



Investors in People

Report
2020 - 2023

Making Work Better



INVESTORS
IN PEOPLE

CONTENTS

A message from our Chief Executive Officer.....	3
A message from our Director of Human Resources and Organisational Development, and Chair of the NHSGGC Investors in People Steering Group	4
1. WHAT IS INVESTORS IN PEOPLE?.....	5
WHY IIP?.....	6
WHAT ARE THE BENEFITS OF IIP?.....	7
WHAT DOES THE IIP ASSESSMENT INVOLVE?.....	7
The IIP Assessment	7
How does IIP align with other employee engagement initiatives?.....	8
IIP Accreditation	9
2. WHAT'S HAPPENED ALREADY?.....	10
2.1. THE PILOT: INVERCLYDE ROYAL HOSPITAL (IRH)	10
Key Learnings from Pilot.....	11
2.2. IIP GOVERNANCE STRUCTURE	13
IIP Steering Group	13
Cluster Workforce Groups (CWGs)	13
Continuous Assessment.....	14
2.3. CORPORATE CLUSTER.....	14
2.4. WEST CLUSTER.....	15
2.5. CLYDE CLUSTER	18
2.6. NORTH CLUSTER.....	19
2.7. SOUTH CLUSTER.....	20
3. IMPROVEMENT THEMES AND ACTIONS	22
EMERGING CROSS-CUTTING THEMES.....	22
4. MONITORING THE IMPACT OF IIP	25
NHSGGC OVERALL	26
5. WHAT'S NEXT?.....	33
APPENDIX.....	34

A message from our Chief Executive Officer

Our corporate objective of 'Better Workplace' sets out our priorities for creating a great place to work and growing our great community. Our Workforce Strategy sets out how we aim to achieve this, and has Investors in People at the core.

Making work better together is one of the key enablers of better patient care and our engagement with Investors in People assesses us as an employer, providing external benchmarking and assurance, continuous improvement opportunities and accreditation for achieving high workplace standards and being a great place to work. ✦

Listening to all colleagues and teams happens in many ways in our organisation including, through iMatter, Collaborative conversations, our Speak-up campaign, Peer Support and "The Big Conversation", as well as through other feedback mechanisms, including Investors in People.

Investors in People continues to make great progress across the organisation, and NHSGGC is aiming to continue our Board-wide work with Investors in People (IiP) in the next cycle of assessments. Continuously learning about our opinions and viewpoints is essential to ensuring we can continue to grow and develop the NHSGGC workplace. Well done to the teams working on this and thank you for your continued support.

Our work becomes more meaningful when we know it aims to help people and the quality of life for our community.

- **Jane Grant, Chief Executive Officer, NHSGGC**





A message from our Director of Human Resources and Organisational Development, and Chair of the NHSGGC Investors in People Steering Group



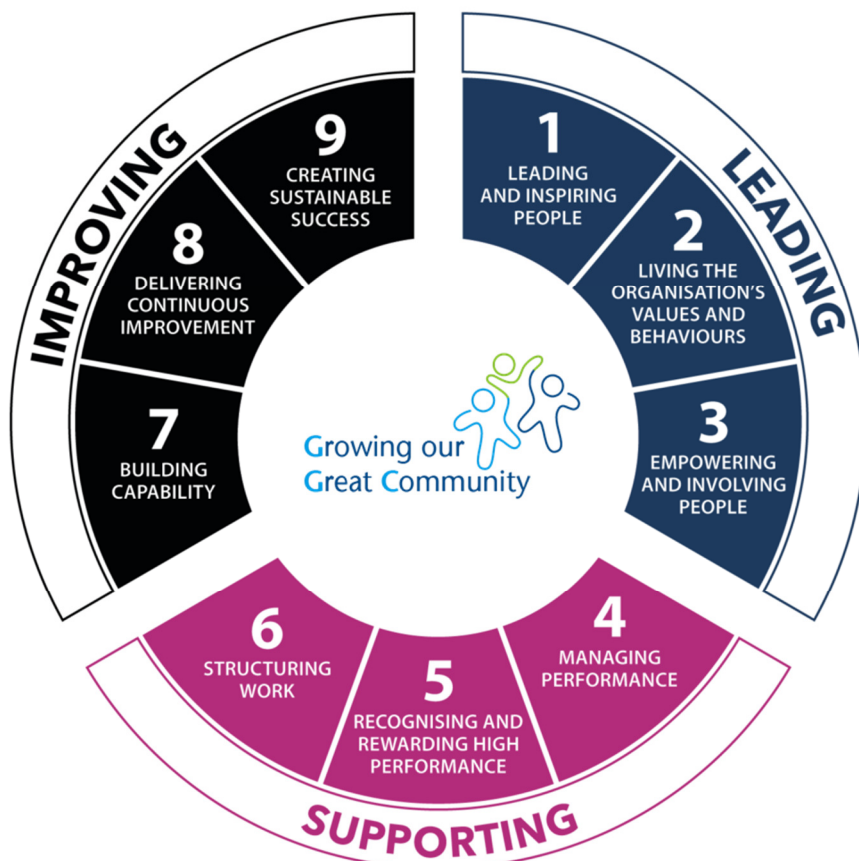
Committed to Investing in our Staff: liP is a key element of our Workforce Strategy and reaffirms our commitment to the National Staff Governance Standards. The aim of our Investors in People (liP) journey is to enable all of us to contribute our best and be involved in making ongoing positive changes in our workplace.

Following achievement of the liP accreditation being at the Inverclyde Royal Hospital, colleagues and teams working within corporate services, including Estates and Facilities at our non-acute sites, have successfully achieved the Investors in People standard.

- Anne MacPherson, Director of Human Resources and Organisational Development, NHSGGC.

1. WHAT IS INVESTORS IN PEOPLE?

1.1. Investors in People (IiP) have been assisting organisations across the world to make work better since 1991. Since then, they have worked in 66 countries, making work better for over 11 million people worldwide. As an international tried and tested accreditation for workplace improvement, recognised in over 66 countries, IiP is a global benchmark when it comes to assessing great places to work. IiP assesses organisational standards in 3 broad areas – Improving, Leading and Supporting.



- 1.2. Leading explores the levels of trust we have among colleagues and teams and the way we all live up to our values, and inspire a positive culture. Supporting looks at having the right structures in place so people can do their jobs well, how we recognise each other for doing well, and how we support and appreciate each other. Improving explores the opportunities for us all to grow and develop and how ready we are for any changes the future might bring.
- 1.3. Each of the three areas has a further 3 components and within this robust framework a total of 27 indicators. The detail of the 27 indicators making up the liP framework is given in the Appendix.
- 1.4. Diversity, equality and inclusion, psychological safety and quality improvement are important priorities for NHSGGC and during liP assessments we also made sure to capture feedback from colleagues and teams around these topics specifically as well.



1.5. WHY IIP?

- 1.5.1. Over the years a great deal of work has gone in to support staff and ensure that as an employer NHSGGC is doing its best for staff. Since the launch of iMatter, the framework to develop our culture and collective leadership and then more recently the development of our Workforce Strategy and our Staff Health Strategy, we have been looking for a way to assess and benchmark how well these efforts improve NHSGGC as a place to work for our staff and how we compare in this regard with other employers.



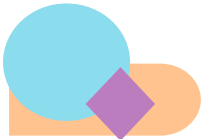
- 1.5.2. liP aims to enable our staff to contribute their best and be involved in making ongoing positive changes together. The long term objective is to embed good people management practice consistently across all of our services. The process supports NHSGGC to put staff at the front and centre of the organisation, and in turn, this assures the quality of patient care. The liP approach provides a consistent framework which emphasises partnership working and collaboration and teamwork across staff groups and along management and directorate lines.

- 1.5.3. liP is a key element of our Workforce Strategy and reaffirms our commitment to the National [Staff Governance Standards](#).



1.6. WHAT ARE THE BENEFITS OF IIP?

- ✓ Improved staff motivation and morale.
- ✓ Provides independent in-depth insight into organisation culture and practice.
- ✓ Gives a clear road map and route for progression.
- ✓ Provides a consistent framework against which we can conduct internal and external benchmarking of people processes and performance.
- ✓ liP accreditation enhances organisational reputation and is also a factor for being a more desirable employer to attract the people we need.
- ✓ Alignment of key people issues to the organisation's performance and goals.
- ✓ All these contribute to enhanced patient experience and quality of care.



1.7. WHAT DOES THE IIP ASSESSMENT INVOLVE?

- 1.7.1. liP involves staff at all of our sites telling external assessors how well they think we are doing and then getting everyone involved in addressing the gaps and our development as an employer. This involves a random sample of staff being invited to in-depth discussions with liP assessors. Given the size of NHSGGC, the first cycle of this process was planned over three years starting in November 2020, using a phased, cluster based approach.
- 1.7.2. NHSGGC has committed to a long term partnership as the programme runs in continuous 3 year cycles to maintain and develop the high standards of being a great place to work.

