NHS Greater Glasgow and Clyde	Paper No. 23/27
Meeting:	**Board Meeting**
Meeting Date:	**25 April 2023**
Title:	**Update on the Workforce Strategy 2021-2025**
Sponsoring Director/Manager:	**Anne MacPherson, Director of Human Resources & Organisational Development**
Report Author:	**Liam Spence, Head of Staff Experience** **Dr Mathew Pay, Workforce Strategy Manager**

1 Purpose

The purpose of the attached paper is to:

- Provide assurance to the Board on the progress being made against the NHSGGC Workforce Strategy 2021-2025.

2 Executive Summary

The paper can be summarised as follows:

- The paper provides a summary of the progress made against the Workforce Strategy 2021-2025, with a focus on Phase Two of the Strategy (April 2022 – March 2023).

3 Recommendations

- The Board is asked to note the progress made towards delivering the Workforce Strategy 2021-2025.

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**   **Neutral impact**

6   Engagement & Communications

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

The progress of the Workforce Strategy 2021-2025 is updated to:
- NHSGGC Staff Governance Committee
- NHSGGC Corporate Management Team
- NHSGGC Workforce Equality Group
- Human Resources Senior Management Team
- Area Partnership Forum

7   Governance Route

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

- The paper updates a Strategy approved by the Board and overseen by the Standing Committee and the Corporate Management Team.

8   Date Prepared & Issued

Date prepared: 06 April 2023
Date issued: 18 April 2023

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1 Introduction

1.1 To ensure effective monitoring of the progress towards the delivery of our Workforce Strategy 2021-2025, a defined Action Plan focusing on the second phase (April 2022 – March 2023) of the Workforce Strategy was created. This paper provides the Board with an overview of the progress made against the Workforce Strategy 2021-2025 during this second phase from April 2022 to March 2023.

2 Background

2.1 The Workforce Strategy 2021-2025 sets out how we will achieve our ambition of 'Growing our Great Community' and develop NHSGGC under our corporate objective of 'Better Workplace'.

2.2 It is recognised our current and future employees are our greatest strength and the Strategy describes the foundations, framework, support and opportunities which underpin our four workforce pillars: Health and Wellbeing, Learning, Leaders, and Recruitment and Retention. Against each of our pillars we have set a range of key outcomes:

PILLAR 1: HEALTH AND WELLBEING
• Embed a professional health and safety culture
• Develop innovative and flexible initiatives to health and wellbeing
• Show care and compassion and support an all-round positive, fair and person-centred employee experience
• Ensure that staff have influence in the decisions which affect them, and their workplace.

PILLAR 2: LEARNING
• Support our workforce to achieve their ambitions through development of career pathways
• Provide world class learning for all, to maximise personal growth, innovation and quality improvement

• Support the growth of our talent and encourage skill development and enhancement.
PILLAR 3: LEADERS
• Develop inspiring, confident and empowering leaders • Support our leaders to embed an engaging and person-centred culture • Ensure that our values are evident in everything that we do • Work in partnership with our professional organisations and Staff Side colleagues.
PILLAR 4: RECRUITMENT AND RETENTION
• Attract, retain and value the most skilled, diverse and talented people • Provide opportunities for all those accessing employment, breaking down barriers • Establish ourselves as a great employer • Understand what matters most to our people and what they need to deliver safe, patient-centred services.

3   Assessment

3.1   The Workforce Strategy phase two was delivered through a period of unparalleled challenge for the Health Service, including a tightening labour market and the ongoing legacy of the pandemic as we work together to remobilise our services. Despite those challenges, we saw improvements in staff morale – with our iMatter Engagement Score up 1% to 75% (from 74% in 2021) – with improvements across a range of the underpinning questions within the survey.

3.2   Key to our success in 2022/23 has been continuing to support a high volume of recruitment both into mainstream positions and our staff banks, enabling us to work flexibly through our most challenging winter period yet. For example, we were able to open an additional 200 beds through winter 2022/23 to alleviate pressures on our services during the spike in Covid.

