

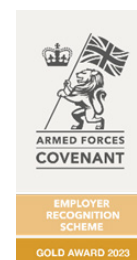


NHSGGC Workforce Strategy

2025-2030

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Foreword

We are delighted to present NHS Greater Glasgow and Clyde's Workforce Strategy. This strategy outlines our ambitions for our workforce over the next five years and how our aim of a **Better Workplace** underpins our commitment to outstanding patient care in everything we do.

Our staff have shared with us how their commitment to our patients, service users, families and communities is at the heart of our values and the strong bonds of team working that enable us to continue to deliver excellence in even the most challenging of circumstances. We want to continue to be that employer of choice, supporting our staff through every stage of their career, and attracting the best from across Scotland and beyond.

The development of the strategy was driven by the feedback our staff provided through a focussed period of engagement, in addition to insight gained from iMatter, our staff health questionnaire, Investors in People and feedback from our partnership representatives who have been involved at every stage.

Our strategy is organised around **four pillars**.



**Safety, Health
and Wellbeing**



**Culture and
Leadership**



**Learning and
Careers**



**Recruitment and
Retention**

All of our ambitions have been tested and we have all risen to the challenge of supporting our people, be that colleagues, patients, carers or our families; we are all leaders and many of our proudest moments have come from achievements in our teams.

The energy, drive and compassion our workforce community has shown will support us to deliver our ambitions and continue to strive to deliver our services through teamwork.



Natalie Smith
Interim Director of
Human Resources and
Organisational Development



Ann Cameron-Burns
Employee Director

Our Workforce Strategy Ambition

Building on the strong foundation of our 2021-2025 Workforce Strategy, NHSGGC will continue to support and develop our workforce over the next five years. While we have made significant progress, the healthcare landscape remains complex and demanding. Our new strategy will build on previous successes while adapting to the evolving needs of our workforce and the people we serve. The focus will remain on delivering excellent care to patients, service users, and their families, while fostering an environment that empowers staff and supports their professional and personal development.

Our Board has set out an ambitious strategy - through **Moving Forward Together** - and a suite of underpinning strategies, and our new workforce strategy builds on that, setting out how we will continue to develop our workforce to meet our organisational goals. Central to achieving these goals is our commitment to strong **partnership working**, which ensures that the voices of staff, trade unions, and management are heard and considered in decision-making processes. By maintaining and strengthening these collaborative relationships, we will foster a supportive work environment where challenges are addressed collectively, and solutions are developed that benefit the entire organisation. This collaborative approach will continue to be a cornerstone of how we shape our workforce strategy and respond to the evolving needs of healthcare.

Our strategy is closely aligned with the Scottish Government's **Transform and Reform priorities**, ensuring that NHSGGC's workforce is equipped to deliver sustainable, high-quality care. Specifically, we support the four key ambitions:

- **Improve access** - by expanding workforce capacity, optimising recruitment and retention strategies, and embedding new models of care, we will ensure timely and equitable access to services.
- **Harness digital and innovation** - we will embrace digital tools and technological innovation to streamline workforce processes, enhance training and development, and improve service delivery. This aligns with the government's commitment to expanding digital health solutions, including the integration of patient-facing digital platforms.
- **Shift the balance of care** - our workforce planning will prioritise community-based and multidisciplinary models, ensuring care is delivered in the most appropriate settings. This aligns with national efforts to reduce hospital pressures and strengthen primary and community care.
- **Improve population health** - by embedding preventative and person-centred approaches into workforce development, we will contribute to wider public health goals, including tackling health inequalities and improving long-term outcomes for Scotland's population.

As the healthcare environment becomes increasingly complex, NHSGGC is committed to building a workforce that is agile, innovative, and capable of meeting evolving demands. Over the next five years, we will focus on **empowering our staff** by equipping them with the skills, tools, and support needed to deliver high-quality, person-centred care. By fostering a **culture of accountability** and **continuous learning**, we will enable our staff to take ownership of their roles and contribute to the organisation's success.

Our approach will involve nurturing talent, enhancing career progression, and supporting leadership development to ensure all staff feel prepared for the challenges ahead.

We will also **prioritise diversity and inclusivity**, recognising that a diverse workforce brings valuable perspectives that drive innovation and improve patient outcomes.

Embracing technology as a key enabler, we aim to streamline tasks and improve communication and collaboration, allowing our staff to focus more on patient care.

Consistent communication across the organisation will be essential to keep everyone aligned with our goals and open to continuous feedback.

By embedding these principles into our strategy, we will create a resilient, skilled workforce ready to deliver excellent care and maintain NHSGGC's leadership in the healthcare sector.