1.8. The liP Assessment

- 1.8.1 The assessment process was rolled out gradually across NHSGGC over 3 years, starting with a pilot site at Inverclyde Royal Hospital (IRH) site in August 2020. Learnings from the pilot showed value in taking a site based approach to roll-out in Acute and Corporate Services rather than a directorate based approach. HSCPs involvement will be decided at a later stage and in such a case they would be assessed and accredited individually.
- 1.8.2 As the first step in the assessment process liP wants to hear from staff - those who know our organisation best. Starting in August 2020 all IRH Staff, regardless of Directorate, were invited to participate in the liP assessment process via a questionnaire, with some staff then being randomly selected by liP for in depth and focused discussions.

- 1.8.3. The assessment sample is a randomly selected 5% sample of all staff. The assessment feedback provides valuable objective information about our workplace and people practices. The feedback and learning is then used to produce a cluster development plan in consultation with staff, as positive engagement with staff is integral to implementing actions in the development plan.
- 1.8.4. As part of the liP Assessment, we had the opportunity to add other 'Better Workplace' and Workforce Strategy elements into the assessment process and development planning that are not explicit in the liP standards framework. Such additional elements included:
- Staff mental health & wellbeing
 - Psychological Safety in NHSGGC
 - Equalities
 - Staff Health & Safety
 - Effectiveness of the iMatter process
- 1.8.5. liP is being delivered as a rolling programme across clusters of acute and corporate sites and services. It is driven by staff workforce groups, with representatives from all services in the cluster, including staff side representation.

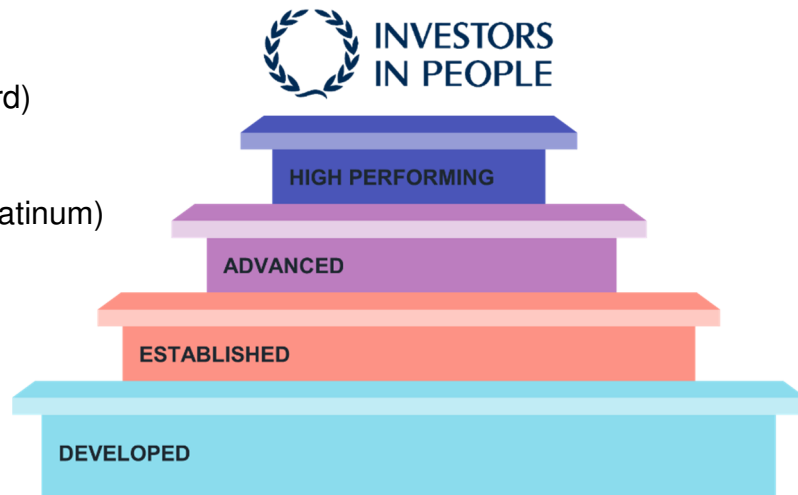
1.9. How does liP align with other employee engagement initiatives?

- 1.9.1 liP provides a consistent framework that helps us to align all our initiatives within a holistic approach, including iMatter, Collaborative Conversations and other values and culture work. For example liP make use of iMatter results as part of their research and assessment process, iMatter and liP themes are connected to our collaborative action planning processes and Collaborative Conversations have been embedded within liP Cluster Workforce Group activities and processes. External benchmarking from liP then provides NHSGGC with an independent assessment of areas for improvement and celebration.

1.10. liP Accreditation

1.10.1. There are 4 levels of accreditation, and liP work with us to see what it takes to reach each level.

- Developed (Standard)
- Established (Silver)
- Advanced (Gold)
- High Performing (Platinum)



1.10.2. The liP framework is backed by years of scientific research, working with hundreds of academics, business leaders, industry experts, and over 50,000 organisations worldwide, and their rigorous assessment process means that achieving the standard is a clear sign that at NHSGGC we care about putting people first.

1.10.3. Getting accredited is just the start. The liP journey is one of continuous improvement and involves always striving to achieve better for our staff.

2. WHAT'S HAPPENED ALREADY?

2.1. THE PILOT: INVERCLYDE ROYAL HOSPITAL (IRH)



- 2.1.1. Inverclyde Royal Hospital (IRH) was the first site within NHS Greater Glasgow and Clyde to complete the Investors in People assessment as the pilot site. The learnings from this were used to build the rest of the NHSGGC roll-out plan.
- 2.1.2. In November 2020 the IRH site, involving 1500 staff, was assessed and met 22 of the 27 IiP assessment indicators which means it did not quite make accreditation at first. It did however demonstrate the areas of strength of people practice and teamwork on the site and the areas where improvement work was required.
- 2.1.3. Feedback was received in the shape of an assessment report and a Workforce Group that had previously been assembled during Covid that involved colleagues from across the site, got to work to agree and then undertake a development plan. This plan was defined by local actions and improvement intentions for each service and informed by individual plans drafted by each service which helped to ensure that activity and progress were owned and driven by local colleagues and teams.

2.1.4. There have been a range of outputs so far, including a forward-looking, aspirational vision being developed for the site, greater visibility of senior management, a large-scale mural created with active engagement of staff, activities on individual wards and departments such as staff wish trees and local staff reward and recognition approaches. There was strong enthusiasm generated and the improvements made in site communications, leadership visibility and staff engagement. Demonstrating how NHSGGC is a learning organisation, the improvements generated from the IIP feedback and the feedback from our staff, led to the site being IIP Accredited in November 2021, when the continuous assessment found the remaining 5 themes had been met.

2.1.5. The Site Workforce Group at IRH was key to the success of developments and improvements and was the model that each of the next Custer Workforce Groups were built from. The IRH Site Workforce Group continues to oversee progress actions and enable continuous development at Inverclyde, including improvements to the estate and environments, encouraging continued growth of communication internally, actively promoting the site within the local community and local media through positive news stories, recent work towards and achievement of the Bereavement Charter Mark and Kindness award,



2.1.6. Key Learnings from Pilot

2.1.6.1. The pilot allowed us to test and develop the rollout for the rest of the NHSGGC. Here are the key things we learned and took forward:

- The relationship established with Investors in People helps us to draw on their experience from application in other organisations. Having them as a helpful supportive partner as well as being the assessing and accrediting body has enabled a very positive approach in NHSGGC.
- The site/geographical cluster approach to implementation offered significant benefit. People tended to identify with the site where they worked and the teamwork they had with colleagues, more than the Directorate they belonged to. This indicated that rolling out by site rather than by Directorate would engage people more and draw on their pride and identity about where they worked and the people they worked with.

- Oversampling above the 5% minimum of staff required to participate directly in the assessment process was important to ensure the final sample was adequate and covered for those staff who, for understandable reasons, couldn't make the assessment meetings on the day. We now oversample at about 6% during assessments.
- In addition to oversampling, having reserve lists and making sure bookings were done in advance helped to ensure maximum inclusion and participation.
- Capturing and coding feedback from staff from different areas, groups of staff and different band levels means that the assessment report can identify strengths and weak areas that form particular and useable feedback.
- There are additional topics not covered in the liP Framework that we can build into the assessment process that are of specific interest to us. These five topics are: Effectiveness of iMatter, Equalities, Staff Wellbeing, Psychological Safety and Attention to Health and Safety.
- We had to consider the effect of Covid Restrictions on liP Assessment. The smaller group meetings and 1-1s are easily carried out using online MS Teams calls, however, the staff focus groups included staff that have limited or no online/MS Teams access or familiarity of use and meant that these meetings needed to be conducted face to face which during Covid presented a problem with Covid restrictions and the availability of larger venues to accommodate social distancing.
- Venues were sought as close as possible to where staff work so that time away is minimised.
- Consider establishing Site/Cluster Workforce Groups early.

2.1.6.2. Representatives from the IRH and Corporate Cluster Workforce Groups were recently invited to attend a celebration event held in Glasgow by Investors in People on 19th June. CEO of Investors in People CIC, Paul Devoy, presented the Investors in People plaque to Tricia Duncan, Strategy & Development Manager eHealth, on behalf of the Corporate Cluster, and Julie Pearson, Senior OD Advisor lead for Investors in People IRH and the Clyde Cluster.





2.2. liP GOVERNANCE STRUCTURE

Strong sponsorship and governance are key to maintaining focus and direction. The Board liP Steering Group was established and learning from the pilot at IRH showed that the creation of Workforce Groups for each Cluster is an excellent forum to involve people, get good focus, help to organise people for the assessment and a place where the development plan can be agreed and reviewed.

◆ 2.2.1. liP Steering Group

- 2.2.1.1. An Investors in People Steering Group was established in 2020 to provide executive sponsorship, oversight and governance; and expedite implementation of liP. The steering group is chaired by the Director of Human Resources and Organisational Development and progress is reported to the Corporate Management Team (CMT). Progress is also reported at the Area Partnership Forum (APF) and Staff Governance Committee.
- 2.2.1.2. The Acute Chief Operating Officer, Employee Director, Head of OD, Senior OD Advisor Lead for liP and OD Programme Manager are permanent members of the Steering Group. Chairs of Cluster Workforce Groups and lead Senior OD Advisors for each cluster attend the Steering Group as pro tem members.

