

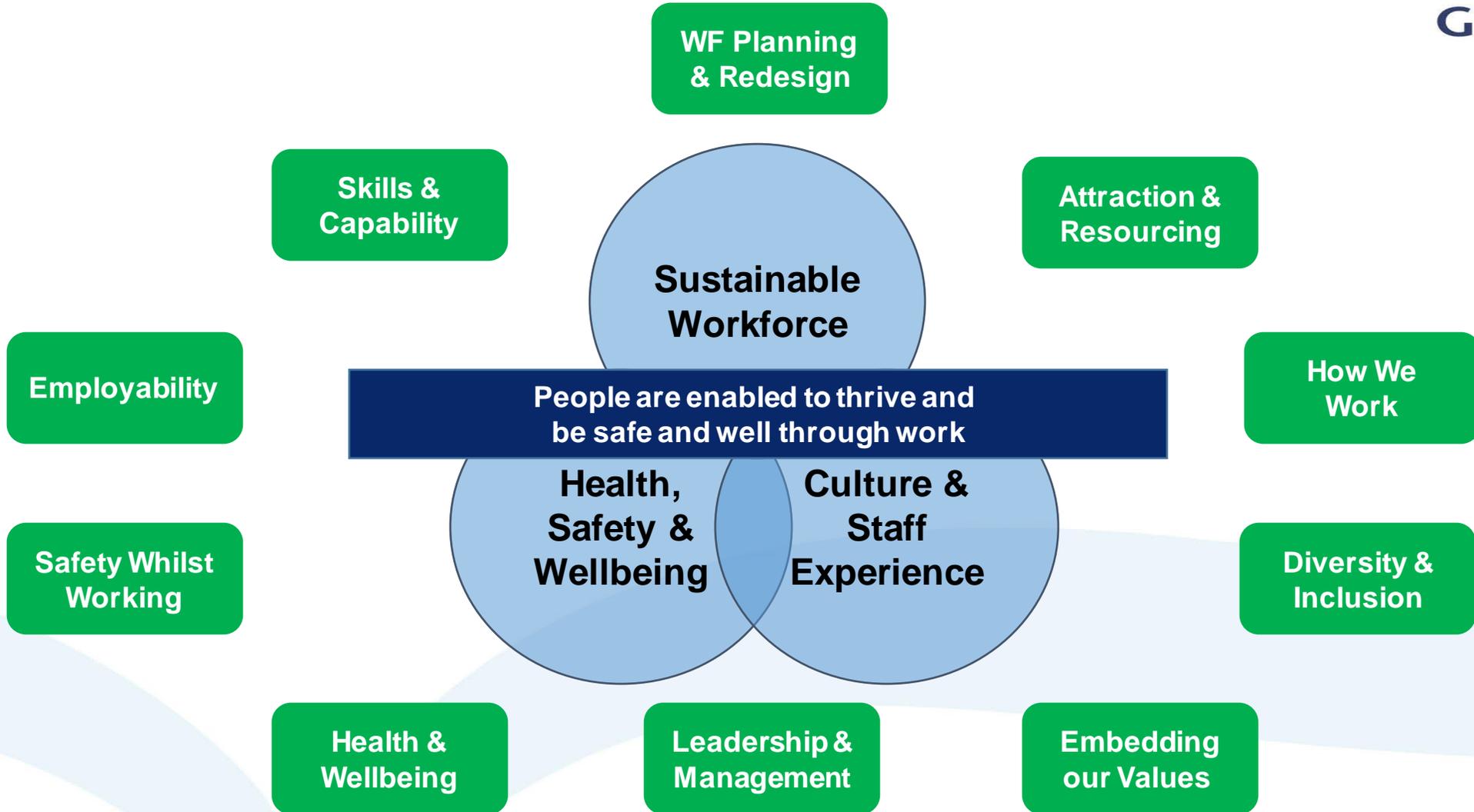
Plan for the Future: Colleagues & Culture

Putting the Workforce Centre Stage

Strategic Aims – by 2028



Areas of focus



Target outcomes



Workforce Planning & Redesign

A service led approach integrated with financial and digital planning that enables Portfolios and Directorates to transform delivery as required, supporting workforce retention and growth

Safety Whilst Working

All colleagues are fully engaged with their health and safety responsibilities, understand why these are integral to their work and services, and model them as part of normal business.

Attraction & Resourcing

More colleagues are retained through improved support for working longer and for developing careers, with increased fill rates through local, national and international recruitment.

Health & Wellbeing

Shared responsibility with colleagues for their physical and mental health is central to our ways of working and underpinned by collective investment in wellbeing support services.

Employability

Access to employment is widened, with an increased range of entry level opportunities, recruitment from diverse backgrounds, and further expansion of Apprenticeships

Embedding Our Values

Colleagues at all levels demonstrate our shared values, and ensure positive behaviours are experienced consistently across the system as part of an improved workplace experience.

How We Work

Fair work, enhanced workplaces, flexibility of working arrangements, and use of business systems improve wellbeing, environmental sustainability, and meet changing service needs.