3.3   These successes are built on the firm foundations of a range of people centred services and projects that respond to the needs of our workforce. The sections below set out the key range of deliverables over 2022/23 and how we will build on those as we move into 2023/24 to support the transformation of our services.

PILLAR ONE: HEALTH AND WELLBEING

3.4 To support the mental health and wellbeing of all our staff, our new, innovative NHSGGC Peer Support Framework[1] was launched during Mental Health Awareness Week in May 2022 and is being delivered through three levels. The first level is an eLearning module entitled 'Looking after yourself and others' and is available for all staff to access via LearnPro[2]. The second level consists of 'Peer Supporter' training, accessed via the Learning & Education Training Calendar[3], for all staff who provide a caring space to listen to and support colleagues, while adhering to the principles of Psychological First Aid (PFA). The third level will launch in 2023 and be delivered via a Psychologist and a new 'train the trainer' programme.

3.5 Our staff wellbeing programmes are brought together in our Staff Health Strategy. This has an annually refreshed action plan, informed by the views and needs of our staff, and the feedback from wellbeing groups across the Board. To ensure the plan continues to have the needs of our staff at its heart, the 2022 Staff Needs Assessment survey took place in October 2022 with 2362 staff responding to the survey. The survey highlighted the most used wellbeing initiatives on offer to NHSGGC staff include the discounted gym membership, mindfulness resources, and the Active Staff walking challenges. More than half of the respondents also indicated that stress does not affect their work. The NHSGGC Health Strategy Group is now reviewing and updating its action plan to reflect this feedback, including the launch of a new hardship fund for staff.

3.6 The extant on-site rest and recuperation (R&R) hubs continue to be positively received by users. A review of staff facilities is underway in our large acute sites, with a number of endowment bids being developed to further enhance these vital rest areas for staff. The commencement of the mobile R&R hub facility had been delayed due to technical issues, however this is now due to launch from April 2023. A visitation schedule will be publicised to all staff once the vehicle has been handed over to NHSGGC.

3.7 We set out a clear roadmap to embedding our professional health and safety culture through the approval of the NHSGGC Safety, Health and Wellbeing Culture Framework (entitled Make Safety Personal[4]) in October 2022. A joint statement[5] signed by the Chief Executive and the Employee Director confirms the organisation's commitment to the Framework. Make Safety Personal will be used in a blend of proactive and reactive messaging delivered through an agreed schedule of corporate communications. A suite of Safety Health and Wellbeing Roles and Responsibilities[6] have been published to complement the Make Safety Work Framework. Health & Safety Storyboards (including training compliance) are now available and being delivered to all sectors and directorates. A prototype of a health, safety and wellbeing application is currently being developed, in line with the NHSGGC Digital Strategy[7].

3.8 Complementing this, a review of the extant NHSGGC Health & Safety policies has been completed. Any further revisions will be aligned with the Once for Scotland Workforce Policies[8] group who will shortly be reviewing the suite of policies within the 'Managing Health at Work' category.

3.9 Demonstrating our commitment to ensuring staff have influence in the decisions which affect them, The Internal Communications and Employee Engagement Strategy (IC&EE)[9] was approved by the Board in October 2022. An awareness and engagement campaign started from February 2023 to ensure staff know about the IC&EE and how we are putting their VOICE at the heart of our organisation.

Visibility	Ownership	Inclusion	Collaboration	Excellence
Ensure visibility of, and access to, the right people and the right information at the right times.	Develop capability, inspire ownership, accountability and trust at all levels, empower the workforce.	Ensure equality, diversity and inclusion to continuously establish a fairer and Better Workplace for all.	Create and embed two way, feedback rich conversations throughout the organisation.	Encourage a culture of excellence, celebrate success, benchmark against world class standards.

3.10 As we emerge from winter, this will be followed by:
- The roll out of the next phase of Collaborative Conversations, creating new ways for the employee voice to influence our strategy and plans.
- A relaunched Team Brief process, enabling consistent messages to be rolled out to all staff across NHSGGC
- More opportunities for senior leader visibility, including listening sessions with front-line staff
- A new intranet that is more user friendly and easier for staff to find what they need.