◆ 2.2.2. Cluster Workforce Groups (CWGs)

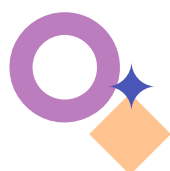
- 2.2.2.1. A vital part of the IRH site liP process and the governance and sponsorship of the site development plan was the creation of a Site Workforce Group made up of managers from each Directorate represented on the site. Once this group was established they took ownership of the process and planning. Each cluster has since formed a Workforce Group.
- 2.2.2.2. The Chair or delegated member of the Cluster Workforce Group are members of the NHSGGC Investors in People Steering Group and are invited to attend the liP Steering Group meetings to take back learnings and actions to their Cluster Workforce Groups.
- 2.2.2.3. Each cluster group has a Terms of Reference and their first task was to assist with the assessment process and then to agree on their Cluster Development Plan based on their liP Assessment Report. Each Cluster Workforce Group is accountable for implementation and decision making in their respective clusters. The role of the CWG is to provide strategic direction and leadership; to secure buy-in at management levels and be

accountable for delivering the Development Plan across sites in the cluster. Each CWG is chaired by the Cluster Lead Director.

- 2.2.2.4. Each of our sites has colleagues and teams working there from several different Directorates. Membership of the CWG is drawn from colleagues from these Directorates and also from Staff-side colleagues. The aim is for all staff groups and services to be represented and have a voice in the planning and improvement of site workforce practice in each cluster.
- 2.2.2.5. Cluster Workforce Groups, made up of representatives from across all teams, levels and professions in the Cluster, including strong partnership with our staff side colleagues, were set up to ensure that we expand on our strengths and make meaningful improvements based on staff feedback. These groups are accountable to the NHSGGC Board-wide Investors in People Steering group.

◆ 2.2.3. Continuous Assessment

- 2.2.3.1. Following the liP Pilot at Inverclyde, rollout of assessment across 5 remaining Clusters commenced in February 2022. The assessment to date has engaged a total of 1937 staff in conversations. This amounts to many hours of dialogue with each other about what's working well and what could be improved.
- 2.2.3.2. The assessment involved 357 virtual interviews with liP specialists using Microsoft Teams and 337 face to face focus groups.



2.3. CORPORATE CLUSTER

- 2.3.1. Assessment of the sites and staff groups making up the Corporate Cluster by liP's external assessors commenced in February 2022. This cluster is chaired by Anne MacPherson, Director of Human Resources and Organisational Development and supported by Paul Cogan, Senior Organisational Development Advisor. The cluster is made up of all the corporate directorate office staff and the Facilities and Estates staff who work in discreet units, such as the Decontamination Unit and the Laundry (i.e. the Corporate and Facilities staff not based on acute sites).
- 2.3.2. The assessment result was positive and liP accreditation was achieved. The members of the Corporate Cluster Workforce Group are now working with staff in their areas using the findings of the Assessment Report and getting input to the Cluster Development Plan. This continuous improvement work demonstrates the real value in the liP process where although accreditation has

been achieved the report still highlights areas where further improvement can be worked on. This then means that higher levels of accreditation (up to Advanced Level) can be aimed at in future assessments.

2.3.3. The various functions and services that make up the Corporate Cluster continue to improve upon, for example, the effectiveness and regularity of team meetings, one to one conversations, quality of PDPs and staff communications. Also, similar to other Clusters, a thriving Civility Saves Lives champions group has been established.

2.3.4. Anne MacPherson, Director of Human Resources and Organisational Development, Chair of the liP Steering Group and Chair of the liP Corporate Cluster spent time visiting the sites within the Corporate Cluster, celebrating the success of achieving the liP Standard in the Corporate Cluster. Pictured are award celebrations at Clarkston Court, Grahamston Road, the Laundry and eHealth.

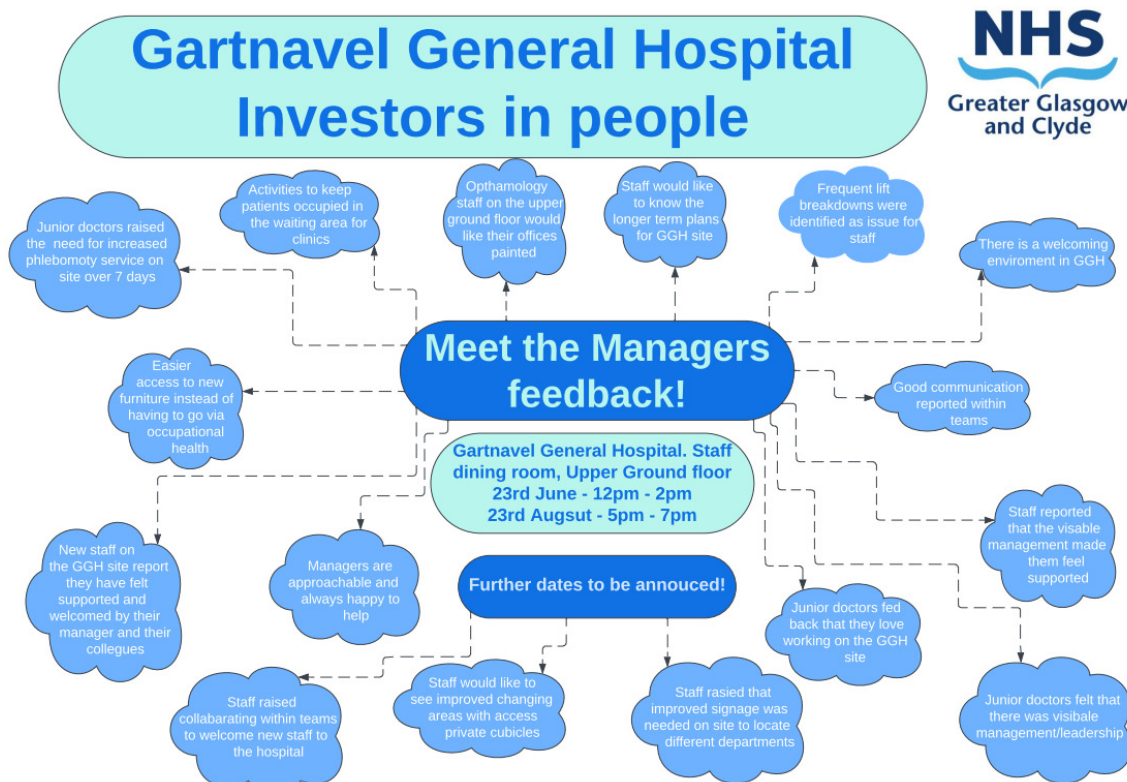


2.4. WEST CLUSTER

2.4.1. The West Cluster is chaired by Susan Groom, Director of Regional Services and supported by Joyce Bowes, Senior Organisational Development Advisor and Nicola Bailey, Head of Human Resources for Regional and Diagnostics. The Cluster is made up of all staff on the Gartnavel Campus, West Glasgow Ambulatory Care Hospital, the Beatson West of Scotland Cancer Centre (BWoSCC) & Lanarkshire Satellite, the West of Scotland Breast Screening Unit and the Radionuclide Dispensary. The West Cluster was assessed in June 2022 and met 22 of the 27 liP assessment indicators, not yet meeting the standard for accreditation.

2.4.2. Comprising Senior Managers, Service Leads and Area Partnership Forum representatives, the West Cluster Workforce Group (CWG) shared the assessment results with staff in the cluster, and unpacked them collectively with their immediate teams to develop the Cluster Action Plan. The group has been progressing a range of improvement activities, engaging with staff across sites and services and supporting increased staff involvement. Approaches and initiatives taken on a cluster, site and service basis include:

- Multi-professional staff information and engagement sessions to showcase developments and improvement initiatives and provide space for staff to meet senior managers and to talk about what's important to them. Feedback received is being used to further improve staff experiences and services, and further multi-purpose/professional sessions are planned during 2023 including ones aimed at backshift staff such as Domestic, Portering and Catering colleagues. The visual below was developed following staff engagement events and feedback held at Gartnavel General Hospital now being used to fine tune further improvements.



- Colleagues within the Cluster also recently took part in Collaborative Conversations and once available report findings will be shared and any updates made to the cluster action plan.
- Moving forward, development of site and service newsletters are in the pipeline, expanding on those already in place, such as the Diagnostics

Directorate Team Brief and the Forensic Mental Health & Learning Disabilities Newsletter, as examples.