Leadership & Management

All managers are confident and competent as coaches and managers of people in a distributed model of system leadership that enables development and empowerment of others.

Skills & Capability

All colleagues have support and time for learning that helps them develop, personally and professionally, to match service needs in support of regulation, regeneration and change

Diversity & Inclusion

We are recognised as an inclusive employer where discrimination is not tolerated and whose staff profile reflects and celebrates the wide diversity of our local communities.

Workforce Planning and Redesign



By 2028 we will have embedded Portfolio led workforce planning integrated with financial and digital planning that enables services to transform delivery as required, supporting workforce wellbeing, retention and growth

To develop strategies to address the gap between capacity and demand, regular and future focussed workforce planning will be required across all Portfolios. This will take account of both the changing expectations of different generations of health and care workers, and investments in different ways of delivering services, focusing on developing affordable and adaptable workforce models that reflect availability.

Workforce supply challenges mean that our workforce approach must be broader than attraction and recruitment. Redesign presents an opportunity for services to think creatively about how to maximise the use of existing skills in line with evolving professional regulation. As well as their understanding of current and future workforce trends, this approach will need to reflect digital developments and financial priorities shaping service delivery.

In support, we will join up workforce, service and financial planning for the medium and long term. We will equip managers to work with a consistent approach and provide them with the skills to produce and continually review these plans. This will be supported by enhanced information and intelligence on workforce availability and use of capacity.

Attraction and Resourcing



By 2028 more colleagues will be being retained through improved support for working longer and for developing careers, with increased fill rates through local, national and international recruitment.

Long term gaps in workforce supply mean that both attracting new entrants and developing our culture and ways of working to support retention of existing colleagues will be vital to our ability to meet future service needs.

Attraction will be supported by further work with reference our local and national partners. With other North of Scotland Health Boards and the Centre for Workforce Supply in NES, we will progress international recruitment that builds on a track record of success in Nursing and supports delivery of priorities such as the Grampian National Treatment Centre (NTC) from 2025. We will also use the opportunities that introduction of other new and innovative clinical environments such as the Baird Family Hospital and the ANCHOR Centre bring to attract and retain more colleagues for the future.

For existing colleagues, we will continue to focus on creating the conditions that support those with significant skills and experience to work longer, if they wish to do so. We will also support the effective use of personal development and job planning to help individuals to identify opportunities for professional and personal growth locally. Succession planning will be enhanced to help identify and nurture those demonstrating the potential and ambition to progress into more senior roles.

Employability



By 2028 we will have widened access to employment in health and care, with an increased range of entry level opportunities, recruitment from diverse backgrounds, and further expansion of Apprenticeships.

Creating job opportunities and developing colleagues' employment potential can benefit our services and our communities. It is something we are well placed to support as one of the largest employers in northeast Scotland. This will build on half a century of success in offering Apprenticeship Programmes and as the first Health Board in Scotland accredited in delivering the Young Person's Guarantee

Across areas of clinical and non-clinical skills shortages we will help to widen access to employment by creating more entry level pathways. This will be accompanied by steps to actively remove barriers for those furthest from the job market such as the long-term unemployed, and to develop innovative programmes which will suit young people, those with a disability, people with experience of the 'care system', and armed forces veterans.

This will be underpinned by continued proactive engagement with local and national partners, Primary / Secondary Schools, Colleges and Universities, using work experience as a route to promoting health and care careers.

How we work



By 2028 Fair Work, enhanced workplaces, flexibility of working arrangements, and use of business systems will improve colleagues' wellbeing, environmental sustainability, and help meet changing service needs.

In support of improving place and wellbeing (outcomes for the people of north-east Scotland, it is important that we seek to ensure fair work for our colleagues, particularly given the aspirations for parity of esteem across health and care workforces linked to the National Care Service. This will be balanced with a need to ensure new ways of working that support delivery of more of our services across seven days are progressed in Partnership.

Scottish Government's Fair Work Convention is well aligned with our commitment to adopting Smarter Working practices that make the best use of workplaces, technology and flexible working provisions throughout NHS Grampian. This will include providing opportunities where possible for Hybrid Working that build on the gains made during the pandemic in respect of adopting remote working. This will be balanced with the need to address some of the negative impacts of working remotely for some colleagues and patients.

Supporting the adoption and ongoing development of new national business systems, including e-Rostering and the Model Office, plus testing of Digital Apps that support increased employee participation, will help to ensure that skilled staff can focus on the most value adding activities in support of patients, colleagues and service users.

Skills and Capability



By 2028 all colleagues will have access to education and time for learning that helps them develop, personally and professionally, to match service needs in support of legislation, regulation and change.

Learning is an essential requirement for all colleagues in terms of their professional, personal development and meeting regulatory and statutory requirements for their roles. As part of regeneration, our system requires a workforce that is equipped for the future and whose skills underpin evolving service and Board level priorities. This will be detailed in a Learning Strategy to be developed for the organisation.

There are significant steps to take in supporting the recovery of education and training provision across all segments of the workforce. This includes a commitment to supporting research, and working with Further and Higher Education Institutions, NHS Education for Scotland and the NHS Scotland Academy to ensure that vocational, undergraduate and postgraduate training opportunities are maximised.

