



People strategy – People matter



Working together to achieve the healthiest life possible for everyone in Ayrshire and Arran



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1. Foreword from the Chief Executive

I am delighted to be able to say a few words as a foreword to this latest People Strategy.

For many years we have been clear about our intention to build a resilient, engaged and valued workforce across our health and care system. We have made a lot of progress but, as always, there is more to do if we are to be the exemplar employer that we aspire to.

I want to ensure that, through delivering on the actions within this strategy, we are deliberate about attracting and retaining the people we need to deliver high quality, sustainable services to our communities. Also, that the experience of working in Ayrshire and Arran is a positive one where we all feel psychologically safe and that our voice is heard and we can contribute to shaping “Caring for Ayrshire”.

By committing to this strategy we can all contribute to a healthy, vibrant and participative work place.

John G Burns
Chief Executive



2. Opening statement from the HR Director

Our People Strategy – People Matter - was first published in 2015 and set out four clear objectives to retain, develop, support and attract the right people. These four objectives have served NHS Ayrshire & Arran well in supporting NHS Ayrshire & Arran in starting to reform our services against the four pillars of quality, safety, people and finance. Since 2015, the Board has continued to implement our programme on culture and introduced a focus on Psychological Safety.

We have seen a growing body of research which demonstrates that a motivated and committed workforce has a direct impact on patient care. We have also seen evidence which shows the impact of civility in the workplace through the ‘Civility Saves Lives’ programme and the importance in creating safe, caring and respectful working relationships. Since our first strategy we have trained 450 leaders in the concept of Psychological Safety and embedded an Extreme Teaming approach to help us address key challenges.

As a Board we have also strengthened our approach to staff health, safety and well-being and have reduced our staff absence. There is still so much more to do, however, and we remain focused on our commitment to ensure all staff have an annual appraisal and Personal Development Plan, mainstreaming workforce planning as a key priority and in ensuring our staff are engaged and involved in change.

Our People Plan is delivered in partnership with our leaders, Area Partnership Forum and Trade Union organisations and we are committed to our vision of developing a thriving workforce in service of our citizens. We will work collaboratively regionally and nationally, and continue to implement our new NHS Scotland policies, delivered under Once for Scotland. We will critically review our approach to errors and build reflection and learning taking a human factors approach, in how we address mistakes. This is our second plan and will provide the basis for our People Plan and workforce objectives for the next five years to 2025.

We look forward to working with you as we work towards our vision of a healthy and thriving workforce.

Sarah Leslie
HR Director



3. Introduction

Ayrshire & Arran employs approximately 11,057 headcount / 8978.34 WTE substantive staff as at 30th June 2020. The organisational revenue budget for 2020/21 was approximately £900 million, of which £456million was on salaries. The population served is more than 360,000 people in and around Ayrshire & Arran, covering an area of 1,310 square miles.

Moving to 2025 and beyond, we are facing a number of challenges - increased patient expectations and demand for services; an ageing demographic profile of patients and workforce with multiple chronic conditions; more complex and expensive services and care provision; while securing ever more challenging annual cash and productivity efficiencies.

The key organisational workforce challenges that need to be addressed are as follows:

- There is a significant lack of workforce supply in some distinct staff groups and/or specialist roles, for example some medical roles, and in some cases this is further exacerbated by international supply issues. This issue is further compounded where there is limited supply; e.g. single undergraduate outturn from university in a calendar year, which provides a limited pool for all NHS Boards to access. Lack of supply means we sometimes need to utilise supplemental staffing solutions which can be costly and are not optimal to the quality of patient care.
- We have an ageing workforce and the ability to accurately forecast when individuals may choose to retire is impacted by both an increasing state pension age and changes to NHS pension schemes as well as individual personal circumstances.
- Our workforce health status is not at the level we would want it to be; this reflects our wider population profiles, and we have higher levels of staff absent from work due to sickness, both short and long term, than we would want. Pension changes and the need for staff to work longer before accessing their pension is likely to exacerbate this health challenge requiring innovative actions around job design and health.
- Ensuring staff wellbeing and resilience is intrinsic to what we do: to successfully deliver services we need to also look after and support the psychological and physical health of our staff.
- The impact of Britain exiting the European Union presents a significant unknown to the dynamics of the labour market in general as well as distinctly health and social care professions.
- Increased workforce demand across staff groups, both nationally and locally, arising from multi-factorial drivers such as retirement, COVID-19, Brexit, service development etc., is likely to exacerbate existing national workforce supply issues further.
- There are significant expectations being placed on our workforce to adapt and change in line with changing service models. COVID-19 has already illustrated the

necessity for pace of changing modes of working, harnessing new and alternative ways of working which are quite different from traditional models of care.

- The digital literacy of our staff is likely to be a key consideration moving forward as the organisation harnesses the opportunities that digital innovation can bring to all our working lives.

NHS Ayrshire & Arran builds on a solid foundation of our core values of safe, caring and respectful and believes that getting the people agenda right is fundamental to improving the quality of our services. Supporting, developing and retaining our current staff to ensure that they are appropriately skilled and equipped to deliver high quality, safe and effective care continues to be paramount

Economic uncertainties post-Brexit and the impact of COVID-19 on our communities as we emerge from the global pandemic highlight the importance of investing in our workforce in order that we meet future health and social care priorities. We cannot achieve our ambition for safe, sustainable and person centred care without continued improvement in how we support, attract, develop and retain our people, improving their employment experience. To continue to support future sustainability and resilience, we require to focus on what and how we work to ensure efficiency and effectiveness, while developing people's potential.