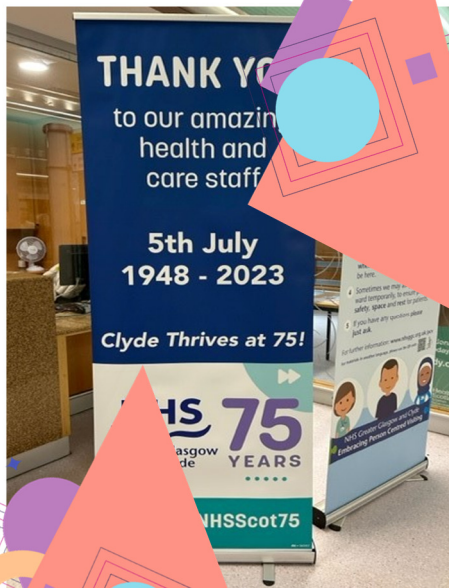
- Leadership Development is a core improvement activity in the plan and the CWG has been promoting and improving leadership development via the dissemination of fortnightly Line Manager Updates directly on key subjects. Other cluster specific activities include a Band 6 Nurse Leadership Development Programme (cohort 2) in Regional Services.
- Regular Staff Wellbeing awareness and promotion via local staff events across the cluster, most recently at the Centre for Integrated Care and via meaningful one to one conversations and team meetings with more sessions planned.
- Refurbishment of the Staff R&R Hub in a new location at Gartnavel General is at the early planning stage, while space at the Beatson is envisaged for a similar relaxation area.
- A continued focus on Leadership Visibility within the Cluster and opportunities for two way chat and engagement with front-line staff. The CWG will continue to utilise “You Said, We Did” from these engagements together with other senior manager walk rounds to make further workplace and communications improvements now and moving forward.
- Celebrating staff is a key action theme and this has included for example the Department of Clinical Physics and Bioengineering Scientific Symposium held on the 10th November 2022. This is a national meeting comprising a mixture of Scientists, Engineers and Technologists who work in a wide range of roles within the fields of Medical Physics and Clinical Engineering such as Radiotherapy Physics, which plays a key role in delivering Radiotherapy services at the Beatson, including, optimising treatment plans. Professor Andrew Reilly is pictured presenting the prize for Best Presentation (Innovation) to a Trainee Clinical Scientist.





2.5. CLYDE CLUSTER

- 2.5.1. The Clyde Cluster was assessed in August 2022. It included all staff based at the Royal Alexandra Hospital, Dykebar and Vale of Leven and is chaired by Melanie McColgan, Director for Clyde Sector, led by Louise Watson, Site Lead for Inverclyde Royal Hospital, Chief AHP Clyde Sector and Occupational Therapy Professional Lead (acute) and supported by Julie Pearson, Senior Organisational Development Advisor.
- 2.5.2. The IRH pilot site, already accredited, was not included as this site was assessed and accredited as part of the initial pilot and will merge with Clyde Cluster for future continuous assessments. The Clyde Cluster has met 19 of the 27 assessment themes and the Clyde Cluster Workforce Group development plan has been signed off by the Steering group with actions being implemented.
- 2.5.3. The Cluster Workforce Group has been progressing a range of activities over recent months to engage with staff across sites and services, boost morale and support involvement. Plans are in development to implement various approaches during late summer/ autumn to update and share information with staff and showcase the many examples of inspiring work, developments and improvement initiatives across services.



2.5.4. The NHS 75th Anniversary on 5th July presented a great opportunity to involve staff across all Clyde sites in the 'Clyde Thrives at 75' events. Activities on the day helped to raise spirits, boost morale and celebrate our fantastic staff for all that they do every day.

2.5.5. Leadership development and visibility are core priorities, and a range of tailored programmes and other opportunities continue to be delivered to support leaders to undertake their roles confidently and effectively.

2.5.6. Promoting positive cultures and workplace environments is a key area of focus, with the work of the recently established Clyde Sites Civility Champions group helping to raise staff

awareness of the campaign, encourage engagement and conversations with colleagues about building kind, compassionate and civil workplaces within their local teams.



2.6. NORTH CLUSTER

- 2.6.1. The North Cluster is chaired by Neil McCallum, Director for the North Sector, led by Alison Leiper, Chief AHP for the North Sector and supported by Claire Robertson, Senior Organisational Development Advisor. The Cluster is made up of all staff at the Glasgow Royal Infirmary Campus, Stobhill Campus, Lightburn Hospital, as well as Leverndale and Rowanbank. The North Cluster was assessed in October 2022 and achieved 18 of the 27 liP indicators, not yet meeting the liP standard.
- 2.6.2. Over 420 colleagues in the North Cluster, from across different roles, grades and functions met with Investors in People to chat about what is working well and how we can improve to #makeworkbetter together. The report detailing key strengths and areas to improve was received in January 2023, and several actions have taken place since receiving the report. So far we have:
- Established a North Cluster Workforce Group, with representatives from each area and staff group, in partnership with staff side colleagues which has been meeting monthly since October 2022.
 - Shared the findings with all colleagues via email, managers in team meetings and posters on team notice boards
 - The North Cluster workforce group took time to explore and unpack the findings of the report with different staff groups and forums and has assigned senior team members responsibility for each of the action items in the plan, to ensure sponsorship and to drive activity and progress.
 - Involved all staff through unpacking the results and areas of improvement in various team meetings, groups and forums, including the Senior Leadership Team meeting, North Area Partnership Forum, Lead Nurse and Senior Charge Nurse Meetings among others
 - Through coffee conversations, involved colleagues from all professions across sites GRI, digging into potential actions that they believe will make a real positive impact.
 - We also chatted to colleagues about Investors in People findings at the recent Staff Wellness days held in May 2023 as well
 - From all of the many conversations and engagements, an liP Action plan was developed in consultation involving and including colleagues and teams, and has been signed off by the Senior Leadership team, Investors in People and the NHSGGC Investors in People Steering group in June 2023.
- 2.6.3. Plans include a focus on senior management visibility and engagement with staff, improved communication, especially 2 way communication and sharing and discussion of plans, Civility Saves Lives, having meaningful conversations and career and learning support and staff wellbeing.
- 2.6.4. The Cluster has reinstated the North Newsletter, to keep staff up to date on news and events from the North, and a series of Civility Saves Lives awareness

events have been held, with over 240 staff attending, and more than 50 signing up to be involved in moving civility Saves lives forward in the Cluster.



2.6.5. The North Cluster Workforce group is planning some further engagement with staff through upcoming collaborative conversations and will undergo further liP assessment in March 2024.

“Building our culture is a core priority for us. Our priority is to make work better for everyone in the North Cluster so we can all bring our best selves to work”

- Neil McCallum, Director North Sector, NHSGGC, and Lead Director for liP North Cluster

2.7. SOUTH CLUSTER

2.7.1. The South Cluster is made up of all staff on the QEUH Campus and Victoria ACH. Jamie Redfern, Director of Women and Children’s Services is the Chair for the South Cluster, supported by Sue Tanner, Human Resources Manager South Sector and John Scrimgeour, Senior Organisational Development Advisor. This cluster went through the assessment process in April 2022. Preliminary findings from in depth discussions with staff indicated that the liP standard had not yet been met, and liP recognized that the findings reflected the pressure on time and resources in post Covid operating conditions. An

interim liP Report was generated and a further 'Part B' continuous assessment was carried out in February and March 2023. The Cluster achieved 21 of the 27 indicators, not yet meeting the liP standard.

2.7.2. The Cluster Workforce Group has been established and meets regularly, with the Group well attended and representative of the wider cluster. The Group engaged with the feedback and held some lively meetings developing an action plan to take improvement actions forward. So far:

- The report with all areas of the Cluster has been shared
- A newsletter summarising the key themes that are of particular focus for all in the South Cluster has been shared
- The Action Plan has been produced and is being reviewed by key stakeholders
- The next stage in the process will be to designate ownership of the particular actions on the plan

2.7.3. The Cluster has undertaken a lot of activity in leadership visibility walk-about and "sit-about" listening to staff, setting up of the Civility Saves Lives group, improving communications, getting learning, training and development back on track, and the successful pilot implementation of Schwartz Rounds, which is an initiative aimed at staff wellbeing.



2.7.4. We are expecting even more activity in the coming months with initiatives that will support the continuous improvement of our workplace for our staff, such as Collaborative Conversations and increasing and protecting time for meaningful conversations.

3. IMPROVEMENT THEMES AND ACTIONS

3.1. EMERGING CROSS-CUTTING THEMES

3.1.1. As each Cluster's assessment report was received, it was evident that there were emergent key themes and areas for improvement which were common to all. There were 5 indicators out of the 27 in the framework not yet met by 4 of the remaining Clusters. These common emerging themes have offered the opportunity to take a consistent board-wide approach in addition to local activity in each of the Clusters. Teams have been working on actions and initiatives that work to address feedback received, and link to the NHSGGC Workforce Strategy and Culture plan.

3.1.2. Figure 1 shows the scores for each of the 27 indicators across every Cluster. The areas highlighted in purple show where an indicator has not yet been met.

