

NHS Greater Glasgow and Clyde	Paper 25/05
Meeting:	NHSGGC Board Meeting
Meeting Date:	25 February 2025
Title:	Internal Communications & Employee Engagement Strategy – 2024/25 Update
Sponsoring Director/Manager	Sandra Bustillo, Director of Communications, Anne MacPherson, Director of Human Resources and Organisational Development
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1. Purpose

- 1.1. The purpose of the attached paper is to provide the Board with an overview of what has been delivered against the 2024/25 Internal Communications and Employee Engagement Strategy (the Strategy) Action Plan.

2. Executive Summary

- 2.1. The Strategy approved by the NHS Greater Glasgow and Clyde (NHSGGC) Board in October 2022, is one of the first such Strategies approved by any Board in NHS Scotland, demonstrating our commitment to putting the employee voice at the centre of creating a Better Workplace.
- 2.2. The Strategy was developed in partnership and with the voice of staff at its heart, via iMatter, Investors in People (IiP) and a programme of Collaborative Conversations.
- 2.3. The Strategy was launched in February 2023, with our first annual update provided via the Area Partnership Forum (APF), Corporate Management Team (CMT), Staff Governance Committee and Board in January and February 2024. As part of that update, we received approval for the second year (2024/25) action plan. Key deliverables implemented during 2024/25 have included:
 - Achievement of Investors in People, involving the direct engagement of over 3000 staff since the pilot.
 - Our second Equality, Diversity and Inclusion (EDI) learning Event for managers, with a number of other dedicated EDI events including Pride, Black History Month, Trans Day of Remembrance, South Asian Heritage

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Month and Disability History Month, engaging with at least 500 staff at events, and hundreds more through our site based stalls.

- Our programmes to engage staff in the development of strategies – including our Nursing and Midwifery Strategy, Workforce Strategy, Sustainability & Value programme and Quality Strategy – with at least 1000 staff directly involved in events and focus groups, with many more involved through digital opportunities for input and comment.
- The development and launch of our Sexual Harassment: Cut It Out programme, to target a specific area of concern flagged up by national surveys and part of our broader campaign to encourage all staff to Speak Up.
- The launch of Team Talk – a key communication brief designed for staff to hear about the four key organisational priorities for the month, and promote two-way engagement and understanding of how those issues impact staff locally.
- The delivery of a number of organisational campaigns to support NHSGGC's vision, aims and values to staff including broad reaching sustainability and value work to highlight the financial position across the organisation, specific campaigns to target clinical waste and energy waste, promoting virtual consultations and staff vaccinations while also supporting the embedding of legislation such as the Health & Care (Staffing) (Scotland) Act 2019 and the Standards of Business Conduct update.
- A new proactive approach to recognising and celebrating staff with long-service, including a dedicated showcase at the annual Excellence Awards.
- An ongoing programme of Board Member visits have taken place and been highlighted through key staff-wide communications, including the Chief Executive's Friday message.
- We delivered our first Communications Audit since the launch of the new staff intranet to understand better the impacts of how we communicate with the workforce.

2.4. A detailed update against the 2024/25 action plan is shown in Appendix 1.

2.5. Whilst the first year of the Strategy was a year of establishing the intent, purpose and mechanisms around improving the Employee Voice, 2024 moved us into a delivery phase of using those mechanisms to embed the Employee Voice in everything we are doing. We will build on this in 2025, the third and final year of our Strategy.

2.6. A key means through which we track the success of our Strategy is through our iMatter results. Key metrics from the 2024 survey are:

- The overall number of responses within NHSGGC increased from 26,829 in 2023, to 27,004 in 2024. The percentage response rate dipped slightly from 54% to 53%.
- The Employee Engagement Index score remained steady at 76, while the national comparison dropped one point to 77. Both are within the Green, 'Strive and Celebrate' category.
- Across NHSGGC, we saw a 1% increase in action planning (within 8 weeks), up to 56%. This rate, and the improvement from 2023, is in line with the National action planning completion rate.

A detailed analysis of the iMatter results was considered at the February 2025 Staff Governance Committee

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- 2.7 As part of the governance route this report has taken, the Staff Governance Committee asked that it was noted the need to continue to innovate in this area and asked that the forward plan is reviewed in light of any new organisational culture work that is currently being considered.

3. Recommendations

- 3.1. The Board is asked to note the delivery of the 2024/25 Internal Communications and Employee Engagement Action Plan for assurance.