The Board's People Strategy – People matter is a key document that:

- sets out where we aim to be as an organisation and employer to 2025 and beyond;
- provides a strategic focus and coherent framework for all of the current and future people agenda programmes of work:
 - Staff Governance improvement plans;
 - Staff Health, Safety and Wellbeing Strategy and improvement plan;
 - culture, values and behaviours;
 - workforce planning and impact of Regional and National services;
 - iMatter implementation.

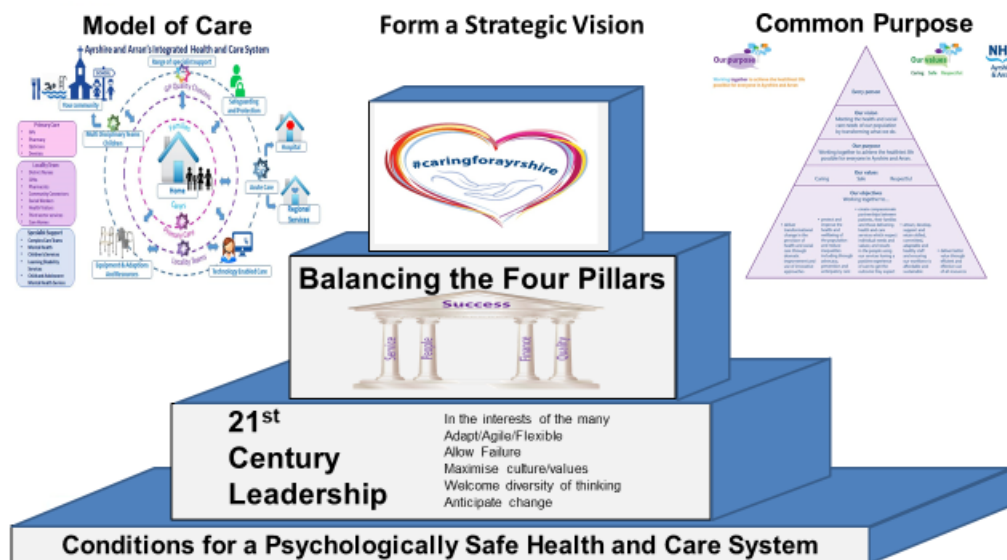
4. Setting the Scene

Our Ambition and Big Opportunity

Ayrshire & Arran has embarked on a pioneering, ambitious and visionary programme of reform in order to deliver, excellent, sustainable health care service that enable our citizens to live the healthiest lives possible at home for longer. Our commitment as a health and care system is set out in our ten year vision and strategy, *Caring for Ayrshire*, and our Model of Care and Common Purpose. *Caring for Ayrshire* is our Big Opportunity, and it is therefore the guiding star of why we're here and everything we do.

To deliver on our Big Opportunity, we are committed to:

- finding ways to invest all the resources at our disposal – people, money, time, energy, buildings and so on – in ways that create the most from what we have, and enable our vision for our staff and citizens to become a reality. **Balancing the four pillars of service, people, quality and finance** is mission critical to our success;
- **developing a strong 21st century leadership culture**, in which our leaders are confident to flex between leading the innovation needed to reform our services, and delivering assurance and operational grip;
- creating a psychologically safe workplace environment that enables our teams to develop and flourish, build strong relationships grounded in our values of 'caring, safe and respectful', and makes the most of their assets, skills and experience to do their best.



Our Context

It is increasingly clear for all health and care systems that the way we have been doing things in the past no longer works. Our demographic has changed and the context we operate in has changed, both locally and globally. Health and social care integration requires our systems to come together and work together in entirely new ways to those in the past, so that we can serve our citizens in the ways we believe are right. Like all health and care systems, we face significant challenges in many aspects of our work as we tackle these challenges – challenges that are multifaceted, complex and deep.

Within the context of the Health and Social Care Delivery Plan, NHS Boards are responsible for ensuring a sustainable workforce to deliver high quality, person centred care placing patients and service users at the centre to deliver reform. As part of our People Strategy NHS Ayrshire & Arran will improve staff engagement and experience, placing staff wellbeing and support at the centre of our People Plan.

We will ensure our People Strategy is aligned to our Board purpose, commitments and values.

In NHS Ayrshire & Arran we have agreed our purpose:



Working together to achieve the healthiest life possible for everyone in Ayrshire and Arran

our commitments:



Our service users and communities

We will work with you and your family to:

- Promote and improve your health
- Improve your safety, outcomes and quality of experience while in our care
- Live up to our customer care commitments

Our workforce

We will work together to create an open, fair and just culture where:

- We are all valued, respected and developed to be our best
- We are all informed, involved, listened to and treated fairly and consistently
- We are all safe and are supported to improve our health and wellbeing

Our partners

We will work together with partners to:

- improve health, prevent disease and reduce inequalities
- join up our service delivery to improve outcomes
- make best use of our resources

and our values and behaviours:



Caring

I will show concern for others and care about the health, safety, and wellbeing of everyone I come into contact with.