Figure 1: liP Framework Indicator scores across the 6 Cluster groups

INDICATOR	THEME	IRH	Corp.	West	Clyde	North	South
LEADING AND INSPIRING PEOPLE	Creating transparency and trust						
	Motivating people to deliver the organisations objectives						
	Developing leadership capability						
LIVING THE ORGANISATION'S VALUES AND BEHAVIOURS	Operating in line with the values						
	Adopting the values						
	Living the values						
EMPOWERING AND INVOLVING PEOPLE	Empowering people						
	Participating and collaborating						
	Making decisions						
MANAGING PERFORMANCE	Setting objectives						
	Encouraging high performance						
	Measuring and assessing performance						
RECOGNISING AND REWARDING HIGH PERFORMANCE	Designing an approach to recognition and reward						
	Adopting a culture of recognition						
	Recognising and rewarding people						
STRUCTURING WORK	Designing roles						
	Creating autonomy in roles						
	Enabling collaborative working						
BUILDING CAPABILITY	Understanding people's potential						
	Supporting learning and development						
	Deploying the right people at the right time						
DELIVERING CONTINUOUS IMPROVEMENT	Improving through internal and external sources						
	Creating a culture of continuous improvement						
	Encouraging innovation						
CREATING SUSTAINABLE SUCCESS	Focusing on the future						
	Embracing change						
	Understanding the external context						

D = Developed Level (Standard)
 E = Established Level (Silver)
 A = Advanced Level (Gold)
 HP = High Performing level (Platinum)
 Improvement opportunities

3.1.3. There are 5 indicators where 3 or more clusters have not yet met that indicator. Under these 5 common indicators staff are looking for continuous improvement and consistency in:

- **Creating Transparency and Trust**, specifically for leaders to provide more clarity around the organisations purpose, vision and objectives.
- **Deploying the right people at the right time**, specifically that recruitment and selection is fair, efficient and effective and fits with the organisations objectives and that any room for improvement in process (within the national policy and process) or queries, concerns and escalations are prioritised. Staff are also looking to be kept updated of plans around staffing challenges.
- **Improving through internal and external resources**, that the investment we make in our people is evaluated and the results are used to improve performance.
- **Focusing on the future**, specifically for leaders to communicate more around future priorities (staff want to know what/how things are happening and what/how to prioritise).
- **Embracing Change**, specifically when change happens it is communicated in a timely and transparent way across the organisation.

3.1.4. There are a number of initiatives, ranging from small but high impact to large and transformational that aim to improve our culture and workplace. A few examples in figure 2 highlight initiatives that aim to positively impact on the 5 common liP indicator areas not yet met. These initiatives may also work towards improvement at the next level in some of the other indicators in the framework. The indicator headings in figure 2 are specifically defined and measured using criteria set out in the liP Framework, available in the Appendix.

Figure 2: Initiatives that aim to improve liP indicators

Initiative	Loading on 5 Common Indicators not yet met					Loading on other indicators already met						
	Creating transparency and Trust	Deploying the right people at the right time	Improving through internal and external resources	Focusing on the future	Embracing Change	Adopting a Culture of Recognition	Recognising and rewarding people	Developing Leadership Capability	Supporting learning and development	Operating in line with the Values	Adopting the values	Living the values
Program of Board visibility	✓		✓							✓	✓	✓
Speak-up Campaign	✓		✓							✓	✓	✓
Internal Communications and Employee Engagement Strategy	✓		✓		✓							
New Staff SharePoint Site	✓		✓	✓	✓							
Senior Leaders Program (Top 250)	✓	✓		✓	✓			✓	✓	✓	✓	✓
The BIG Conversation	✓		✓	✓	✓							
Engaging entry band staff	✓		✓									
Recruitment and Attraction Plan 2022-2025		✓							✓			
Workforce Planning		✓										
Succession Planning		✓										
International Recruitment		✓										
Apprenticeship Programme		✓										
Improvements to iMatter & addition of Collaborative Conversations	✓		✓	✓	✓							
Moving Forward Together		✓		✓	✓							
PAT Programme	✓	✓	✓	✓	✓							
People Managers Guide	✓			✓	✓			✓	✓	✓	✓	✓
Success Register			✓			✓	✓			✓	✓	✓
Civility Saves lives										✓	✓	✓
Peer Support										✓	✓	✓
Stress Awareness Days										✓	✓	✓
Staff Wellbeing Groups										✓	✓	✓

**Initiatives shared are not exhaustive but rather examples that aim to highlight some activities and actions that address feedback received on common indicators not yet met*

3.1.5. The work done under each of these initiatives aims to positively impact on indicators not yet met and may impact on more than one indicator as well as assist in achieving indicators already met at the more advanced levels. For more detail and information on any of the initiatives, or copies of reports please contact ggc.investorsinpeople@ggc.scot.nhs.uk



4. MONITORING THE IMPACT OF IIP

Investors in People (IiP) provide each Cluster with a comprehensive report following an assessment which includes a summary of results against 27 items in their internationally benchmarked framework. In addition to the 27 IiP items, which are an external objective measure in themselves, the IiP Steering Group monitors key indicators to track improvement over time for each Cluster and NHSGGC as a whole.

4.1. What is the purpose of tracking these metrics?

4.1.1. It is always important to be clear on the intentions of a scorecard. The purpose of tracking the impact of initiatives is to monitor change efforts to improve and enhance our culture, leadership, people management practice and overall employee experience. These readings help us to formulate some of the picture but not all as there are several factors that can impact these figures. Changes and improvements of this kind and scale typically take a longer time to see.

4.2. Shifts are likely to be smaller and incremental over the longer term

4.2.1. Shifts in scores and tracking are likely to be slight and incremental over time, big shifts will take time to show in the data. For this reason, historical trends have been included, and this is also why IiP recommend IiP continuous assessment every 3 years. Clusters can conduct self-assessments using the IiP Framework and other measures as often as makes sense.

4.3. Other initiatives and factors will impact on the metrics used

4.3.1. The Board's Culture plan, iMatter, the NHSGGC Workforce Strategy, the National Staff Governance standards, IiP and others are all initiatives that will show up and influence the data to follow, amongst other contextual and external factors as well.



4.4. NHSGGC OVERALL

- 4.4.1. The following data aims to track key metrics associated with our Culture and Employee Experience initiatives, pre and post implementation of the Investors in People Framework and achievement of the IIP Standard at NHSGGC. Table 1 shows the Metrics that will be used with details on what the metric is aiming to measure.
- 4.4.2. Table 2 shows 4 years of baseline trend data for NHSGGC overall, providing a long term baseline prior to the first site achievement of the IIP Standard. The ideal will be to see metrics moving in the right direction after the first implementations and site achievements of IIP. Arrows show the direction of a trend increasing or decreasing over time, a green coloured arrow shows the desired indicator direction and a red arrow shows a less desired indicator direction.

Table 1: NHSGGC metrics measuring impact on Culture and Employee Experience pre and post liP Implementation and Achievement

Metric	What we are trying to measure?	Ideal Trend
liP Standard Achieved	Continuous Improvement against an external benchmark: Do staff feel there have been significant sustained improvements?	↑ Achieving the standard and moving up a level show improvement.
iMatter EEI	Staff Experience: Do staff think we are a good place to work?	↑ Increasing EEI scores over time
Employee Net Promotor Score (iMatter item 27)	Staff Experience: how likely employees are to recommend NHSGGC as a good place to work.	↑ Increasing scores over time
Annual leavers (excluding retirements)	Staff Retention: Do staff want to stay in our organisation?	↓ Decreases or stabilising of Average Annual % over time
Annual New Starts	Staff Attraction: Do staff want to come and work in our organisation?	For richness and context
Average Annual Absence	Staff Wellbeing: Are staff present in our organisation?	↓ Decreases or stabilising of Average Annual % over time
Average Annual Sickness Absence	Staff Wellbeing: Are staff present and well in our organisation?	↓ Decreases or stabilising of Average Annual % over time
Short Term Sickness Absence	Staff Wellbeing: Are staff present and well in our organisation?	↓ Decreases or stabilising of Average Annual % over time
Long Term Sickness Absence	Staff Wellbeing: Are staff present and well in our organisation?	↓ Decreases or stabilising of Average Annual % over time
Turas/KSF Compliance*	Staff Support: Are performance management, feedback and personal development plan conversations taking place?	↑ Increasing EEI scores over time

*Turas is not used by all staff, it's used by Agenda for Change Staff and performance management and appraisal for medical staff would not be accounted for in this metric.

NOTE: GGC Metrics are for all of GGC, Investors in People has not yet assessed staff in Health and Social Care Partnerships

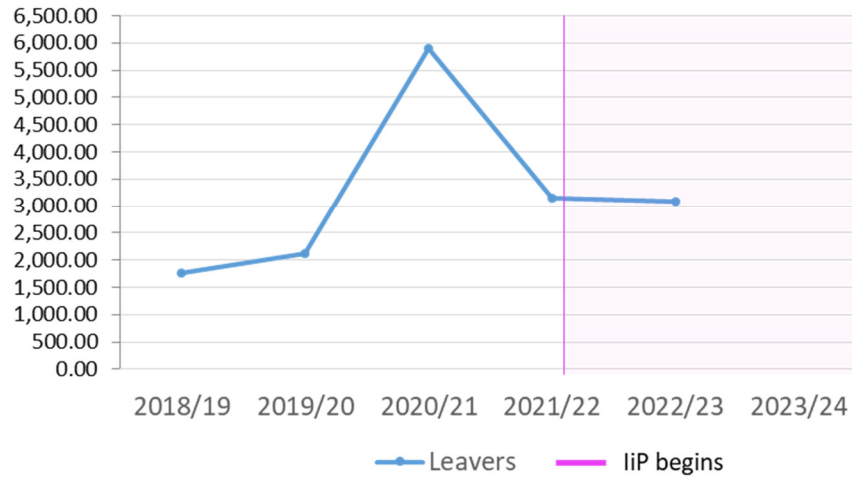
Table 2: NHSGGC Overall: Baseline Trend against post implementation and achievement of the liP Standard in some areas