Our Core Values and Commitments

NHS Greater Glasgow and Clyde has an agreed set of corporate objectives set out under the following ambitions:



The successful delivery of our corporate objectives is underpinned by the Workforce Strategy and in delivering this we will remain true to our core values which are:



Within our **Corporate Objectives**, we will ensure that all employees are:



In addition to the Board's commitments above, **staff should also ensure** that they:

- **Keep themselves up to date with developments** relevant to their job within the organisation
- **Commit to continuous personal and professional development**
- **Adhere to the standards** set by their regulatory bodies
- **Actively participate in discussions** on issues that affect them either directly or via their trade union/professional organisation
- **Treat all staff, patients and service users with dignity and respect** while valuing diversity
- **Ensure that their actions maintain and promote the safety, health and wellbeing** of all staff, patients, service users and carers.

These dual commitments are in place to ensure all staff have a positive experience at work, where they feel motivated and engaged within their role, team and the Board.

Drivers for Change

The healthcare landscape is undergoing rapid transformation, driven by shifting demographics, technological advancements, and evolving patient expectations. In response, NHSGGC's 2025-2030 Workforce Strategy aims to proactively shape a workforce that can thrive amid these changes. Our approach is rooted in supporting staff development, fostering innovation, and embedding a culture that embraces adaptability. By anticipating the forces driving change, we will ensure that our workforce is not only prepared to meet future challenges but is also empowered to seize new opportunities in delivering outstanding care.

Feedback from our staff is clear: while the Board must continue developing and embracing change, it is crucial to balance this with allowing sufficient time for new initiatives, systems, and ways of working to become embedded in our culture. The previous Workforce Strategy introduced numerous changes to NHSGGC, and staff continue to adapt and embrace this evolving culture. As one staff member noted,

“We need to continue to build on good practice.”

Others emphasised that while there is now a “**brilliant array and suite of learning**” available, more time is needed to see and feel its impact. The consensus is that often improving and enhancing existing initiatives can be more effective than developing and introducing new ones:

“We need to improve and enhance what we already have – it’s not all about introducing and replacing.”

Similarly, staff expressed a desire to make the most of current tools,

“We have some excellent tools to help us do our jobs! We now need to find out how to use them to develop in our roles.”

The growing **ageing population** will increase demand for long-term care, palliative services, and chronic disease management, while also requiring support for an older workforce. Additionally, **shifts in demographics**, including greater ethnic diversity, will necessitate adapting NHSGGC's services to meet the needs of diverse communities. At the same time, **generational changes** are shaping the workforce, with younger employees bringing different career expectations and needs. However, NHSGGC will continue to work with and support all generations, ensuring that the needs of the entire workforce are addressed. The Scottish Government's **Transform and Reform** commitments to expanding NHS capacity and integrating specialist frailty teams into emergency care reflect the need for a workforce strategy that supports evolving patient needs.

Our NHSGGC Digital Strategy is a key enabler for our Workforce Strategy. We recognise our workforce has an ever increasing reliance on digital services. Our Digital Strategy commits us to understanding the diverse needs of our workforce, continually evolving our digital services so they support and enable our workforce to deliver for our patients, service users and communities. Through smart and ever improving digital services, we will enable our staff to make better informed decisions and deliver better outcomes. Key to this, will be ensuring our staff have the right skills and systems to deliver, and we will continue to work in partnership to deliver this over the course of our Workforce Strategy. The adoption of **Artificial Intelligence (AI) technologies**, such as machine learning and natural language processing, presents opportunities to support our workforce with streamlining administrative tasks, improving diagnostics, and enhancing patient care, though ethical considerations must be carefully managed. Likewise, advancements in **digital health**, including telemedicine and electronic health records, offer new ways to improve patient care and operational efficiency. Meanwhile, growing public awareness of environmental issues is driving the demand for **sustainable healthcare practices**.

Changes in **employment law** and regulations, including health and safety standards and employee rights, will influence NHSGGC's workforce management and associated costs. At the same time, the organisation must continue to adapt to a complex regulatory framework governing healthcare provision, quality standards, and patient safety, such as the requirements set out in the **Health and Care (Staffing) (Scotland) Act 2019**.

NHSGGC has been working closely with the six **Health and Social Care Partnerships** (HSCPs) to align workforce strategies and enhance integrated care delivery. However, there remains a critical need to streamline these collaborative efforts to improve our efficiency and effectiveness, ensuring that shared workforce objectives are met and that the quality of care continues to improve across Greater Glasgow and Clyde.

Budgetary constraints are driving a programme of efficiency across NHS Scotland, meaning that NHSGGC will need to continue delivering excellent care with optimised resources. We will work collaboratively across Scotland to identify ways of working that support this change.

Given the fast-changing environment, we will review our strategy in 2028 to assess progress and adapt to any changes. Monitoring and review arrangements are outlined in the Governance Section at the end of this strategy.