Safe

I will do my job well, striving to learn and do things better, while taking responsibility for the quality, safety, and effectiveness of my actions.

Respectful

I will see everyone as an individual, be open, approachable, and treat everyone with dignity and respect.

MIS13-088-GD

We have taken action to embed our values and it is essential that we continue to work together to ensure we maximise our skills and expertise and ensure that staff engagement and partnership working are built into our activities. We are focused on ensuring that our leaders are accountable for the four pillars of success – quality, safety, people and finance – and are developing our induction programme to ensure that all managers are trained and confident in taking forward their Staff Governance responsibilities. This includes coaching and mentorship for existing leaders to ensure we apply best practice in leading and managing our workforce.

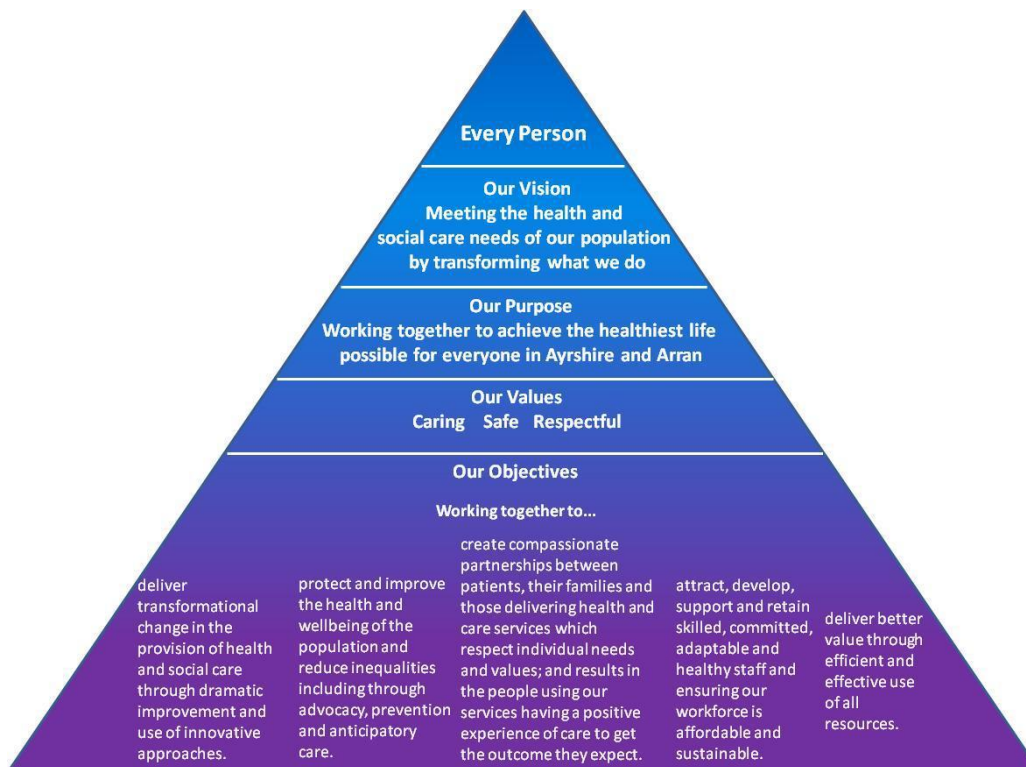
5. Strategic framework and corporate objectives

Our Objectives are:

Working together to:

- deliver transformational change in the provision of health and social care through dramatic improvement and use of innovative approaches;
- protect and improve the health and wellbeing of the population and reduce inequalities, including through advocacy, prevention and anticipatory care;
- create compassionate partnerships between patients, their families and those delivering health and care services which respect individual needs and values; and result in the people using our services having a positive experience of care to get the outcome they expect;
- attract, develop, support and retain skilled, committed, adaptable and healthy staff and ensure our workforce is affordable and sustainable;
- deliver better value through efficient and effective use of all resources.

The diagram below shows how these relate to our existing purpose and values:



The People Strategy provides leadership and direction to what the Board needs to do to lead and support its people to achieve our purpose and is a key component of the Board's strategic framework:

Our People Strategy supports our corporate objectives and ambitions and will:

“attract, develop, support and retain skilled, committed, adaptable and healthy staff and ensuring our workforce is affordable and sustainable”

Our People Plan will support our Board in our use of resources and help:

“deliver better value through efficient and effective use of all resources”

And, with our focus on integration, change and leadership, will support NHS Ayrshire & Arran in our ambition to:

“deliver transformational change in the provision of health and social care through dramatic improvement and use of innovative approaches”

The strategy will be supported by the corporate People Plan, which will identify specific actions, interventions, and corporate programmes of work and will be regularly reviewed by the Area Partnership Forum and the Staff Governance Committee.

The Staff Governance Committee will monitor and evaluate the effectiveness of the strategy.

6. People Strategy – People matter

Strategic intent and core objectives

We are seeking to create an open, and fair culture where staff are valued and respected. Our aim is to develop NHS Ayrshire & Arran as an organisation where we enable and support staff to achieve their full potential and experience joy and meaning at work, strive to deliver excellence each day and feel appreciated, fulfilled, happy, healthy and resilient at work – in other words our strategic aim is for our workforce to be engaged, encouraged, empowered and enabled.