These are being developed in partnership, with leadership from the Staff Experience and the Communications Team. The NHSGGC 'Speak Up' initiative commenced at the start of Speak Up! Week and has been communicated regularly since October 2022, including through Core Brief and the deployment of posters across our sites.

3.11 Underpinning our approach to ensuring that staff have an all-round positive, fair and person-centred experience, we continued to embed Civility Saves Lives (CSL)[10] across NHSGGC. A series of Champions events were hosted in summer 2022 and based on the complementary feedback received from these events, localised CSL Groups have been established. Further training and an overarching NHSGGC-wide CSL Group will be developed to support the initiative.

PILLAR TWO: LEARNING

3.12   We support the growth of our talent and encourage skill development through the deployment of our annual Personal Development Planning and Review (PDP&R) discussions. PDP&R progress requires improvement and is monitored at both the Corporate Management Team and the Staff Governance Committee. To increase the percentage of staff who have these discussions we continue to improve the range of support for line managers and reviewers, through automated notifications and monthly workforce storyboards, with signposts encouraging reviewers to view live data on Turas Appraisal. Local targeted actions are being agreed via HR Commissioning meetings. This is further complemented by a programme of sixty-minute live webinars for line managers and reviewers.

3.13   As an organisation, we are committed to using best practice and new technologies to meet our ambition of providing world class learning for all. For example, Microsoft Teams Channels have been established for NHSGGC educators to foster community of practice, and to provide a reference point of how Technology Enhanced Learning (TEL) is integrated into NHSGGC teaching and learning. Resources and support are being drawn from NHS Education for Scotland (NES) TEL teams for provision by the NHSGGC Learning & Education teams ('Fearless Facilitation'[11]). Reflecting this commitment, our Learning & Education team have been integral to the development of the workforce section within the NHSGGC Digital Strategy[12].

3.14   As part of our ambition to be an employer of choice in Scotland, an NHSGGC Careers website[13] was established in February 2023 and will continue to be developed for recruitment and retention purposes (in line with the NHSGGC Recruitment and Attraction Plan 2022-2025[14]). The website will include resources highlighting various career pathways available to staff within NHSGGC.

3.15   Additional Career frameworks were agreed in 2022 for a number of areas such as Allied Health Professionals and Administration. Further career pathways, linked to strategic education provision, are under development. The extant Professional Administration Transformation Programme[15] pathway will be used as a reference in the development of this exercise.

PILLAR THREE: LEADERS

3.16 Key to our model of leadership here in NHSGGC is visible senior leaders who embed an engaging and employer culture. Leadership visibility now appears on Senior Management Team agendas and localised activity is being established. A regular programme of internal visits is being taken forward by the Chief Executive and Executive Directors to engage with staff. A programme of visits by Board members is underway through Standing Committees and continue to be taken forward over the next few months.

3.17 Following feedback from our IIP Assessment, a set of guidelines has been produced that sets out the range of responsibilities for our people managers. This includes facilitating open two-way dialogue. The guidelines are currently being trialled and The VOICE pathway and action plan within the Internal Communications and Employee Engagement Strategy[16] outlines how NHSGGC will promote 'spotlight' and leadership thought pieces from NHSGGC leaders and managers.

3.18 To ensure we continue to develop our leaders to meet the evolving needs of the organisation – with senior leaders who are inspiring, confident and empowering - management and leadership development programmes have been reviewed and consolidated into a Management and Leadership Development matrix. There is a wide range of development offerings available to our leaders. For example, the NHSGGC Leadership Lift Foundations[17] programme continues to progress within multiple services throughout NHSGGC. The 2022-2023 cohort of the Pilotlight[18] charity development programme has recently concluded, advantaging senior leaders from NHSGGC to gain third-sector experience.

3.19 A Board-wide succession planning process is currently being rolled out for internal applicants who are ready for Director and Senior Management Team level vacancies. Registers of successors have been compiled for each Directorate. The database is currently being finalised and individual succession plans are being established.