Our Workforce Strategy

Community Pillar 1 – Safety, Health and Wellbeing



Our Safety, Health and Wellbeing Ambition

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.

We recognise that our staff are our greatest asset, and their ability to deliver outstanding outcomes for our patients and service users is directly linked to their physical and mental health. We are dedicated to ensuring an environment where every employee feels valued, supported and empowered to contribute their best. This requires a comprehensive approach that encompasses robust safety measures and a culture that prioritises employee wellbeing.

To meet this challenge, we have set out **four strategic objectives** for our Safety, Health and Wellbeing pillar.

1 Objective one

A safe and healthy workplace.

We will:

Ensure a safe and healthy workplace for all staff.

This will be delivered by:

- Embedding compliance and best practice, delivering a positive work environment that supports the health and safety of our staff
- Discussing staff wellbeing needs during PDP&R conversations
- Developing and implementing a Positive Engagement Conversations (PECs) toolkit for leaders to use with their teams.

We will know we have achieved success when:

- Training compliance levels exceed 90% across the organisation
- At least 90% of respondents of the Staff Health Survey confirm they have had a wellbeing discussion during their PDP&R conversation
- Increased use of the newly developed Positive Engagement Conversations toolkit
- Achieve a score of 80 or more in iMatter in relation to the organisation cares about my health and wellbeing.



Objective two

Comprehensive wellbeing support for staff.

We will...

Deliver a comprehensive programme of support and services for staff wellbeing, to promote physical and mental health.

This will be delivered by...

- 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
- Development of Occupational Health and Spiritual Care support model for staff, including seamless significant incident response and bereavement support
- Introducing digital health checks for staff.

We will know we have achieved success when:

- There is a year-on-year reduction in sickness absence rates
- Increase awareness of resources available to support staff health and wellbeing to 80% of respondents to the Staff Health Survey
- Future staff wellbeing initiatives are informed by the aggregated digital results of all health checks
- The numbers of colleagues completing the Stress Guided Conversation Training in eESS increases year on year.

Objective three

A culture that puts health, safety and wellbeing at its heart.

We will:

Embed in every part of NHSGGC a culture that ensures clear accountabilities for leaders at every level and enables staff to take responsibility for their own health, safety and wellbeing.

This will be delivered by:

- Systematic implementation of the Safety, Health and Wellbeing (SHaW) performance framework embedded within the SHaW Culture Framework
- All services regularly accessing and completing the tasks within the SHaW Task Calendar
- Managers awareness of resources and pathways that are available when crisis support for staff is required.

We will know we have achieved success when:

- There is a year-on-year reduction in sickness absence rates
- 90% of teams use the Task Calendar
- 90% of applicable tasks in the Task Calendar are completed
- The NHSGGC crisis support pathway is agreed and available.

4 Objective four**Flexible working that supports our staff and our organisation.****We will:**

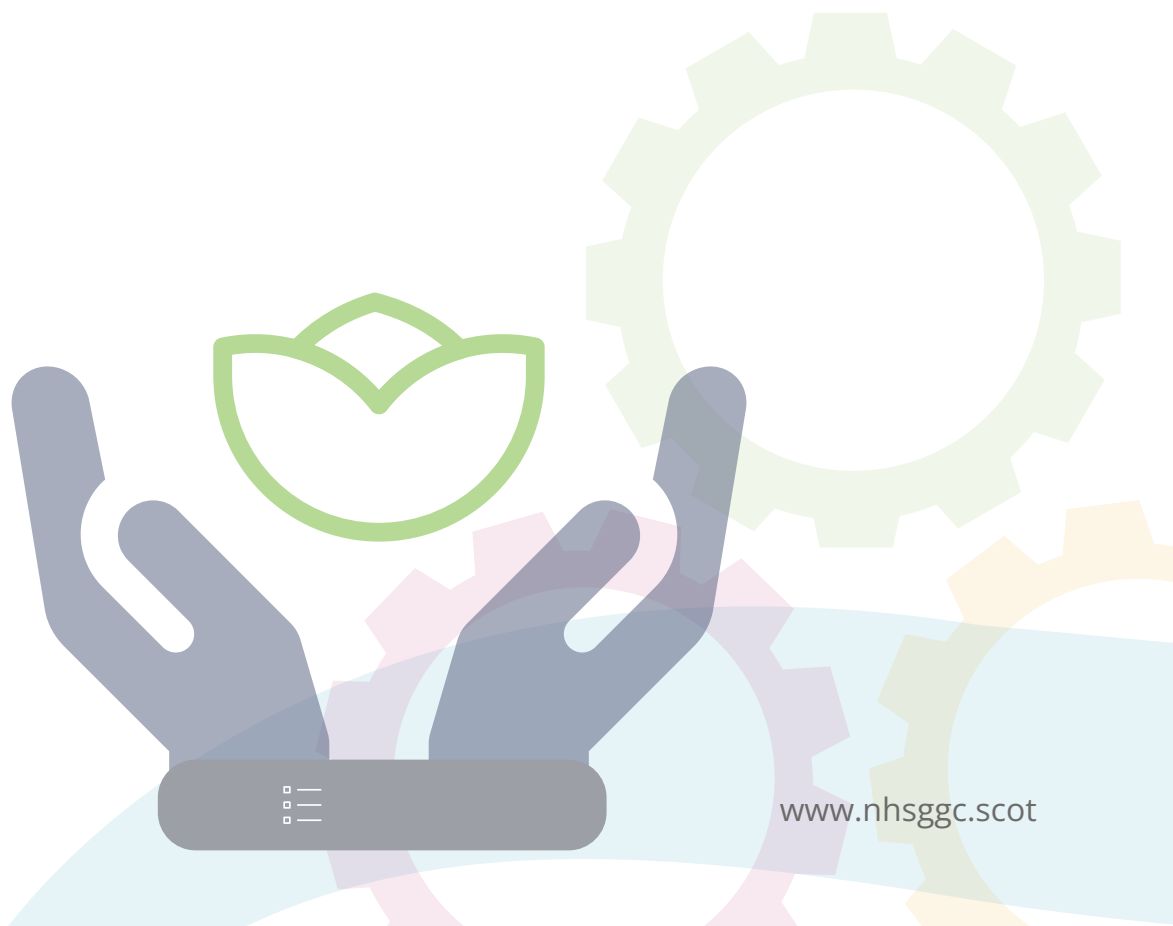
Support a flexible working environment that enables a work-life balance for our staff across their career, reflecting their changing needs, while supporting service delivery.

