attraction Plan 2022-2025 , and accompanying action plan, was published in December 2022 and outlines the plan to establish ourselves as a great employer and seen as an Employer of Choice. Similar to the Workforce Strategy 2021-2025, the Recruitment and Attraction Plan 2022-2025 is being delivered through four pillars, known as ‘the 4 Rs’: <ul style="list-style-type: none"> • Recruitment effectiveness • Recruitment onboarding • Reputation and branding • Retaining talent Recruitment advertising, marketing, and career promotion exercises are being delivered as part of the Recruitment and Attraction Plan 2022-	Nil. Any costs or resources associated with progressing the Recruitment and Attraction Plan will be met from within the Recruitment Services budget.	Actions delivered	Blue (Complete)	Actions delivered	Head of Workforce Planning and Resources Head of Learning and Education
31	Undertake a range of promotional and awareness-raising activities promoting NHS careers and pathways to employment.							

BOARD OFFICIAL

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			2025. Progress reports against the annual action plan are presented for assurance.					
32	Develop our Talent Pools by ensuring that our Succession Planning provides strength and depth of internal candidates for vacancies.	<p>Talent pool should reduce time to hire through increased availability of suitable candidates.</p> <p>Increased retention through succession planning resulting in reduced staff turnover.</p> <p>Monitoring is in place to understand the number of senior roles secured by internal candidates.</p>	<p>Talent pools have been used to facilitate the recruitment of large cohorts of prospective job candidates. Notable talent pools have been created to support NHSGGC's efforts with international recruitment, Newly Qualified Practitioners, and increasing the size of the Nursing & Midwifery staff banks.</p> <p>The functionality of the NHS Scotland recruitment applicant tracking system (Jobtrain) is being explored from a national perspective, to review the effectiveness of hosting talent pools for smaller bespoke campaigns.</p>	Nil. Any costs or resources associated with developing talent pools have been met from departmental budgets.	Enhancing the functionality of the NHS Scotland recruitment applicant tracking system needs to be agreed nationally. This may incur delays due to individual Board governance processes.	(Green) On Schedule	NHSGGC are key stakeholders within national recruitment operational and steering groups.	Head of Workforce Planning and Resources

BOARD OFFICIAL

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			The development of talent pools will be progressed and monitored through the Workforce Strategy 2021-2025 phase four action plan (April 2024 – March 2025).					
33	Support creation of Workforce Plans that respond to Transformational Programmes.	An NHSGGC Board Workforce Plan; and six Health and Social Care Partnership Workforce Plans, have been submitted to Scottish Government via the Annual Delivery Plan and Medium-Term Plan processes. Appropriately sized and affordable workforce in place.	The NHSGGC Workforce Plan 2022-2025 was published in November 2022. The Plan outlines the Board’s main priorities, with a focus on growing and transforming our workforce to meet the challenges of delivering improved health and wellbeing outcomes over that period. In supporting the Board’s Workforce Plan, each sector is developing a localised Workforce Plan, using the Six Step Methodology to Integrated Workforce Planning. The NHSGGC Workforce Planning and Analytic teams are supporting local services	All workforce plans and transformational programmes are fully scoped, costed and reviewed prior to launch. Each Workforce Plan and transformation programme will have its own respective governance process.	Action delivered	Blue (Complete)	Action delivered	Head of Workforce Planning and Resources

BOARD OFFICIAL

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			with the development of their local plans.					
34	Enhance skills of managers in workforce planning and use of workforce analytics.	Local workforce planning groups established in each Sector, Directorate and Partnership, chaired by Head of Human Resources and operating autonomously. Local workforce plans have become more detailed, and solution focussed.	Revised training materials have been published on HR Connect. The Workforce Information and Analytics team also operate a business partner model to support workforce planning.	Nil. Any costs or resources associated with developing additional training materials will be in-house.	Action delivered	Blue (Complete)	Action delivered	Head of Workforce Planning and Resources
35	Provide pre-employment programmes via the establishment of a Healthcare Academy, aligned to a guaranteed interview scheme for entry level vacancies.	Reduced number of vacancies in targeted posts. Healthcare Support Workers 2023: 73 2024: places to be confirmed Facilities Programme commencing in 2024.	The NHSGGC Healthcare Academy has been established in partnership with our Local Employability Partnerships across the six local authorities. The pre-employment programmes, provides two-weeks classroom training and three-weeks placement activity. Successful completion leads to a guaranteed interview for a Band 2 HCSW Nursing post and	Nil. Any costs or resources associated with developing the NHSGGC Healthcare Academy will be initially considered by the HR Senior Management Team and local management teams.	Actions delivered	Blue (Complete)	Actions delivered	Head of Learning and Education
36	Development placement activity to allow							