3.20 As at 31 March 2023, all agreed areas have completed their initial assessment by the IiP organisation and accreditation has been achieved for Inverclyde Royal Hospital and the Corporate Cluster. West, Clyde, South and North Clusters have not yet met the standard and have further actions to be achieved in 2023.

3.21 The Cluster assessment reports provide feedback on high performing areas and areas of the criteria where there are opportunities for improvement and this has enabled a Development Plan to be agreed for each cluster following further engagement and input from staff. Development plans are organised and progressed via newly created Cluster Workforce Groups, chaired by a Director and with representation from all departments.

3.22 The NHSGGC Workforce Equality Action Plan 2022-2024[19], managed by the Workforce Equality Group (WEG) have shown good progress in each of five underpinning themes:
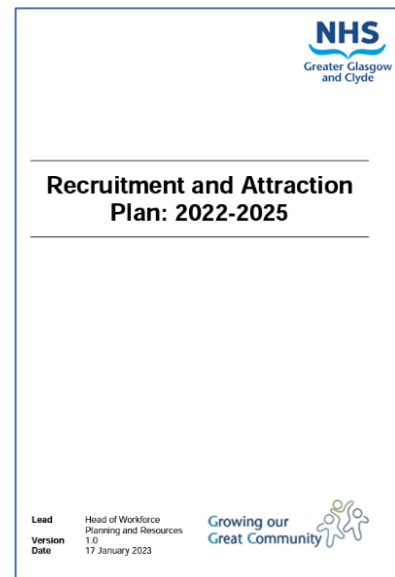
Theme	2022/23 Deliverables
Consistency	• A new Managers' Guide to Equality Law[20] was launched across the organisation. • The new NHSGGC Clear To All[21] policy – ensuring accessibility in all our printed documents for staff and patients – was launched. • The Workplace Adjustment Passport was launched, to improve the experience of staff needing reasonable adjustments.
Data	• We continued to increase the percentage of staff about whom we hold protected characteristic information, with a continuous improvement trend over the second half of 2022/23.
Attraction	• The launch of NHSGGC's first dedicated leadership programme for BME staff[22], with 30 members of staff in the cohort. • Reviewing key learning programmes to better embed Equality, Diversity and Inclusion throughout them.
Equal Pay	• NHSGGC's 2023 Equal Pay statement agreed for publication in April 2023, with progress demonstrated against our equal pay outcomes
Engagement	• All three Staff Forums / Networks now have dedicated webspace[23] and social media outlets. Posters promoting the groups have are now visible across NHSGGC sites. • Events organised by the Forums / Network are regularly promoted through Core Brief and complimentary local events, such as a Disability Café for members of the Staff Disability Forum. • The One NHS Family[24] Group has been re-established to take forward NHSGGC's inaugural Equality, Diversity and Inclusion Conference[25] in June 2023.

PILLAR FOUR: RECRUITMENT AND RETENTION

3.23 Underpinning our vision to 'establish ourselves as a great employer and seen as an employer of choice', the NHSGGC Recruitment and Attraction Plan 2022-2025[26] was approved by the Corporate Management Team in December 2022. The Plan will be achieved through four pillars of activity:
- recruitment effectiveness
- recruitment onboarding
- reputation and branding
- retaining talent.

3.24 Ensuring all our recruitment activity and associated wrap around HR services are aligned with the needs of the business, the NHSGGC Three Year Workforce Plan[27] was agreed by the Scottish Government and published in October 2022. Activities are currently underway to address the short-term actions contained within the Plan.

3.25 With the support of additional Scottish Government funding, NHSGGC embarked on a programme of international recruitment in order to recruit 50 overseas-trained nurses in 2022. All international recruitment is conducted in line with the Scottish Code of Practice for International Recruitment[28] in order to protect the healthcare systems of developing countries and to ensure the ethical recruitment of health and social care personnel. Due to the success of the 2022 NHSGGC International Nurse Recruitment Programme, further funding has been allocated by the Scottish Government to scale-up the volume of this programme. Throughout 2023, NHSGGC will benefit with the arrival of over 230 additional overseas-trained nurses and 37 Allied Health Professionals.