This will be delivered by:

- Flexible working options promoted wherever appropriate across our recruitment activity
- Embedding flexible working options as a key principle of any organisational and service redesigns
- Compliance with NHS Scotland/NHSGGC work-life balance policies
- Monitoring uptake of reasonable adjustments in the workplace.

We will know we have achieved success when:

- We achieve a 10% reduction in the number of flexible working appeals raised
- Over 80% of reasonable adjustments suggested by Occupational Health have been implemented as evidenced via results of monthly audit of staff who have had at least one recommendation suggested.



Community Pillar 2 - Culture and Leadership



Our Culture and Leadership Ambition

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

At the heart of our ambition to be a great place to work for all our staff, delivering outstanding outcomes for our patients and services users, is ensuring we continue to embed the right culture. Key to our success is ensuring we do this for all our staff, across all job families, locations, bandings and diversity of backgrounds.

We recognise that leadership is key to this and we will continue to foster an environment where managers are supported to deliver great things for their people. This will require clear management structures, strong performance management and a clear alignment between the goals of the organisation and every team within NHSGGC.

To meet this challenge, we have set out **four strategic objectives** for our Culture and Leadership Pillar.

Objective one

A supportive and respectful workplace.

We will:

Ensure our staff work in a culture that is respectful, collaborative and supportive, underpinned by an environment where staff feel comfortable speaking up about concerns and where we are kind to each other in all our interactions.

This will be delivered by:

- Expanding and reinforcing culture change programmes that embed our values and behaviours
- 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.

We will know we have achieved success when:

- We have continuous year-on-year improvement in our iMatter scores for 'Speaking Up' and 'Being Treated with Dignity and Respect', with scores sitting within the green 'Strive and Celebrate' category
- Our better workplace shows positively in our measures of attendance and the number of grievances raised by staff
- Attendance numbers for training programmes relating to poor behaviours, conduct, civility and by-standing have all increased.

 Objective two**An empowering and accountable environment.****We will...**

Create the conditions for accountability at all levels for delivering great outcomes for our patients, our service users and our organisation. This includes setting clear, measurable expectations, against which staff feel enabled and supported to succeed.

This will be delivered by...

- Developing and implementing leadership programmes that put person-centred, empowering, and supportive people management at their heart
- Continuing to embed the Investors in People framework with refreshed development plans in each Site Cluster that incorporate themes from iMatter conversations.

We will know we have achieved success when:

- iMatter response rates and action planning are above 60%
- We have improved in the level of our Investors in People accreditation across each of our Site Clusters when we are re-accredited in 2027.

 Objective three**Clear vision and open communication.****We will...**

Ensure clear, two-way communication continually informs and sustains our positive culture. Our staff will feel heard and that they have a say in decision-making. Leadership is visible and present in our services, with a continual focus on a Better Workplace for our staff.

This will be delivered by...

- 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
- Staff having objective setting, appraisal and career conversations with their manager, aligned with clear organisational aims.