To achieve this aim, the Strategy draws together the activity and programmes of our established work programme under four core objectives relating to how we **retain, develop, support, and attract** our people, thereby enhancing their employment experience and working lives and supporting them to provide and deliver excellence every day.

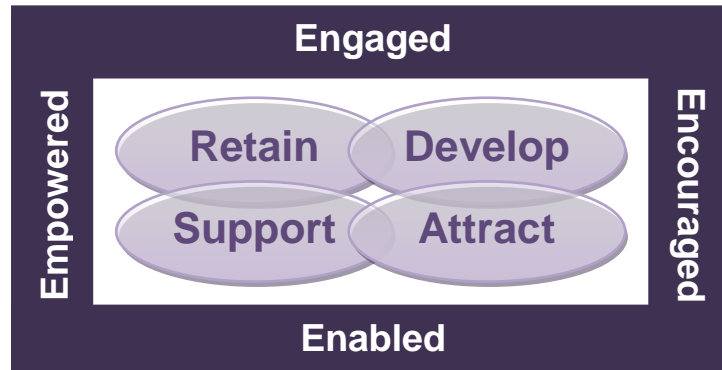
The core objectives are:

Retain – We want to retain our people, by demonstrating a caring and learning, using reflective practice, and by treating our people fairly and consistently, to enable them to feel engaged, empowered and valued and to demonstrate our values in the work we do and as team members working with others.

Develop – We are developing our Board to become an exemplar employer' and we recognise the importance of developing our people and encouraging them to be the best they can be, maximising their learning and career opportunities through ongoing professional and personal development.

Support – We will continue to support our people to be healthy, feel cared for and encouraged to enable and support staff to achieve their full potential and experience joy and meaning in work. We want to provide person centred and proactive engagement and support for the welfare of our people both within and out with the working environment.

Attract – We want to be known as a great Board to work for, have sufficient workforce supply and easily attract high quality applicants, who reflect our values.



We need to work in partnership with our people, recognising the importance of balancing expectations and responsibilities in order to make the improvements identified and achieve the ‘retain’, ‘develop’ and ‘support’ objectives. To do this, we will engage with our staff and ensure that our staff are involved in decisions which affect them ensuring their thoughts, views and experiences are listened to and influence how we reform our services.

Our people have expectations of their employer, their manager and their employment experience to be valued and treated with respect; to be treated as an individual with unique capabilities and characteristics; to be listened to, to be involved and engaged with proactively; to be treated fairly and consistently; to be trained and developed; to be supported and cared for, and to feel that they have control over what happens in their day to day working lives, particularly during periods of change.

The Board has expectations of its people to understand their role and fulfil these to the best of their abilities; to respond positively and adapt to change; to identify and act on their training, learning and development needs; to look after their own health, safety and wellbeing and that of colleagues; to demonstrate values of ‘caring, safe and respectful’ in all actions, behaviours and decisions; to be open, approachable and treat everyone with dignity and respect; to provide feedback on their employment experience and to participate in identifying and making improvements. The roles and expectations of our staff and all our people will be articulated more clearly within our recruitment process and induction, and leaders’ Staff Governance responsibilities will be reviewed through our PDR process.

Retain: Our strategic intent to 2025 and beyond

We want to retain our people, by demonstrating a caring and learning approach and by treating our people fairly and consistently, to enable them to feel engaged, empowered and valued. We want to develop a sustainable workforce that has the skills and competencies to deliver high quality health and social care and represents the diversity of the communities we serve and to demonstrate our values in how they do their work and how they interact with others.

Delivering our objective of retaining our people is dependent on a clear organisational commitment to fulfil our aspiration of NHS Ayrshire & Arran being an exemplar employer. This will be demonstrable through our iMatter engagement and staff experience outcomes which demonstrate continued improvement.

We started to build the foundation for a valued and supported workforce by introducing Psychological Safety within NHS Ayrshire & Arran and instilling our values of safe, caring and respectful. We are embedding reflective practice into our teams and capturing both positive and negative



experiences to learn and improve. We recognise that our workforce has a relatively stable turnover and that it is important that we train and support leaders and managers in implementing new ways of working. We recognise that, as a major employer within Ayrshire, we have a responsibility to retain our staff and to provide opportunities for succession and development to provide our workforce with great career opportunities.

We want our people to be proud of working in NHS Ayrshire & Arran.

Commitments working to 2025 and beyond:

We will:

- develop new ways of engaging and involving staff in change and reform. This will include using digital and on line platforms to seek staff feedback and views to inform our decision making;
- implement reflective practice across our integrated teams as a mechanism for Quality Improvement;

- conclude the implementation of Once for Scotland policies in conjunction with training and awareness raising for managers and staff;
- implement the new Whistleblowing Standards and support leaders and staff in creating a just culture where staff can raise concerns;
- ensure that each team implements the iMatter tool to support team functioning and identify continuous improvements against the Staff Governance Standards by developing actions plans;
- enhance our approach to people recognition and celebrating achievement, through further developing and embedding Ayrshire Achieves and celebrating success within our teams;
- incorporate values based objectives within individual objectives;
- develop access on line to staff health and wellbeing tools;
- implement work life balance policies and encourage distributed working to support staff in fulfilling their work and personal commitments;
- develop and implement succession planning by aligning this to our workforce plan;
- provide exit feedback to leaders to highlight trends or issues where staff experience can be improved;
- support our people to have longer healthier working lives by innovatively re-designing jobs and roles and implementing the Working Longer agenda.