4. Response Required

- 4.1. This paper is presented for **assurance**.

5. Impact Assessment

- 5.1. The impact of this paper on NHS Greater Glasgow and Clyde's corporate aims, approach to equality and diversity and environmental impact are assessed as follows:

- | | |
|------------------------|-----------------|
| • Better Health | Positive impact |
| • Better Care | Positive impact |
| • Better Value | Positive impact |
| • Better Workplace | Positive impact |
| • Equality & Diversity | Positive impact |
| • Environment | Neutral impact |

6. Engagement & Communications

- 6.1. Themes from across the full range of staff engagement set out in this paper, including iMatter and IIP feedback, informed the Strategy.
- 6.2. The Strategy is overseen by a partnership group, consisting of the Head of Staff Experience, Deputy Director of Communications and Partnership representatives.

7. Governance Route

- 7.1. This update was discussed by
- The Human Resources Senior Management Team in December 2024
 - CMT in January 2025
 - APF in February 2025
 - Staff Governance Committee in February 2025.

8. Date Prepared & Issued

- 8.1. This paper was drafted in December 2024 and issued to members of the Board on 18th February 2025.

9. Appendices

- 9.1. Appendix 1: 2024/25 IC&EE Action Plan update

Recommendation	Impact & Measurement	Ref	Milestone Position (What Should have been Achieved)	Delivery Date	RAG	Lead	Updates
1. Evaluate our effectiveness through iMatter and Investors in People (IIP)	60% of staff completing iMatter surveys by 2025. (56% target in 2024) Investors in People assessment feedback showing continuous improvement and informing agreed improvement planning.	1.1	The agreed Organisational and Directorate iMatter Plans delivered, with a programme of "You Said, We Did" communications demonstrating to staff how their feedback influences change.	Dec-24		Staff Experience Adviser (iMatter operational lead)	We increased the overall number of staff completing iMatter in 2024 - the overall number of responses within NHSGGC was up from 26,829 in 2023, to 27,004 in 2024 . Our percentage completed reduced from 54% to 53% while our action planning and EEI scores remained steady at 56% and 76 respectively. In 2024, we were awarded the Investors in People accreditation, the largest ever organisation to achieve this.
		1.2	Include improving iMatter completion rates for their Directorate in Turas objectives for senior managers	Jul-24		Head of Human Resources (Corporate)	
		1.3	Develop a framework that integrates strategic improvement themes from IIP and iMatter, to ensure a holistic approach to using staff feedback to create a better workplace	Aug-24		Head of Staff Experience/ Head of Organisational Development	
2. Communicate and clarify our Vision, Aims and Values across the organisation	Increased iMatter engagement score for staff who understand how their role contributes to the goals of my organisation from 84 to 85 Increased iMatter engagement score for "I feel that Board members who are responsible for my organisation are sufficiently visible". {working with other Boards to influence Scottish Government to update this question to reflect Senior Leadership rather than Board members} All staff provided an opportunity to feed into the strategic direction of the organisation.	2.1	Based on 2024/ 25 objective setting, develop and implement an internal communications and engagement campaigns, to support the organisation to deliver the agreed objectives.	Mar-25		Deputy Director of Communications / Head of Staff Experience	Over 2024/25, there have been a range of programmes and campaigns through which we have communicated our vision, aims and values to all staff. Examples include: - S&V - Finance / Watch your Waste / Energy Waste - Staff vaccinations - Quality Strategy Development - MFT - Virtual Consultations - HCSSA - Civility Saves Lives. - What Matters To You Day Our new Team Talk communication briefing, launched in October 2024, is grouped around our four strategic aims, to ensure all our staff are discussing these on a regular basis. We continue to develop opportunities for Board member visibility through our local visits, the use of Board member champions and, currently under development, our new Board member video section.
		2.2	Engagement programme developed, agreed and implemented to underpin the development of our new Workforce Strategy 2025-2030	Dec-24		Head of Staff Experience	
		2.3	Using the framework developed through Active Governance, deliver a rolling programme of Board member visits	Apr-24		Public Affairs Manager/ Committee Executive Lead	
		2.4	Facilitate an ongoing programme of senior leadership opportunities to meet and listen to front-line staff.	Mar-25		Deputy Director of Communications / Head of Staff Experience	