Measure	2018/19	2019/20	2020/21	2021/22	Average 4 year baseline	2022/23	2023/24	
	Baseline prior to liP Implementation						Trends post first GGC site achieving the standard	
liP Standard Achieved	-	-	-	IRH, Corporate and Facilities Services	-	IRH, Corporate and Facilities Services	Data available April 2024	
iMatter EEI	No Report*	No Report*	Pulse Survey*	74	-	↑ 75	↑ 76	
iMatter: I would recommend my organisation as a Good place to work.	74	74	↓ 71	↑ 72	72.75	↑ 73	↑ 75	
Annual leavers (excluding retirements)	1768	↑ 2124	↑ 5898	↓ 3157	3237	↓ 3088	Data available April 2024	
Annual New Starts	2442	↑ 2983	↑ 5025	↓ 4373	3706	↓ 4257	Data available April 2024	
Average Annual Absence	21.25%	↑ 22.16%	↑ 23.17%	↑ 24.60%	22.80%	↑ 24.88%	Data available April 2024	
Average Annual Sickness Absence	6.07%	↑ 6.26%	↓ 5.61%	↑ 6.75%	6.17%	↑ 7.14%	Data available April 2024	
Short Term Sickness Absence	2.47%	↑ 2.53%	↓ 1.96%	↑ 2.54%	2.37%	↑ 2.91%	Data available April 2024	
Long Term Sickness Absence	3.60%	↑ 3.73%	↓ 3.66%	↑ 4.20%	3.80%	↑ 4.23%	Data available April 2024	
Turas/KSF Compliance	-	50.59%	↓ 45.27%	↓ 42.99%	46.25%	↑ 43.66%	Data available April 2024	

* In 2018 and 2019 NHSGGC did not achieve the minimum participation requirement of 60% to receive an iMatter EEI score, and in 2020 a shortened version of iMatter was conducted as a pulse survey due to the Covid-19 pandemic.

4.4.3. The following figures aim to visualise the metrics tracked to monitor impact on Culture and Employee Experience pre and post liP implementation and achievement.

Non-Retirement Leavers 2018 - 2024

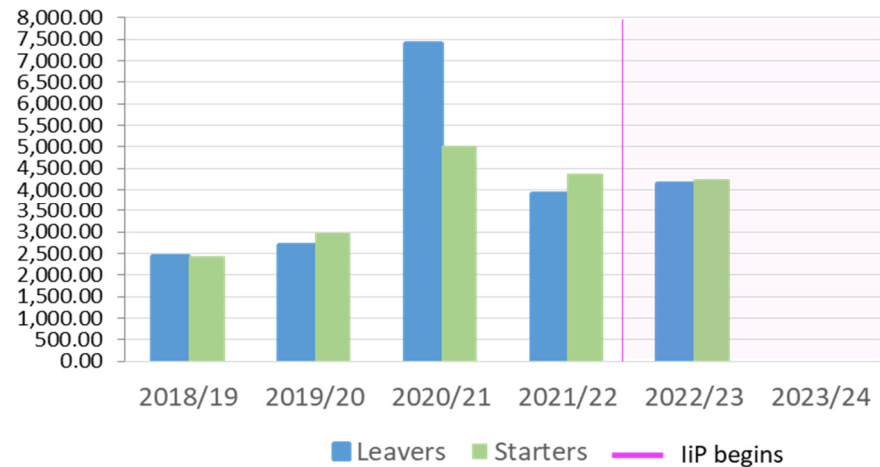


4.4.4. The number of non-retirement staff exiting the organisation unplanned each year indicates retention efforts and whether staff want to stay in the organisation. The year 2020/21 saw a spike in leavers (excl. retirements). The pre liP, 4 year average baseline of leavers per year is 3,237.

4.4.5. Post starting the liP journey (in the shaded pink area) we have seen a reduction in the amount of staff who have left the organisation from 3157 in 2021/22 to 3088 in 2022/23, and are below the historical average trend. As more Clusters achieve the standard, NHSGGC aims to see non-retirement leavers figures decrease further over time.

4.4.6. The number of starters in comparison to the total number of leavers in the organisation can provide insight into employee attraction, and whether staff would like to work for the organisation. 2020/21 saw a spike in leavers with a deficit compared to the number of starters. In 2021/22 the number of staff that started was larger than the number who left the organisation, and this trend has continued in 2022/23. NHSGGC continue to prioritise recruitment of staff and filling our vacancies.

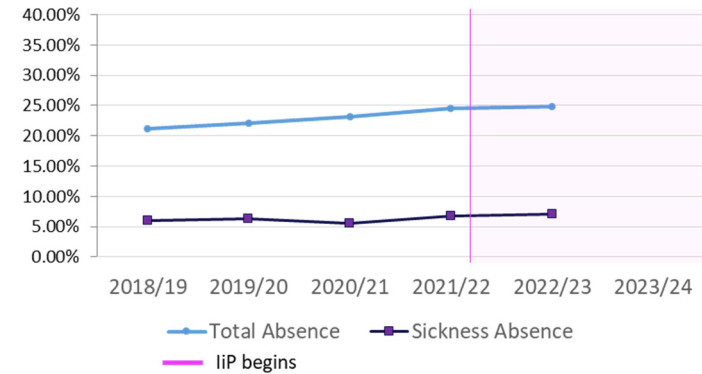
Total Leavers and Starters 2018 - 2024



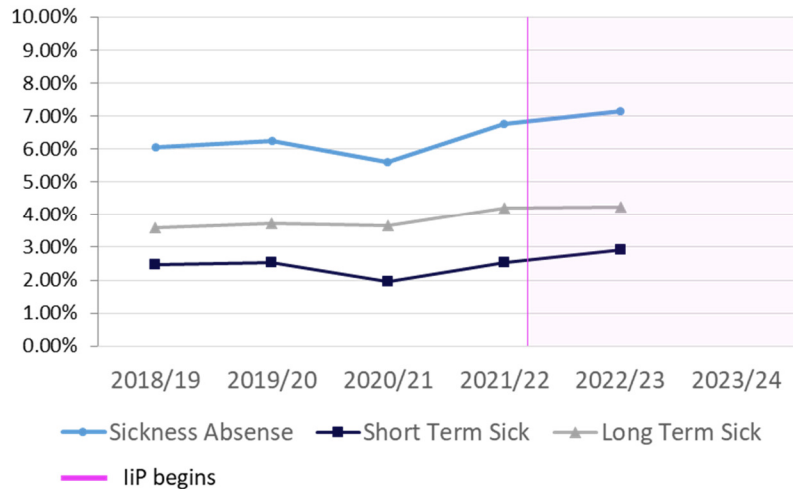
4.4.7. Absence overall has been steadily increasing year on year, with an average of 22.80% a year over a 4 year baseline. In comparison to the baseline absence figure, NHSGGC is showing an increased trend in absence post implementation of liP (the pink shaded area), with a slight increase from 24.60% in 2021/22 to 24.88% in 2022/23. This provides a general indication of our overall Staff Wellbeing, and whether staff are present and well in our organisation.

4.4.8. Sickness absence overall has an average of 6.17% a year pre liP implementation and we have seen a 0.39% increase in sickness absence from 6.75% in 2021/22 to 7.14% in 2022/23.

Total Absence vs. Sickness Absence
2018- 2024



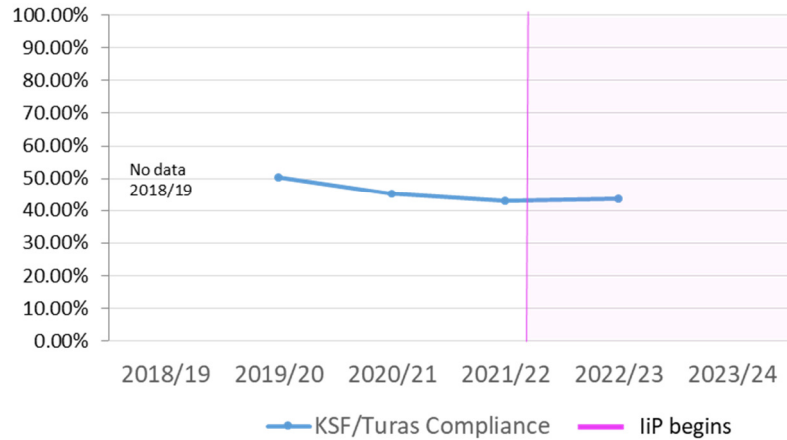
Sickness Absence 2018 -2024



4.4.9. Some of the reduction in sickness absence figures in 2020/21 may have been linked to the addition covid-19 related absence to the special leave category.

4.4.10. The 4 year trend for short and long term sick shows that long term sickness absence is typically more prevalent than short term sickness absence. Ideally initiatives around employee experience and culture, including those in the HR and OD Culture plan, the NHSGGC Workforce Strategy, iMatter and liP aim to reduce sickness absence but in particular to reduce the length of time that staff are absent as well.