Measures to determine success:

- culture metrics;
- iMatter results and action plans;
- Staff Governance improvement plans;
- stable turnover
- extent of participation in Ayrshire Achieves;
- number of grievances;
- KSF/PDR;
- succession plans.



Develop: Our strategic intent to 2025 and beyond

We are continuing to develop our Board to become as a 'learning organisation' and we recognise the importance of reflective practice, developing our people and encouraging them to be the best they can be, maximising their learning and career opportunities through ongoing professional and personal development.

To deliver high quality services we need capable people with the requisite skills, experience and availability of opportunities to let them flourish. At the heart of enabling this is ensuring that all people have a regular Personal Development Review (PDR) with their manager where their individual learning and development needs are discussed and agreed.

We recognise the need to ensure PDR is undertaken and this will ensure we identify the requisite skills for the future health and social care workforce which works in an integrated and collaborative way. Through effective succession management and development programmes we will improve our approach to leadership development by identifying, developing and supporting future clinical and non-clinical leaders at all levels of the organisation.



Commitments working to 2025 and beyond:

We will:

- continue to improve the arrangements, process and delivery routes so that all staff are fully trained in core Mandatory and Statutory Training (MAST) modules;
- strengthen our local arrangements, process and delivery routes to ensure staff are fully trained in role specific MAST and have the necessary accreditation and professional registration to enable them to carry out their duties effectively;
- review and refresh corporate and local induction arrangements and delivery promoting the key messages captured in *Caring for Ayrshire* and *Daring to Succeed* and the effective delivery of the four pillars: Quality, People, Service and Finance;

- consider innovative approaches to improve our people's commitment to and value for PDR, ensuring that all staff participate in an effective and quality PDR/appraisal process which allows the opportunity to reflect on both performance , development and health and wellbeing;
- deliver a learning strategy and plan that articulates and reflects current and future service and individual training and learning needs;
- review and improve our management and leadership development provision to support leaders at all levels to be highly skilled and effective person centred managers;
- support effective leadership development and promotion of Project Lift;
- provide support to leaders to enable them to deal with the challenges arising from significant organisational change helping them to develop increased emotional awareness and resilience to cope effectively in their roles and work collaboratively with other teams and services;
- develop a coaching strategy extending opportunities for clinical and non-clinical leaders to access both internal and external coaching provision ;
- provide mentorship opportunities to support leaders;
- identify ways to achieve optimal performance from staff;
- introduce an effective approach to talent and succession planning.

Measures to determine success:

- levels of MAST undertaken;
- levels of PDR/appraisal completion;
- current and future learning and skills requirements are known and identified in the learning plan and workforce plan;
- training and development metrics;
- corporate and local succession planning to support the workforce plan.



Support: Our strategic intent aim to 2025 and beyond

We will enable and support staff to achieve their full potential and experience joy and meaning at work. We want to provide person centred and proactive engagement and support for the welfare of our people both within and out with the working environment. We will provide a working environment that is safe and, as a minimum, meets the legal duties placed upon us as an employer.

NHS Ayrshire & Arran will demonstrate its commitment to staff support and wellbeing, building resilience and enabling our people to lead longer, healthier lives. The ongoing promotion and embedding of our values and behaviours will also be contributory to achieving a supportive working environment for our people. We have made great progress since launching our Staff Health and Well Being Strategy and will continue to build on our 'Work on Wellness' programme.

Since 2015, we have recognised that the cornerstone to staff feeling valued and supported is in instilling a culture where staff feel psychologically safe and can approach their manager to seek help or support to enable them to thrive at work. A psychologically safe organisational culture supports diversity of thought, welcomes new ways of working and delivering care to our citizens, and creates the conditions in which staff at all levels across our system can say and do what is needed as it is needed, in order to deliver excellence.



Our commitment to the health, safety and wellbeing of our workforce will, as a minimum, be to the standard that is expected by existing legislation; however, we will aim to exceed the minimum standard and achieve best practice where possible.

By its very nature the NHS is continually evolving and changing in order to best meet the health and care needs of the population and we recognise that change can be difficult for individuals, teams and indeed the organisation as a whole. We will continue to support our people to be flexible, responsive and adaptive to change.

Our leaders are fundamental to our success and we will build on the range of **'Daring to Succeed'** materials and planned interventions to support our leaders to deliver excellence through reform.