We will know we have achieved success when:

- Our annual iMatter Employee Engagement Index (EEI) Score is top quartile compared to other large territorial boards in Scotland
- Leaders feel trained, empowered and supported to lead and manage their teams effectively and in line with our organisational focus, values and behaviours, and 75% report on this positively.

4 Objective four

Inclusive and welcoming culture, where all staff feel valued for their contribution.

We will...

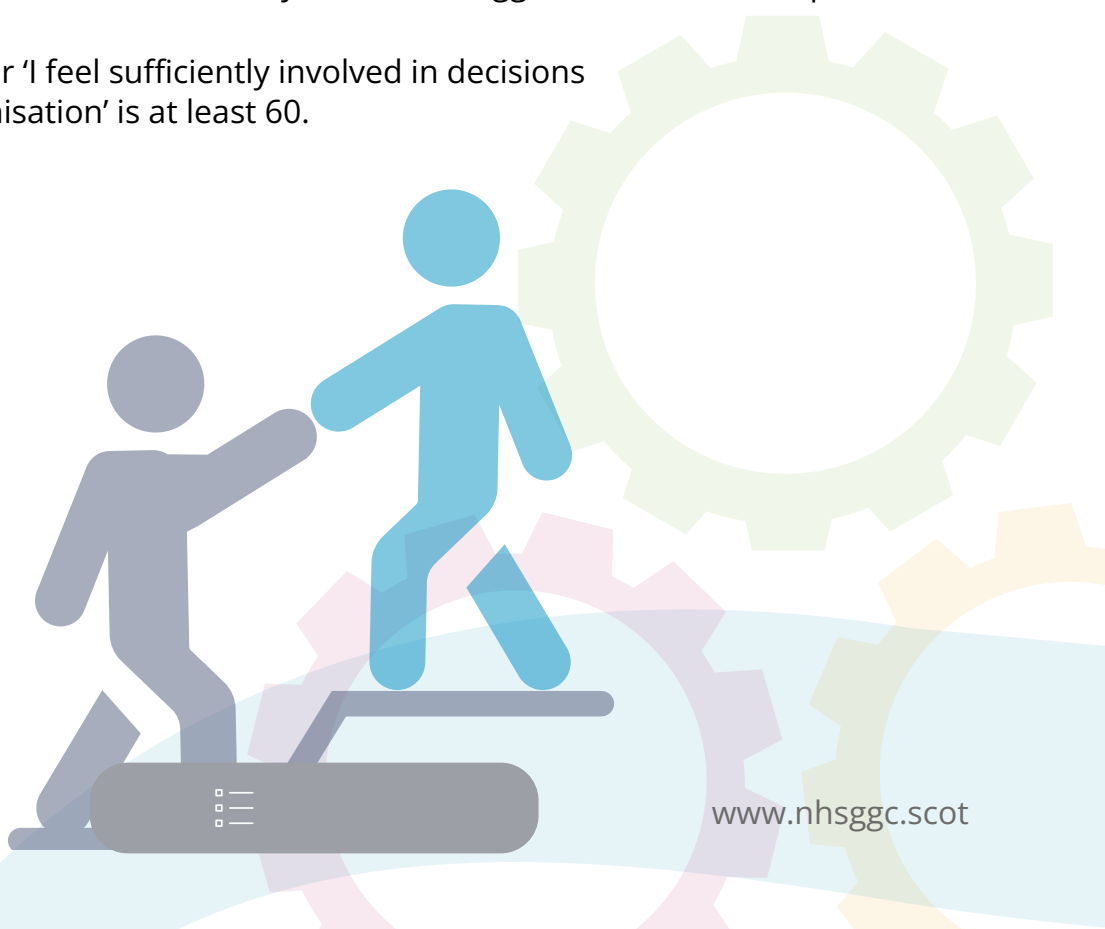
Have an inclusive and welcoming culture for all staff, where staff from all backgrounds can thrive and be their authentic selves.

This will be delivered by...

- 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
- Leaders taking accountability for ensuring staff feel appreciated and valued, underpinning high levels of motivation and commitment.

We will know we have achieved success when:

- We have embedded a data led and segmented approach to further diversifying our workforce, putting in place plans and strategies to ensure that key job families represent the communities we serve
- The iMatter score for 'I am confident my ideas and suggestions are acted upon' is at least 80
- The iMatter score for 'I feel sufficiently involved in decisions relating to my organisation' is at least 60.



Community Pillar 3 – Learning and Careers



Our Learning and Careers Ambition

Staff development, learning and career progression is aligned to our workforce plan while supporting individual professional and personal growth, enabling a future ready workforce.