We will also improve the participation of all staff groups in statutory and mandatory learning, regular appraisal, and personal development planning, with the latter supporting an approach to talent management beyond leadership roles through career planning. The continued development of digital literacy and skills for colleagues at all levels will be a priority in support of new ways of working and workplace participation.

Safety whilst working



By 2028, all colleagues will be fully engaged with their health and safety responsibilities, understand why these are integral to their work and services, and model them as part of normal business.

To ensure the safety and wellbeing of each other, patients and service users, it is essential that colleagues understand why their individual health and safety responsibilities are integral to the safety of the services they provide and adopt them consistently. We will ensure colleagues are supported to do so via quality training that is as accessible as possible, and through continuous learning.

Managers have a vital role to play in this respect by promoting a positive health and safety culture and holding team members responsible for engaging with related activities. We will provide managers with the training and tools they need to identify and manage the health and safety risks for their areas.

We will also embed a new approach to using the data obtained from our health and safety systems, along with onsite visits, to monitor compliance with our legal health and safety obligations. This will improve reporting on health and safety performance at all levels across the organisation and help to ensure greater accountability and assurance that we are effectively managing the risks to colleagues, patients and service users.

Health and Wellbeing



By 2028, shared responsibility with colleagues for their physical and mental health will be central to our ways of working and underpinned by collective investment in wellbeing support services.

The overall wellbeing of colleagues, both in and out of work, is integral to organisational performance and culture. Monitoring the impact of work on improvements to health and wellbeing is an under-developed area. We need to establish more effective measures for understanding it, the impact of the steps we take to support colleagues and identify areas for focused improvements.

We must also recognise that there is more for both the organisation and colleagues to do if we are to establish a culture where wellbeing is integral to the way that we work. This includes ensuring that the wide range of options for support are prominent, well understood by colleagues, and that access to them is actively enabled by managers who have access to development that helps them support their team members' wellbeing.

Given the workforce shortages and succession planning challenges that exist nationally across Occupational Health Services it will also be essential to engage in national work to shape future service provision and collectively influence education and training provision.

Embedding our Values



By 2028 colleagues at all levels will understand and demonstrate our values, helping ensure positive behaviours are experienced consistently across the system as part of an improved workplace experience.

We recognise the importance of constructive behaviours, based around common values, to a workplace culture that is supportive, inclusive and empowering in ways that enable colleagues to deliver high quality services and make the changes necessary to delivering our Strategy. We will measure our progress through further adopting and embedding national and international tools to benchmark our culture and staff experience over time.

Our values of *Caring, Listening and Improving* are long established, but less well understood. We will continue to test their relevance with staff and stakeholders as we look to strengthen whole-system working, recognising the common currency of positive relationships wherever colleagues work. They will be used as a reference point in our efforts to recruit, educate and recognise the contributions of staff, particularly towards colleagues.

We will support staff at all levels to have the confidence and competence to identify unacceptable behaviours and to challenge them with kindness and compassion. This recognises that whilst all behaviour happens in a context, departures from the standards expected by patients, service users and colleagues must be effectively addressed, and we will support managers to do this.

Leadership and Management



By 2028 our managers will be confident and competent in their role as coaches and managers of people in a system leadership approach that enables the development and empowerment of colleagues at all levels.

Systems leadership is vital to the kind of cross boundary working between different parts of our organisation, and with public, third and independent sector partners, that is essential to achieving sustainable health and care services. Continuing to spread and embed these practices so that they feel more natural, and less of an add on for colleagues will be a priority as we seek to ensure our ways of organising and working support this vision.

Managers at all levels have a key role to play in this respect, supporting their teams to understand the need for change and focussing on their wellbeing. We will expect and help them to be highly visible, provide clarity and prioritise people, including their own and others' wellbeing, as part of our regeneration from the pandemic.

We will also promote progressive approaches to people management that recognise the need for balancing an appropriate use of discretion with consistency and fairness in the application of policy. In this respect, we will continue to focus on developing a coaching culture amongst managers, as well as ensuring ease of access to both face to face and digital learning opportunities through local and national resources and programmes.

Diversity and Inclusion



By 2028 we will be recognised as an inclusive employer where discrimination is not tolerated and whose staff profile reflects and celebrates the wide diversity of our local communities.

Data suggests that cultural inclusivity is one of the most positive aspects of working in our organisation. This can help us continue to increase the diversity of our workforce in all its forms and move towards better reflecting the population we serve, developing environments where people can work free from the fear of unfair treatment.

We also know that this is not the experience of all colleagues. In particular, given feedback from employees and students, we are focussed on tackling racial discrimination in all its forms, and at all stages of employment. Our Race Equality Network is central to developing our approach in this area, supporting updating of policies and processes across different areas of working life.

Education and training is vital, and the Grampian Equalities Network has a central role in helping to promote understanding and access to development opportunities. These are essential and we will support colleagues to recognise that one size does not fit all in relation to personal availability, work patterns, work styles and preferences, and to equip them to constructively challenge unfair treatment