Commitments working towards 2025 and beyond

We will:

- continue to develop and progress the Board's culture programme, promoting and embedding the agreed values and behaviours ensuring staff are effectively engaged and involved in the planned reform agenda;
- develop a strong 21st Century leadership culture, in which our leaders are confident to flex between leading the innovation needed to reform our services, and delivering assurance and operational grip;
- implement Fair Work and provide employment opportunities for staff which provide;
- create a psychologically safe workplace environment that enables our teams to develop and flourish, build strong relationships grounded in our values of 'caring, safe and respectful' and make the most of their assets, skills and experience to do their best work;
- provide an exemplar health, safety and wellbeing function that will contribute to longer, healthier lives;
- extend model of peer support to all health and social care staff;
- ensure statutory compliance with all our health and safety obligations and instil in our managers their role and responsibility for health, safety and wellbeing at work;
- strengthen our approach to Human Factors, ensuring that this is central to our activity. This will include ensuring that design improvements in the workplace and equipment fits the human capability and takes into consideration limitations, make it easier for workers to get the work done in the right way and decrease the likelihood of errors;
- work with our people to help them to see change positively and fully support them through change;
- continue to encourage self-reflection and review to help our people learn from experiences and to help direct their own personal development and improvement;
- develop access on line to health and wellbeing tools including on line access to mindfulness and Cognitive Behavioural Therapy;
- develop a strategic approach for building and developing resilience in the workforce, including e.g. peer support, mindfulness and coaching;
- promote Project Lift and the completion of the self-assessment questionnaire to help identify leadership needs for both clinical and non-clinical leaders.

Measures to determine success:

- attendance at occupational health services;
- use of staff care, peer support wellness and mediation services;
- staff participation in health improvement interventions including weight management and smoking cessation;
- levels of sickness;
- staff health check metrics;

- utilisation of health and wellbeing resources;
- levels of stress absence;
- culture metrics;
- leadership metrics:
 - Joy in Work;
 - team success;
 - staff morale;
 - complaints / compliments;
 - adverse events;
 - staff wellbeing, engagement and turnover.



Attract: Our strategic intent to 2025 and beyond

We want the reputation of being an exemplar employer that attracts excellence by being excellent. We want to attract candidates who share our ambitions and values and gain their commitment to working with us by ensuring that their experience of the recruitment journey is a positive one. We want to be clear on our future workforce and the skills and competencies to delivering quality health in an evolving health and social care environment, with effective workforce planning that will ensure that we recruit the right staff with the right skills to deliver reform.

To deliver our corporate ambition, there is a need to identify the workforce requirements which will be achieved through effective workforce planning. This will allow us to explore opportunities to deliver services differently and to determine what future recruitment will look like.

We are a system that is passionate about doing the right thing and one that is pioneering a bold, radical and innovative programme of whole system reform and design. To succeed, we need to be able to attract candidates who share our ambitions and values.



It is recognised that we will only attract excellence by being excellent and, therefore, the candidate experience is all important. We will ensure that every candidate, regardless of whether they are appointed, has a positive experience at every step of the recruitment journey.

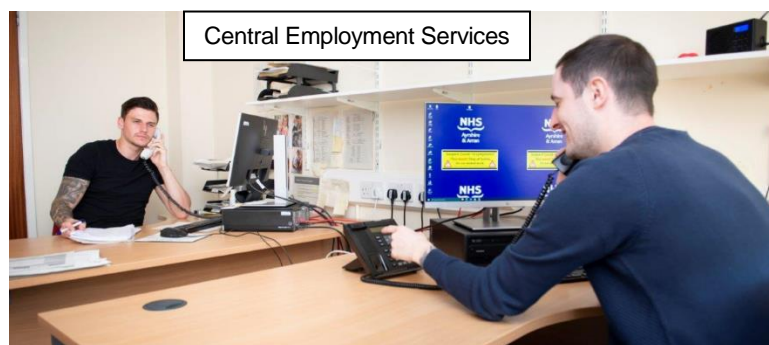
Unemployment, and in particular youth unemployment, is both a national and local challenge. Employment is one of the most strongly evidenced determinants of health and therefore we will continue in collaboration with our partners to maximise and innovate our approaches to employability thus improving the health and wellbeing of our communities.

Commitments working to 2025 and beyond

We will:

- develop a mechanism to capture and share the variety of terms and conditions, and learning and development benefits of being employed by NHS Ayrshire & Arran;

- develop a modern approach to attracting and recruiting candidates who understand and share the ambitions and values of the organisation;
- further improve our short, medium and long term approach to workforce planning, ensuring it is based on robust workforce intelligence, service requirements, current and future skills and competences and affordability;
- develop a sustainable medical workforce plan;
- maximise the functionality of Jobtrain to provide an efficient and quality service to both candidates and recruiting managers whilst minimising the length of the recruitment process;
- create an exceptional experience for each and every candidate – every candidate, every time.
- supplement the information contained within the Attracting Excellence Handbook to support recruiting managers to create a positive impact on each and every candidate;
- work collaboratively as part of the national HR shared services programme;
- further develop and promote values based recruitment and selection;
- develop our diversity strategy and engage with groups to ensure our workforce reflects the communities we serve and provides employment opportunities for all
- improve our marketing strategy for careers;
- work with and through the three health and social care partnerships, into the wider community planning partnerships, to improve the health and wellbeing of our communities by introducing a sector-based academy concept as the framework to progress our approach to employability and maximise employability opportunities;
- place stronger emphasis on work experience, placements and the opportunities for apprenticeships and graduate apprenticeships in support of lifelong learning and talent management.