Turas Compliance 2018 - 2024



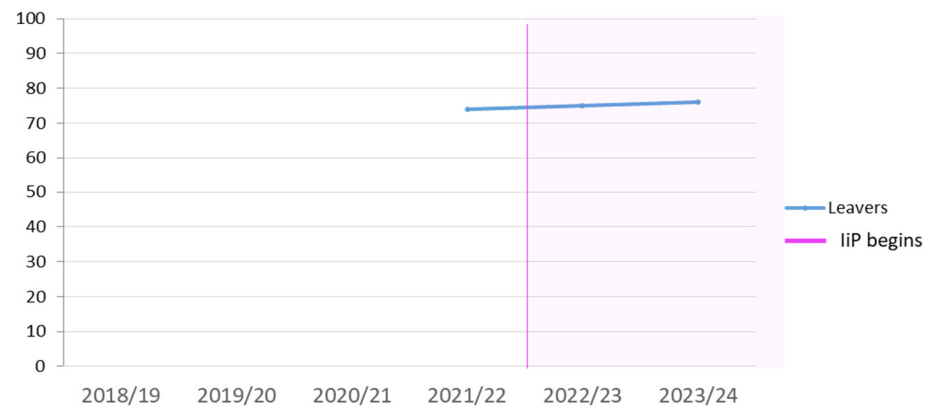
4.4.11. Turas compliance had a steady decrease in the years prior to liP implementation, with an average of 46.25% over 3 years. These figures can provide an indication of staff support and whether performance management, feedback and personal development plan conversations are taking place.

4.4.12. While these figures won't directly provide an indication as to the quality of conversations, improvements in these figures aim to indicate an improvement in providing staff with feedback, discussion on performance, support and career and development opportunities.

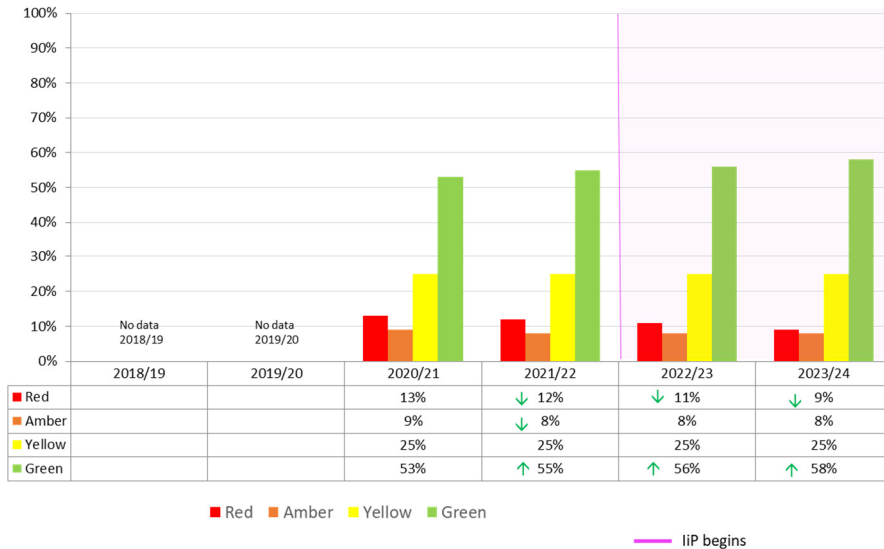
4.4.13. We saw an increase of 0.67% from 42.99% in 2021/22 to 43.66% in 2022/23, showing a slight increase in the number of appraisal and PDP conversations taking place post liP implementation.

4.4.14. Employee Engagement Index scores as measured via our annual iMatter survey have increased year on year from a score of 74 in 2021/22 to 76 in 2023/24. The EEI is an index out of 100 and provides an overview score of our level of employee engagement.

iMatter EEI 2018 - 2024



iMatter: I would recommend my organisation as a Good place to work 2018 - 2024



4.4.15. Over half (58%) of staff agree strongly or agree (*Green - Strive & Celebrate*) that they would recommend NHSGGC as a good place to work. This has shown a steady increase year on year from 53% in 2020/21 to 58% in 2023/24. 9% of staff disagree or disagree strongly (*Red - Focus to Improve*) that NHSGGC is a good place to work. The number of staff in the red percentage has shown a reduction year on year from 13% in 2020/21 to 9% in 2023/24.

4.4.16. A third (33%) of staff neither agree nor disagree (*Yellow and Amber*) that they would recommend NHSGGC as a good place to work, this percentage has remained mostly the same year on year.

4.4.17. Many of our metrics are tracking in the right direction, indicating progress towards positive improvement in our culture and workplace experience, however absence levels remain on the increase.



5. WHAT'S NEXT?

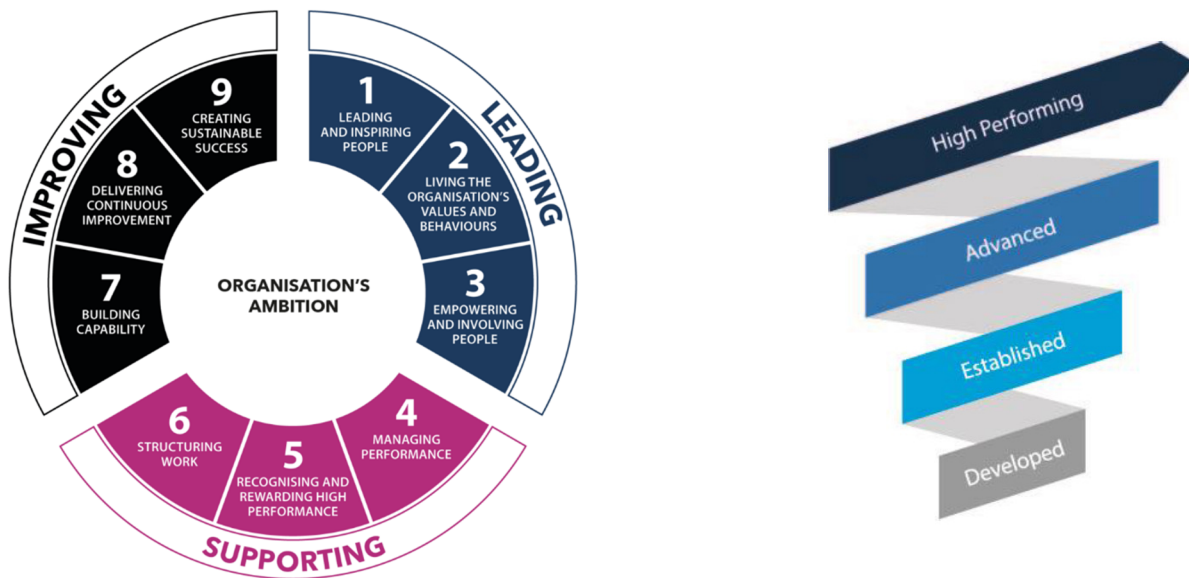
- 5.1.** Investors in People is a long term and ongoing process that embeds a continuous workplace improvement culture framework and process, and involves cycles of continuous improvement and assessment.
- 5.2.** A summative assessment including all Clusters will also be conducted to assess and accredit the overall Board Acute & Corporate Services of NHSGGC. The Summative assessments will be taking place between October 2023 and April 2024. The six Health & Social Care Partnerships have asked not to be included in the scope of the liP programme at this stage but will consider their involvement at a later time.
- 5.3.** NHSGGC has been nominated and shortlisted for the liP 2023 Awards for our approach to improving our people processes and leadership during the Covid-19 pandemic with the associated intense, complex and uncertain operating environment that we experienced then and continue to experience as we move through our recovery phase. Award winners will be announced on the 14th of November 2023.

For more information, comments or queries please email
ggc.investorsinpeople@ggc.scot.nhs.uk



APPENDIX

The Investors in People Framework



1 Leading and inspiring people

Leaders make the organisation's objectives clear. They inspire and motivate people to deliver against these objectives and are trusted by people in the organisation.

Themes	<i>Developed</i> <i>In Place and understood</i>	<i>Established</i> <i>Engaging & activating</i>	<i>Advanced</i> <i>Creating positive outcomes</i>	<i>High Performing</i> <i>Embedded and always improving</i>
Creating transparency and trust	Leaders provide clarity around the organisation's purpose, vision and objectives	There is clear and regular two-way communication between leaders and people at all levels	Leaders ensure that there is a consistent level of trust at all levels of the organisation	Leaders are active role models, leading by example and trusted by people in the organisation
Motivating people to deliver the organisation's objectives	People understand the organisation's objectives	Line managers support people to deliver the organisation's objectives	Leaders are passionate about delivering the organisation's objectives and motivating people to deliver against them	Leaders motivate and inspire people to achieve results above and beyond what is expected of them
Developing leadership capability	Line managers know what is expected of them to lead, manage and develop their people effectively	People know what to expect from their line manager and provide feedback on how they are managed and developed	People have confidence in the leadership and management capabilities within the organisation	Future leadership capabilities are defined in line with the organisation's values and leaders meet these challenges

2

Living the Organisation's Values and Behaviours

People and leaders act in line with the organisation's values at all times. They have the courage and support to challenge inconsistent behaviours.