Developing our staff is critical to ensuring NHSGGC has a future-ready workforce equipped to deliver high-quality care. Our workforce strategy recognises the increasing role of digital tools in healthcare, aligning with national efforts to integrate digital solutions into patient care pathways and workforce training. By embedding continuous learning, supporting professional growth, and providing clear career pathways, we will address skill gaps, improve the employee lifecycle, and prepare for emerging service demands.

Staff who see opportunities for progression and feel valued in their development are more likely to stay with the organisation and perform at their best. This not only benefits individuals but strengthens the long-term sustainability and effectiveness of our healthcare services. By fostering an environment that supports both professional and personal growth, we aim to build a motivated workforce that is well-prepared to meet the challenges ahead.

To meet this challenge, we have set out four strategic objectives for our Learning and Careers Pillar.

1 Objective one

Build clear career pathways for growth and development.

We will...

Align career pathways with workforce planning goals to support progression, succession planning, and retention. These pathways will offer staff accessible opportunities for growth through meaningful PDP&R conversations. This will be delivered by...

- Creating structured career pathways to outline progression routes
- Developing appropriate programmes to support our staff, in response to organisational learning gaps
- Ensuring regular and meaningful PDP&R conversations are held for all staff.

We will know we have achieved success when:

- Collaborative conversations are available to our staff to enable them to share their experience of PDP&R
- Staff understand the career pathways open to them and the support they need to progress their career aspirations
- At least 30% of vacancies are filled through internal movement
- At least 75% of succession roles have an identified successor.

 2 Objective two**Design flexible learning for future-ready skills****We will...**

Deliver outstanding teaching and learning, offering flexible delivery that meets the needs of both the organisation and the individual. This approach will equip staff with skills for the future, enabling them to adapt to evolving technologies, service demands and delivery of care.

This will be delivered by...

- Monitoring the effectiveness of teaching and learning, using this feedback to deliver continuous improvement in the learner experience
- Flexible curricula that can be responsive to organisational demands and learner needs.

We will know we have achieved success when:

- Our teaching and learning programmes are aligned to our workforce planning actions and organisational strategies
- We can demonstrate how digital technologies have enhanced the knowledge and skills of our workforce.

 3 Objective three**Shape qualification frameworks for future workforce competencies.****We will...**

Shape qualification and competency frameworks, providing leadership and support to meet the future skills and knowledge needs of our workforce. This will involve ongoing collaboration with partners in the education sector, Scottish Government, NES, and professional agencies.

This will be delivered by...

- Regular engagement events with staff to encourage shared practice, networking and discussion
- Regular connections with our education partners and key stakeholders to ensure they are aware of our strategic requirements for workforce development

- A Youth Forum to inform the employment of young people (16-24).

We will know we have achieved success when:

- Early career offerings for young people (aged 16-24) have increased by 20%
- Increased collaboration activity with our key strategic education stakeholders produces new and revised programmes.

Objective four

Empowering people managers for high performance and engagement.

We will...

Continue to equip our people managers with the knowledge, skills, and resources needed to foster a positive team environment and help individuals understand their roles and responsibilities and to perform to the best of their abilities. This will enable managers to enhance staff experience and achieve high team performance.

This will be delivered by...

- A learning provision that underpins the roles and responsibilities for managers that are outlined in the NHSGGC People Management Guide
- Development of the NHSGGC Senior Managers Programme.

We will know we have achieved success when:

- We continue to achieve a green 'Strive and Celebrate' category for iMatter components covering effective team working and managing performance
- We can demonstrate that our managers are using the People Management Guide self-assessment tool to inform their personal development and to direct required learning
- We can evidence the role of the people manager in the effective induction experience for new staff
- High levels of participation, and positive feedback, from Senior managers on the NHSGGC Senior Managers programme.



1 Objective one

Streamline recruitment processes for efficiency and effectiveness.

We will...

Enhance our recruitment systems and processes to reduce the time taken to fill critical vacancies, ensuring we respond swiftly to workforce needs. We will attract high-calibre candidates while ensuring a seamless experience for both applicants and hiring managers.

This will be delivered by...

- Reviewing the end-to-end recruitment process, aiming to further increase effectiveness
- Exploring the introduction of a fast-track hiring process for business-critical roles and a cohort approach to routine recruitment of entry level posts
- Developing a range of training sessions to support hiring managers to achieve efficient and effective recruitment.

We will know we have achieved success when:

- The average time to fill business critical vacancies has reduced by 10%, demonstrating more efficient and streamlined recruitment processes
- Our candidate experiences surveys show a satisfaction rate of 85% or higher, reflecting a positive and inclusive recruitment process.

2 Objective two

Enhance onboarding and retention for long-term success.

We will...

Strengthen our onboarding programmes to retain new hires with NHSGGC for more than two years. This will involve integrating new staff effectively into the organisation's culture and providing continuous support and development opportunities to align with their professional goals.