Recommendation	Impact & Measurement	Ref	Milestone Position (What Should have been Achieved)	Delivery Date	RAG	Lead	Updates
<p>3. Equip our leaders and managers to create a culture of engagement and involvement across NHSGGC</p>	<p>Over 1000 staff per quarter involved in engagement events and activities.</p> <p>Increase iMatter Engagement score to 60 for staff who feel sufficiently involved in decisions relating to the organisation</p>	3.1	<p>Continue to develop and scale Collaborative Conversations through:</p> <ul style="list-style-type: none"> - Targeted conversations with new starts and leavers. - Targeted conversations and engagement programmes to underpin strategy development and deployment 	Mar-25		Head of Staff Experience	<p>NHSGGC has in place a well established approach to staff engagement, through the wide range of partnership forums in place across NHSGGC through which the voice of our trade union members is shared and used to inform policy, practice and service development.</p> <p>Over the course of our IC&EE, we estimate that we have engaged directly with over 3000 employees, through our strategy work, equalities work and general staff engagement via IIP and Collaborative Conversations. This is on top of the wide range of engagement conducted digitally, through surveys, questionnaires and suggestion forms.</p> <p>We continue to emphasise "You Said, We Did" through our communications, with the key feedback still that staff are not always seeing how they are influencing change. This will continue to be an area of focus in 2025.</p> <p>A refreshed approach to celebrating long service has been implemented which uses payroll to automatically identify staff so we can proactively recognise and celebrate long service staff. 50 years+ staff are now also celebrated at our annual Excellence Awards.</p>
		3.2	<p>Nursing Big Conversation completed, with staff feedback used to develop Nursing & Midwifery strategy.</p> <p>Lessons learnt captured to inform approach to ongoing staff engagement.</p>	May-24		Executive Director of Nursing	
		3.3	<p>Using learning from Senior Leadership Programme, develop forums for leaders to collaborate and share best practice, that underpin a more consistent approach to cascading key messages, services and change.</p>	Jun-24		Head of Staff Experience/ Head of Organisational Development	
		3.4	<p>Refreshed approach in place to celebrate staff with long service, with events and visits in place for our longest serving staff.</p>	May-24		Deputy Director of Communications	
		3.5	<p>Integrate collaborative and engagement approaches into learning for all new and existing managers.</p>	Jun-24		Head of Learning & Education	

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<p>4. Empower our workforce to speak up, building trust and confidence that when they share concerns and ideas for continuous improvement, these are listened to</p>	<p>Increase iMatter Engagement score to 78 for staff who are confident that their concerns will be followed up and responded to</p>	<p>4.1</p>	<p>Develop lessons from our 2022 and 2023 <i>Speak Up Campaign</i>, into a <i>Speak up! Listen Up! Follow up!</i> campaign in 2024, with an increased emphasis on building psychological safety for our staff to report issues.</p>	<p>Oct-24</p>	<p style="background-color: #d4edda;"></p>	<p>Head of Staff Experience/ Corporate Services Manager - Governance</p>	<p>In 2024, our iMatter Engagement score for staff who are confident that their concerns will be followed up and responded to was 73, matching the national average.</p> <p>Our new Sexual Harassment: Cut It Out programme was rolled out across NHSGGC in the second half of 2024, while our new anti-racism plan was agreed in December 2024, which will inform significant activity in 2025.</p>
	<p>Increased numbers of staff using our Speak Up services.</p>	<p>4.2</p>	<p>Programme rolled out across NHSGGC to tackle harassment, providing our staff with the awareness and confidence to challenge inappropriate behaviours in a supportive and safe environment.</p>	<p>Sep-24</p>	<p style="background-color: #d4edda;"></p>	<p>Head of Staff Experience</p>	<p>In 2024, we trained our new Speak Up advocates, to take forward local activity. In the light of the recent INWO findings, we will continue to focus our Speak Up programme on raising awareness of our Confidential Contacts and other Speak Up resources, so that there is high levels of confidence from all staff that they know how and when to raise issues.</p>