BOARD OFFICIAL

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	learning before employment.		<p>provides an additional pipeline of quality candidates.</p> <p>Evaluations and learning from the delivery of the NHSGGC Healthcare Academy are being used to further develop the initiative and to support scoping exercises for expansion.</p> <p>In addition to the NHSGGC Healthcare Academy, the process for advertising, facilitating, and monitoring clinical placements (including Clinical Attachments, and Medical and Dental Elective Placements) has been revised. This revised process provides candidates and supervising consultants with a linear process to review and offer suitable clinical placements within NHSGGC.</p>					

BOARD OFFICIAL

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37	Increase new apprenticeship (foundation, modern and graduate level) opportunities.	<p>Reduced number of vacancies in targeted posts.</p> <p>Vacancies converted to Modern Apprentices 2021: 11 2022: 11 2023: 43 2024: 7 (currently)</p> <p>Modern Apprentices Specialties</p> <ul style="list-style-type: none"> • Pharmacy Services • Business and Administration • Accountancy • Healthcare Support • Dental Nursing • Facilities (decontamination) • Facilities (portering) • Clinical Technology • Joiner • Plumber • Fitter • Electrical Engineering 	<p>The number of Modern Apprenticeship opportunities continues to increase since 2019.</p> <p>The programme has also expanded into Foundation Apprenticeships and Graduate Apprenticeships.</p>	<p>Nil. Any costs or resources associated with increasing apprenticeship opportunities will be considered by the Corporate Management Team.</p>	Action delivered	Blue (Complete)	Action delivered	Head of Learning and Education

BOARD OFFICIAL

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38	Further develop international recruitment strategy and undertake targeted campaigns.	<p>International staff recruited: 2022: 50 nurses 2023: 230 nurses and 37 AHPs</p> <p>Current international recruitment campaign: 2024: 101 nurses</p> <p>Future international recruitment campaigns: The Scottish Government are currently reviewing funding options for 2024/2025.</p>	NHSGGC continues to facilitate targeted international recruitment campaigns (funded by the Scottish Government), reducing vacancies within Nursing, Midwifery and AHP roles.	NHSGGC will only undertake dedicated international campaigns where funding has been supplied by the Scottish Government.	Action delivered	Blue (Complete)	Action delivered	Head of Workforce Planning and Resources
39	Enhance the Staff Bank service as the Board wide temporary staffing solution across all areas.	<p>Current size of Staff Banks</p> <p>Total Staff Bank workers: 31,321</p> <p>Nursing & Midwifery staff bank: 23,914</p> <ul style="list-style-type: none"> Healthcare Support Workers: 13,099 (50% increase in 18 months) Registered Nurses and Midwives: 	The Nursing and Midwifery, Administration and Clerical, and Medical Staff Banks have all increased in size. This has been supported with an auto-enrolment initiative for prescribed cohorts of substantive staff being recruited into NHSGGC. The use and reliance of agency staff	Nil. Any costs or resources with further developing the Staff Banks will be considered by the HR Senior Management Team.	Action delivered	Blue (Complete)	Action delivered	Head of Workforce Planning and Resources

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		<p>10,815 (small net increase due to recruitment, and removal of inactive bank workers)</p> <p>Medical staff bank: 6251 (14% increase in 18 months)</p> <p>Admin and clerical staff bank: 1156 (an increase in bespoke roles are being supported).</p> <p>Agency usage reduced: Premium Rate Agency completely removed from NHSGGC.</p> <p>Standard Rate Agency for Healthcare Support Workers completely removed from NHSGGC.</p>	<p>has significantly decreased.</p> <p>A Staff Bank expansion review undertaken, and approval given, to include Estates and Facilities (local service arrangements being finalised in partnership prior to launch).</p>					

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40	Contribute to the transformation of recruitment services across the West of Scotland.	Not applicable	There is not currently an agreement to deliver a West of Scotland recruitment shared service. However, Boards within the West of Scotland continue to work collaboratively on recruitment projects and provide mutual support when required. This is monitored through the NHS Scotland National Recruitment Steering Group, chaired by the Director of Human Resources and Organisational Development, NHSGGC.	No financial resources required.	Not applicable	Black (No longer a commitment)	No longer a commitment	Head of Workforce Planning and Resources
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