Measures to determine success:

- workforce plan identifies future projections;
- number of applicants for posts;
- number/duration of vacancies;
- recruitment completed within agreed timescales;
- number and range of employability programmes;
- apprenticeship programme;
- work experience for school leavers;
- number of employability programme participants moving into our employment.

7. Conclusion

NHS Ayrshire & Arran has made significant progress in developing the People agenda within the Board and building the foundations for a healthy, thriving and learning organisation. Our strategy will provide focus to 2025 and allow us to improve staff experience by our work on:

- psychological safety and creating the environment and conditions for staff to be empowered and enabled;
- improving staff experience through our work on culture and in developing our leaders and managers in their Staff Governance roles;
- improving our workforce planning to ensure workforce planning is integral to all our service plans and that we redesign our services to fulfil our financial and quality objectives;
- building our staff wellbeing and support services to ensure that staff can access person centred support at the right time and right way.

Our People Strategy action plan will provide our route map on how we will take forward our commitment to attract, support, develop and retain a workforce that will deliver the challenges ahead to 2025 and beyond.

8. Equality Impact Assessment

This is a legal document stating you have fully considered the impact on the protected characteristics and is open to scrutiny by service users/external partners/Equality and Human Rights Commission

If you require advice on the completion of this EQIA, contact elaine.savory@aapct.scot.nhs.uk

'Policy' is used as a generic term covering policies, strategies, functions, service changes, guidance documents, other

Name of Policy	NHS Ayrshire & Arran People Strategy		
Names and role of Review Team:	Sarah Leslie, Director of HR Craig Lean, Workforce Modernisation Manager Elaine Savory, Equality and Diversity Adviser	Date(s) of assessment:	14 December 2020 20 January 2020 4 February 2021

SECTION ONE		AIMS OF THE POLICY			
1.1. Is this a new or existing Policy : <u>Existing</u>					
Please state which: Policy <input type="checkbox"/> Strategy <input checked="" type="checkbox"/> Function <input type="checkbox"/> Service Change <input type="checkbox"/> Guidance <input type="checkbox"/> Other <input type="checkbox"/>					
1.2 What is the scope of this EQIA?					
NHS A&A wide <input checked="" type="checkbox"/>		Service specific <input type="checkbox"/>		Discipline specific <input type="checkbox"/>	
Other (please detail) _____					
1.3a. What is the aim?					
The Board's People Strategy – People matter is a key document that:					

- sets out where we aim to be as an organisation and employer to 2025 and beyond;
- provides a strategic focus and coherent framework for all of the current and future people agenda programmes of work:
 - Staff Governance improvement plans;
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 - culture, values and behaviours;
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 - iMatter implementation.

Moving to 2025 and beyond, we are facing a number of challenges - increased patient expectations and demand for services; an ageing demographic profile of patients and workforce with multiple chronic conditions; more complex and expensive services and care provision; while securing ever more challenging annual cash and productivity efficiencies.

Coupled with this is a significant lack of workforce supply in some distinct staff groups and/or specialist roles, for example some medical roles, and in some cases this is further exacerbated by international supply issues. This issue is further compounded where there is limited supply; e.g. single undergraduate outturn from university in a calendar year, which provides a limited pool for all NHS Boards to access. Lack of supply means we sometimes need to utilise supplemental staffing solutions which can be costly and are not optimal to the quality of patient care.

1.3b. What is the objectives?

Our People Strategy – People Matter - was first published in 2015 and set out four clear objectives to retain, develop, support and attract the right people.

These four objectives have served NHS Ayrshire & Arran well in supporting NHS Ayrshire & Arran in starting to reform our services against the four pillars of quality, safety, people and finance. Since 2015, the Board has continued to implement our programme on culture and introduced a focus on Psychological Safety.

Work streams to take forward the ambitions of the People Strategy will require to undergo an equality impact assessment and these will ensure equity and inclusiveness.

1.3c. What is the intended outcomes?

The intended outcomes are:

- finding ways to invest all the resources at our disposal – people, money, time, energy, buildings and so on – in ways that create the most from what we have, and enable our vision for our staff and citizens to become a reality. Balancing the four pillars of service, people, quality and finance is mission critical to our success;
- developing a strong 21st century leadership culture, in which our leaders are confident to flex between leading the innovation needed to reform our services, and delivering assurance and operational grip; and
- creating a psychologically safe workplace environment that enables our teams to develop and flourish, build strong relationships grounded in our values of ‘caring, safe and respectful’, and makes the most of their assets, skills and experience to do their best.

1.4. Who are the stakeholders?

- All employees of NHS Ayrshire & Arran, including bank staff
- Potential employees of NHS Ayrshire & Arran
- Our organisational leaders
- Area Partnership Forum; and
- Trade Union organisations.

1.5. How have the stakeholders been involved in the development of this policy?

The Strategy has been developed through our People Strategy Steering Group (PSSG) which includes managerial, Human Resources and Trade Union organisations. The Strategy, at the development stage, has been consulted on for comments through the Area Partnership Forum which represents staff and their Trade Union organisations.

1.6 Examination of Available Data and Consultation - Data could include: consultations, surveys, databases, focus groups, in-depth interviews, pilot projects, reviews of complaints made, user feedback, academic or professional publications, reports etc.)