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<p>5. Equip our workforce to lead and champion positive change in line with our Staff Governance Standard (SGS)</p>	<p>Improved people metrics in targeted teams (iMatter, sickness absence, turnover)</p>	5.1	<p>Team based support model developed and co-created with teams who have been identified as needing support through iMatter and other people metrics.</p>	Mar-24		<p>Head of Staff Experience (working with Heads of HR)</p>	<p>A key element of our follow up on iMatter in 2024, was to identify teams with lower EEI scores for Collaborative Conversations or additional OD support. Building on this, and learning from best practice in other Boards, a support pack is now under development for use by all teams who have been amber or red for more than one year.</p>
		5.2	<p>Campaign and programme agreed to improve the digital literacy of staff who are currently digitally excluded.</p>	Mar-24		<p>Deputy Director of Communications/ Director of Digital Services</p>	<p>Our Digital Literacy proposition has been developed over 2024. There is a wide range of tools and support available on Staffnet linked to MS packages and we continue to promote these and the underpinning skills programme. A wider communications plan will be developed for 2025 now a new communications sub group has established to understand objectives and needs.</p>

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<p>6. Promote our culture of equality, diversity and inclusion</p>	<p>Membership of our staff equality forums/ network increased to over 500 members of staff.</p> <p>Reduced cases going to tribunal relating to protected characteristics.</p> <p>Continue to attract candidates from diverse backgrounds to join the organisation, with reduced levels of turnover for those staff groups.</p>	6.1	<p>Develop, agree and deliver an annual staff engagement programme, with equality, diversity and inclusion mainstreamed throughout.</p>	Aug-24		Head of Staff Experience	<p>The Workforce Equality Group Action Plan was agreed in partnership and with the input of our staff led Equality Groups, and has been fully delivered over 2024/25. Highlights include</p> <ul style="list-style-type: none"> - our annual engagement programme - involving staff from across our areas - our EDI learning event, bringing together almost 250 managers to hear best practice speakers -the development of our anti-racism plan, developed in partnership and working with our BME network. - And the working group, developing new pathways for BME applicants into midwifery, a job family where there is low levels of BME representation. <p>In 2024, our comms have been enhanced by a monthly dedicated core brief, bringing together all our Workforce Equality key programmes in one easy to digest bulletin for staff.</p>
		6.2	<p>Current programmes and services that ensure a zero tolerance and approach to bullying and harassment in NHSGGC are reviewed and refreshed, so that staff feel able to speak up in a safe and trusted environment.</p>	May-24		Head of Staff Experience/ Deputy Head of Human Resources	
		6.3	<p>Deliver Annual Workforce Equality Action Plan, ensuring lived experience is reflected in all our workstreams, and that we are celebrating Diversity and Inclusion in our engagement programmes.</p>	Mar-25		Head of Staff Experience	

Recommendation	Impact & Measurement	Ref	Milestone Position (What Should have been Achieved)	Delivery Date	RAG	Lead	Updates
7. Evaluate and testing existing communication channels including digital channels and core brief.	Improved outcomes from the annual Communications Audit	7.1	Agree systematic approach with e-Health on measuring digital communications and engagement.	Dec-24		Deputy Director of Communications with support from E-health	<p>In 2024, we developed a regular reporting mechanism to review staffnet content in place, allowing for the tracking of specific pages linked to page views and engagements. This function was not available previously. While the distribution system currently means Core Brief cannot be tracked, we are looking to understand if some of the newer features on M365 may allow for this in the future.</p> <p>A full communications audit was undertaken in 2024, surveying staff on on platforms such as staffnet and other internal channels including Core Brief. A full report will be delivered through Governance and recommendations will be built into 2024-2025 plan</p>
		7.2	Undertake an Internal Communications channel analysis and audit against a backdrop of the MS365 roll-out and including an assessment of options for staff currently not routinely accessing our digital systems.	Jun-24		Deputy Director of Communications	
		7.3	Based on the findings from 7.1 and 7.2, further develop the communications channels from staff as appropriate.	Mar-25		Deputy Director of Communications	
8. Reinvigorate online internal communications, including development of digital channels.	Improved outcomes from the annual Communications Audit	8.1	Identify and pilot innovative MS Teams apps for use corporately that support engagement and staff communications.	Dec-24		Deputy Director of Communications/ Head of Staff Experience	<p>MS Viva reviewed by a number of local teams and decision was made to better exploit existing comms methods rather than introduce new Apps. A number of engagement tools and good practice included in the MS360 project.</p> <p>Team Talk officially launched in October 2024 helping deliver 4 key organisational messages to all staff in a manner to promote two-way engagement and feedback. This will be reviewed in early 2025 to inform future editions.</p>
		8.2	Develop and launch team brief, based on learning from 2023 pilot	Mar-24		Director of Communications & Public Engagement	