Themes	<i>Developed In place and understood</i>	<i>Established Engaging and activating</i>	<i>Advanced Creating positive outcomes</i>	<i>High Performing Embedded and always improving</i>
Operating in line with the values	Leaders clearly communicate the organisation's core values and how they should be applied.	People are led, managed and developed in line with the organisation's values	Leaders consciously consider and act in line with the organisation's values when making decisions	The organisation's values are at the heart of everything it does. They shape the way it operates at every level
Adopting the values	People know and understand what the organisation's values are	People are personally motivated to behave in line with the organisation's values	People do the right thing in accordance with the values, not necessarily the easiest or most convenient thing	People make decisions based on values rather than self interest
Living the values	People understand how to behave in line with the organisation's values	People are encouraged to demonstrate the organisation's values in the way they behave	Leaders create a culture of openness and trust where people consistently behave in line with the organisation's values	People feel comfortable challenging behaviours that are not in line with the organisation's values and people are held to account

3

Empowering and Involving People

There is a culture of trust and ownership in the organisation where people feel empowered to make decisions and act on them.

Themes	<i>Developed In place and understood</i>	<i>Established Engaging and activating</i>	<i>Advanced Creating positive outcomes</i>	<i>High Performing Embedded and always Improving</i>
Empowering people	People have access to the knowledge and information they need to do their job well	People feel empowered to identify ways to improve how they do their job	People are encouraged to take the lead and have the opportunity to develop their leadership skills	People use their initiative to lead and take ownership over delivering the organisation's objectives
Participating and collaborating	People or their representatives are consulted about decisions which have an impact on them	People are involved in decisions that have an impact on them and feel their contribution makes a difference	People consistently participate in decisions and feel their contribution makes a difference	Participation, collaboration and teamwork are at the heart of the organisation's approach to decision-making
Making decisions	Leaders trust and support people to make decisions in line with their level of responsibility	Leaders involve people when establishing their level of decision-making, in line with their role	Leaders are open and transparent about sharing information which enables people to make and act on decisions themselves	People are empowered to challenge the status quo to improve the organisation's performance

4

Managing performance

Objectives within the organisation are fully aligned, performance is measured and feedback is used.

Themes	Developed <i>In place and understood</i>	Established <i>Engaging and activating</i>	Advanced <i>Creating positive outcomes</i>	High Performing <i>Embedded and always improving</i>
Setting objectives	People know what is expected of them and understand how their individual objectives fit the organisation's objectives	Leaders involve people in setting clear and achievable objectives. People are regularly reviewed against these objectives.	Stretching individual and team objectives are aligned to the organisation's objectives and performance measures. People take responsibility for monitoring their own performance	People take the lead in setting stretching objectives that support and respond to the organisation's goals and plans for change
Encouraging high performance	Line managers invest time in managing performance and ensure people understand the performance process	Line managers have open and honest conversations with people about their performance	Line managers are highly effective and consistent at supporting high performance and addressing underperformance through effective, constructive and open dialogue	People are expected and actively supported to strive for high performance at all times
Measuring and assessing performance	People's performance is regularly measured and assessed against objectives. People receive feedback on their performance	People's behaviours are assessed against the organisation's values	Performance data and evidence of behaviours are captured and used effectively to improve the performance of people and the organisation	Giving and seeking timely feedback on an informal basis, engaging in performance discussions and coaching are a core part of the day-to-day running of the organisation

5

Recognising and rewarding high performance

Recognition and reward is clear and appropriate, creating a culture of appreciation where people are motivated to perform at their best.

Themes	Developed <i>In place and understood</i>	Established <i>Engaging and activating</i>	Advanced <i>Creating positive outcomes</i>	High Performing <i>Embedded and always improving</i>
Designing an approach to recognition and reward	The way the organisation recognises and rewards people supports its objectives	Leaders continually review how the organisation recognises and rewards its people	The approach taken to recognising and rewarding people is flexible and tailored to meet individual motivations	People are involved in designing the organisation's approach to recognising and rewarding people
Adopting a culture of recognition	The organisation has an appropriate and clear approach to recognition and reward	Individual and team achievements are rewarded and celebrated with financial or non-financial benefits	People feel confident that individual and team achievements are consistently recognised and encouraged across the organisation	There is a culture of appreciation where people feel valued and are recognised for their efforts and performance
Recognising and rewarding people	People know how they are recognised and rewarded and the criteria have been clearly communicated	People are recognised for their behaviour as well as their performance on a formal and informal basis	People are motivated to perform at their best as a result of the approach to recognition and reward	High performing people and teams receive greater financial or non-financial recognition and rewards

6

Structuring work

The organisation is structured to deliver the organisation’s ambition. Roles are designed to deliver organisational objectives and create interesting work for people, while encouraging collaborative ways of working.

Themes	<i>Developed In place and understood</i>	<i>Established Engaging and activating</i>	<i>Advanced Creating positive outcomes</i>	<i>High Performing Embedded and always improving</i>
Designing roles	Roles are designed to deliver organisational goals by creating clear accountability and avoiding duplication of effort across teams	Roles are designed to create interesting work for people, with skills and capabilities for each role clearly identified	Roles are designed to help people develop the skills and capabilities needed for progression	Roles are designed in order to meet the changing needs of communities, markets, organisational strategy and employees
Creating autonomy in roles	Each role is designed with clear decision-making authority	Policies and practices across the organisation support people to make the decisions required in their specific roles	Policies and practices are aligned to help people take individual ownership and act quickly and effectively	Policies and practices are regularly reviewed and improved to speed up decision-making and increase individual ownership
Enabling collaborative working	It is clear how roles enable people to work together to achieve the organisation’s objectives	People are encouraged to work across the organisation to share information and expertise	Open communication and flexible work practices make collaboration across the organisation easy and effective	The organisation’s structure encourages people to create formal and informal networks to maximise collaboration

7

Building capability

People’s capabilities are actively managed and developed. This allows people to realise their full potential and ensures that the organisation has the right people at the right time, for the right roles.

Themes	<i>Developed In place and understood</i>	<i>Established Engaging and activating</i>	<i>Advanced Creating positive out-comes</i>	<i>High Performing Embedded and always improving</i>
Understanding people’s potential	Line managers have development conversations with people to identify their potential and ensure learning and development needs are met	Learning and development opportunities are provided in line with the organisation’s objectives and enable people to achieve their full potential	The organisation is flexible in the way it develops people, using innovative solutions that meet learning and development needs	People take ownership of their own learning and development to effectively support the organisation’s objectives
Supporting learning and development	Development advice and guidance is well communicated throughout the organisation	People have the opportunity and support to put new skills and knowledge into practice	Investment in learning and development is evaluated to understand the impact on people’s progression opportunities	Continuous learning is part of the culture of the organisation
Deploying the right people at the right time	Recruitment and selection is fair, efficient and effective and fits with the organisation’s objectives	Resource planning is actively managed to support the organisation’s objectives	The organisation uses succession planning to ensure critical roles are filled and people can progress	Leaders continually look to the future to identify and plan the capabilities people will need to deliver success

8

Delivering continuous improvement

There is a focus on continuous improvement. People use internal and external sources to come up with new ideas and approaches, supported by a culture that encourages innovation.

<i>Themes</i>	<i>Developed In place and understood</i>	<i>Established Engaging and activating</i>	<i>Advanced Creating positive out-comes</i>	<i>High Performing Embedded and always improving</i>
Improving through internal and external sources	The investment in people is evaluated and the results are used to improve performance	The organisation uses information from internal and external sources to improve how it manages and develops its people	Leaders look beyond the current business environment to learn from the outside world and bring in knowledge to improve the organisation's performance	People take responsibility for continuous improvement. They look to the world around them for new ideas and innovation then deliver change in line with this
Creating a culture of continuous improvement	People are aware of how they can contribute to improving their performance and the ways of working within the organisation	People are encouraged to try new approaches and learn from their efforts, mistakes and successes	People are supported by their leaders to take reasonable risks when trying new and innovative approaches	The organisation nurtures innovation and acts quickly in response to new ideas and opportunities
Encouraging innovation	People are encouraged to come up with new ideas	People work together to generate new ideas	People are passionate about innovation and volunteer new ideas	New ideas deliver positive outcomes for the organisation

9

Creating sustainable success

The organisation has a focus on the future and is responsive to change. Leaders have a clear understanding of the external environment and the impact this has on the organisation

<i>Themes</i>	<i>Developed In place and understood</i>	<i>Established Engaging and activating</i>	<i>Advanced Creating positive out-comes</i>	<i>High Performing Embedded and always improving</i>
Focusing on the future	Leaders communicate future priorities	People are actively engaged in both short-term and long-term planning	People believe the organisation is a great place to work and are committed to its future success	Leaders are aware of future challenges for the organisation and consciously develop their own capabilities, and partner with stakeholders to respond to these
Embracing Change	Where change happens it is communicated in a timely and transparent way across the organisation	Benefits of change are measured and captured. Successes and failures are openly communicated	People that demonstrate optimism and drive are selected to champion change and support others to understand and engage with it	Change is viewed as 'business as usual', where mistakes are accepted and valued, as an opportunity for learning and improvement.
Understanding the external context	Leaders have a clear understanding of who the stakeholders are in the communities and the markets the organisation serves	The workforce is diverse and reflects the communities and markets the organisation serves	People understand the relationship between the organisation and the wider community	The organisation has a positive impact on the communities and markets it serves



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