3.26 In addition to the dedicated international recruitment programmes, NHSGGC recognises the valuable skills and experience within refugees whilst understanding the challenges of attaining settled status and right to work in the UK. NHSGGC is actively engaged through the Scottish Refugee Council and local employability partners and remains keen to maximise future opportunities to join our workforce. An initial cohort of six refugee doctors completed Clinical Attachments within NHSGGC over summer 2022. Each of these doctors successfully obtained their General Medical Council (GMC) license and gained paid employment. Discussions are ongoing with the Scottish Government around future 'pathway' support packages and potential funding for subsequent cohorts and supernumerary posts.

3.27 NHSGGC is widely recognised as an employer of choice by trainee medical and dental peers, with over 60 applications being received each month, requesting to undertake an unpaid clinical placement[29] under the supervision of our highly skilled consultant colleagues. The Glasgow Dental Hospital and School is particularly benefitting from this initiative with a strong pipeline of observers undertaking their placement within the hospital.

3.28 Our NHSGGC Healthcare Academy continues to flourish by providing opportunities for the future workforce through a range of innovative initiatives:
- Apprenticeships

- Young Person Guarantee (including Kickstart)
- Pathways to employment
- Work experience and career insights

During 2022, 49 candidates completed the Healthcare Support Worker Pre-Employment Training Programme. This programme has provided individuals with the skills and confidence to enter the workplace, with many graduates taking up paid employment within NHSGGC. For 2023, a further eight cohorts of the Pre-Employment Training Programme have been planned, with a view of guaranteeing an interview, within NHSGGC, for over 100 graduates.

3.29 As summarised in the Learning section (paragraphs 3.14 and 3.15), an NHSGGC Careers website[30] was established in February 2023 and will continue to be developed for recruitment and retention purposes (in line with the NHSGGC Recruitment and Attraction Plan 2022-2025). The website will host resources highlighting various career pathways available to staff within NHSGGC including the existing Professional Administration Transformation Programme.[31]

3.30 The talent pool functionality within the NHSGGC Recruitment system (Jobtrain) has been activated and is being used to support the recruitment exercises involving large cohorts of talent including applications to join one of the NHSGGC Staff Banks, the NHSGGC Newly Qualified Practitioner intake and the NHSGGC International Nurse Recruitment Programme.

Workforce Strategy 2021-2025: phase three

3.31 The third phase of the Workforce Strategy 2021-2025 will progress between April 2023 – March 2024. During these twelve months, the Strategy will further advance and address the strategic priorities outlined within the following NHSGGC action plans:
- NHSGGC Staff Health Strategy 2021-2023[32]
- Internal Communications and Employee Engagement Strategy 2022-2025[33]
- Safety Health and Wellbeing Culture Framework[34]
- NHSGGC Workforce Plan 2022-2025[35]
- Recruitment and Attraction Plan 2022-2025[36]
- Workforce Equality Action Plan 2020-2024[37]

3.32 The phase three action plan will also address the strategic priorities outlined within action plans published by the Scottish Government, including:
- Health and social care: national workforce strategy[38]
- Health and social care delivery plan[39]
- Re-mobilise, Recover, Re-design: the framework for NHS Scotland[40]

3.33 In addition to national and Board-level commitments, further strategic activities will include:
- development and publication of the next iteration of the Staff Health Strategy
- continuation of the phased rollout of Investors in People accreditation
- expansion of the Safety Health and Wellbeing Culture Framework
- introducing senior leadership development plans
- developing and launching the Widening Access to Employment Plan 2023-2025.

4 Conclusions

4.1 This paper provides an overview of the progress made against the Workforce Strategy 2021-2025 during the second phase.

4.2 The paper also provides indicative activities and priorities which will be considered as part of the next phase of the Workforce Strategy 2021-2025.

5 Recommendations

5.1 The Board is asked to note progress towards the delivery of the Workforce Strategy 2021-2025 and be assured.

6   References

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