This will be delivered by...

- Reviewing and refreshing the end-to-end induction process for effectiveness
- Providing an onboarding mentor ('buddy') to staff joining NHSGGC
- Introducing an organisational feedback mechanism following an employee's onboarding experience.

We will know we have achieved success when:

- At least 90% of new hires remain with NHSGGC for more than two years, indicating successful onboarding, integration, and alignment with the NHSGGC's values and culture.

- At least 30% of vacancies are filled through internal movement, highlighting successful career development and retention of existing talent
- At least 80% of new employees to NHSGGC are assigned a buddy within the first week.

Objective three

Promote diversity and internal career development.

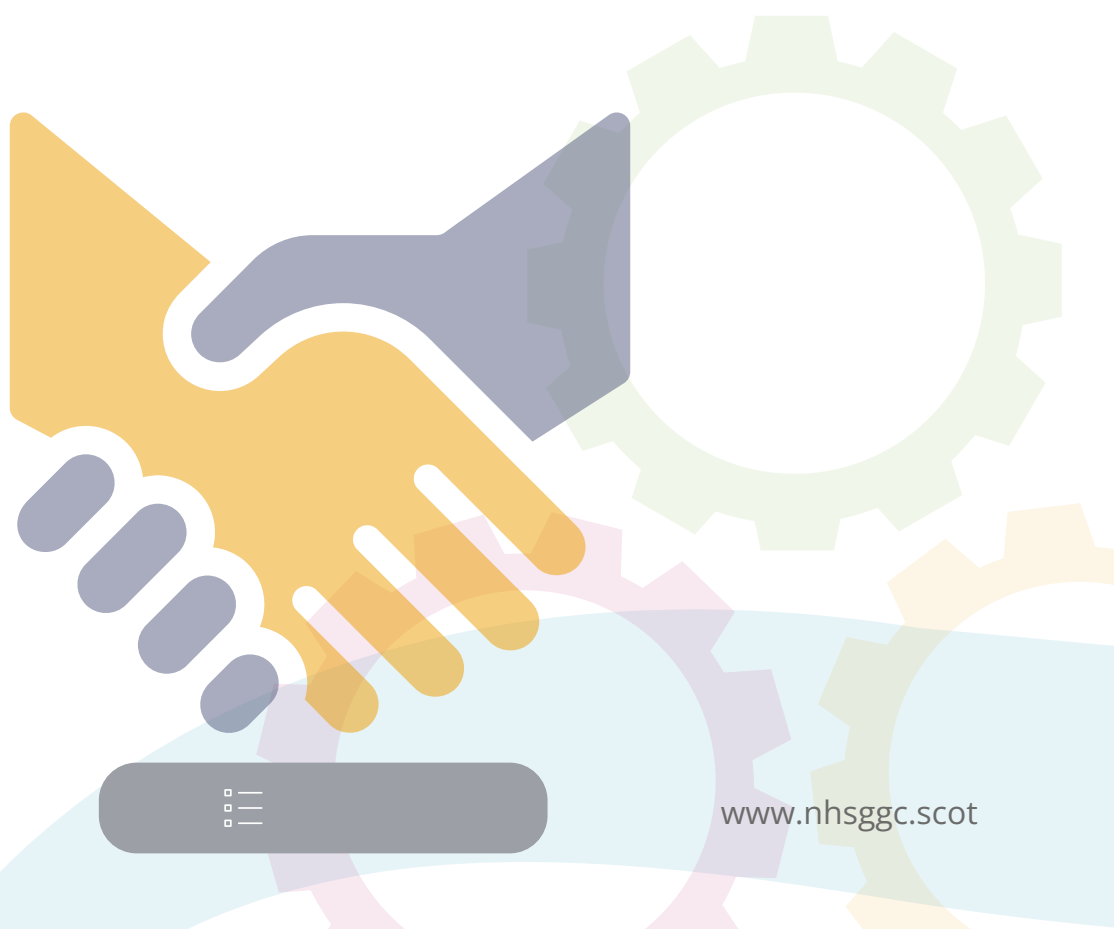
We will...

Actively advance diversity and inclusion efforts in recruitment and retention, creating an equitable and welcoming workforce that represents the diverse communities we serve. This will be delivered by...

- Increasing the use of diversity-focused recruitment marketing
- Implementing regular training for hiring managers on inclusive hiring practices, and strategies to assess candidates based on skills and potential
- Encouraging diverse interview panels for key recruitment processes to provide multiple perspectives and ensure fair evaluation of candidates.

We will know we have achieved success when:

- Our annual recruitment data shows year-on-year improvement in the diversity of candidates hired, particularly in terms of ethnicity, gender, disability, age, and socioeconomic background, ensuring our workforce better reflects the communities we serve.



How We Will Achieve This

In order to meet our corporate objectives and fulfil our commitment to provide safe, compassionate, high quality care to our patients we need a highly skilled, committed and engaged workforce.

In developing this Workforce Strategy, we have outlined the national and local drivers for change. These pressures create a platform for change and innovation, however we must not lose sight of the more fundamental requirement to adapt the workforce to better support our patient and population needs. We will work together in partnership with our staff, trade unions and management to provide them with the skills, the support and the structure to navigate future change successfully whilst continuing to ensure they derive both pride and satisfaction from their work.

NHSGGC's Corporate Objectives are the road map and compass by which all activity is guided and measured for success over the next five years. We will deliver this Workforce Strategy through a supporting framework of strategies and plans, which when taken together are regularly reviewed to ensure that this Strategy is a 'living document'.

NHSGGC already measures a range of Key Performance Indicators each month in relation to workforce, these are reported via several governance routes to the NHSGGC Board. These include measures such as staff attendance, personal development and appraisal completion rates, staff experience and other metrics such as recruitment, vacancies, turnover and use of supplementary staffing. These measures will be built upon to ensure a wide range of both quantitative and qualitative evidence is utilised to support the success of this Strategy and published in Directorate and Health and Social Care Partnership storyboards.

Scope of this strategy

This Workforce Strategy applies to NHSGGC's core workforce. Primary Care, including General Practice, Pharmacy, Dentistry, and Optometry, is out of scope and is addressed in the Primary Care Strategy 2024-2029. Workforce planning for these services will be managed separately, and stakeholders should refer to the relevant strategy for details on workforce commitments in these areas.

Monitoring and Governance

In developing our new Workforce Strategy our focus has been on articulating the organisation's values and objectives in a way that makes a clear connection between current and future activity, the contribution of services, partners and stakeholders and the strategic direction and focus of NHSGGC between now and 2030, essentially linking strategy with delivery.

We are building on the success of the 2021-2025 strategy, and much of what is proposed here is not about new developments but embedding the work already started ensuring that services, programmes and initiatives are consistently implemented across NHSGGC so that they support and benefit all our staff.

Detailed below is the governance framework outlining how we will deliver and monitor this strategy.

- A high level three year plan will be developed, with a focus on measurable outcomes
- An annual delivery plan will be agreed via the Corporate Management Team, with key projects and initiatives that will deliver on those measurable outcomes
- Progress against the annual delivery plan will be reported quarterly through the Staff Governance Committee and the Strategy Area Partnership Forum
- An annual update of progress will be provided through the NHSGGC Board.

We will develop a programme of engagement to support the publication and promote the Workforce Strategy, and to seek further ideas, constructive challenge and feedback.

The strategy is in place for five years however, given the pace of change, we will conduct a review in 2028, updating the strategy to reflect material changes in our internal and external environment.

Strategy to delivery

This is NHS Greater Glasgow and Clyde's second Workforce Strategy and we believe that the pillars set out above help us achieve our ambitions of becoming a world class public sector organisation and a great place to work for all our staff.



Appendix: Strategy Alignment

This appendix provides a structured overview of how the NHSGGC Workforce Strategy 2025-2030 aligns with the Scottish Government's Transform and Reform priorities:



**Improve
access**



**Harness digital
and innovation**



**Shift the
balance of care**



**Improve
population health.**

Pillar one: Safety, Health and Wellbeing

Workforce Strategy objective	Improve access	Harness digital and innovation	Shift the balance of care	Improve population health
A safe and healthy workplace	✓		✓	✓
Comprehensive wellbeing support	✓		✓	✓
Culture of health, safety and wellbeing	✓		✓	✓
Flexible working	✓	✓	✓	

Pillar two: Culture and leadership

Workforce Strategy objective	Improve access	Harness digital and innovation	Shift the balance of care	Improve population health
Supportive and respectful workplace	✓		✓	✓
Empowering and accountable environment	✓	✓	✓	
Clear vision and open communication	✓	✓	✓	
Inclusive and welcoming culture	✓			✓

Pillar three: Learning and careers

Workforce Strategy objective	Improve access	Harness digital and innovation	Shift the balance of care	Improve population health
Career pathways for growth and development	✓	✓	✓	
Flexible learning for future-ready skills	✓	✓	✓	
Qualification frameworks for future workforce competencies	✓	✓	✓	
Empowering people managers for high performance	✓	✓	✓	

Pillar four: Recruitment and retention

Workforce Strategy objective	Improve access	Harness digital and innovation	Shift the balance of care	Improve population health
Streamline recruitment	✓	✓		
Enhance onboarding and retention	✓	✓		
Promote diversity and internal career development	✓		✓	✓





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2025-2030

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