NHS Scotland best practice and approaches

Name any experts or relevant groups / bodies you should approach (or have approached) to explore their views on the issues.

Human Resources; Trade Union organisations; Area Partnership Forum

What do we know from existing in-house quantitative and qualitative data, research, consultations, focus groups and analysis?

In planning and developing the workforce for the future, we will need to invest in training and development of staff and in promoting and supporting employability opportunities in our drive towards developing a sustainable workforce for the future.

What do we know from existing external quantitative and qualitative data, research, consultations, focus groups and analysis?

We have developed our People Strategy with reference to NHS Scotland best practice and approaches to ensure a Once for Scotland approach. Our Strategy is bespoke to our cultural ambition and reflects our core organisational values – safe, caring and respectful.

1.7. What resource implications are linked to this policy?

In line with our ten year vision and strategy, Caring for Ayrshire, implementing the People Strategy is core to ensuring we utilise all our resources in ways that create the most from what we have. Much work will be driven forward through existing resources.

In planning and developing the workforce for the future, we will need to invest in training and development of staff and in promoting and supporting employability opportunities in our drive towards developing a sustainable workforce for the future.

SECTION TWO

IMPACT ASSESSMENT

Complete the following table, giving reasons or comments where:

The Programme could have a positive impact by contributing to the general duty by –

- Eliminating unlawful discrimination
- Promoting equal opportunities
- Promoting relations within the equality group

The Programme could have an adverse impact by disadvantaging any of the equality groups. Particular attention should be given to unlawful direct and indirect discrimination.

If any potential impact on any of these groups has been identified, please give details - including if impact is anticipated to be positive or negative.

If negative impacts are identified, the action plan template in Appendix C must be completed.

Equality Target Groups – please note, this could also refer to staff

	Positive impact	Adverse impact	Neutral impact	Reason or comment for impact rating
2.0 All				<p>The strategy is equally applicable to all who work, or have the potential to work for NHS Ayrshire & Arran. Any differential impacts will be identified and addressed within the EQIAs of the work streams flowing from the People Strategy Action Plan. When looking at the protected characteristics an intersectional approach would support a holistic approach in implementing and delivering an inclusive strategy.</p> <p>Our family friendly policies are also intended to support staff to ensure a health work-life balance. These policies are developed through the Once for Scotland approach to ensure consistency across Scotland.</p>

<p>2.1. Age</p> <ul style="list-style-type: none"> Children and young people 	<p>X</p>			<p>The Strategy will affect and apply to all people of working age. Much work is being taken forward under the auspices of Developing the Young Workforce to support and encourage young people to come to work for the NHS including:</p> <p>Modern Apprenticeships - Offer people 16+ paid employment combined with workplace training and off-the-job learning, in order to gain new and enhanced skills and recognised qualifications. We have MA's in Dental Nursing, Healthcare Support (Clinical), Microsoft - IT Systems and Networking and Horticulture.</p> <p>Youth Contract Work Placement - In partnership with Jobcentre Plus - work experience to young unemployed people for 8 week period.</p> <p>Ayrshire College Work Placement - In partnership with Ayrshire College - for students studying for qualifications to enhance practical ability.</p> <p>Foundation Apprenticeships - In partnership with Ayrshire College - aimed at fifth and sixth year pupils at Secondary School. Provision of placements one day each week over an academic year</p> <p>Graduate Apprenticeships - Provides a structured learning and development programme that involves study towards a qualification designed for a profession, starting at undergraduate up to master's degree level, to enable them to become more effective and productive in the workplace.</p> <p>School work placements – involves taking secondary school pupils for one week's placement within various departments throughout the organisation.</p> <p>School engagement - We provide practical support, workshops, mock interviews and awareness sessions to pupils across all schools, colleges and the University of the West of Scotland which will assist them in their application for jobs.</p>
<ul style="list-style-type: none"> Adults 	<p>X</p>			<p>Specific areas of work for our workforce including developing new ways of engaging and involving staff in change and reform and considering different mediums such as digital technology to drive this forward.</p>

<ul style="list-style-type: none"> Older People 	X		X	<p>We recognise the need to ensure PDR is undertaken and this will ensure we identify the requisite skills for the future health and social care workforce. Through effective succession management and development programmes we will improve our approach to leadership development by identifying, developing and supporting future clinical and non-clinical leaders at all levels of the organisation. As part of the development approach for our workforce we will continue to improve the arrangements, process and delivery routes so that all staff are fully trained in core Mandatory and Statutory Training (MAST) modules as well as any specific Continuous Professional Development (CPD). However, we must be mindful of the need to make reasonable adjustments for members of staff to allow participation and this will be taken forward on a needs-led basis.</p> <p>We have an ageing workforce and the ability to accurately forecast when individuals may choose to retire is impacted by both an increasing state pension age and changes to NHS pension schemes as well as individual personal circumstances.</p> <p>As part of our retirement process we offer a phased retirement which allow staff to transition from employment to retirement. This includes a reduction in working hours during a three month phase down period.</p>
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<p>2.2. Disability (incl. physical/ sensory problems, learning difficulties, communication needs; cognitive impairment, mental health)</p>	X			<p>NHS Ayrshire & Arran implements family friendly policies to support staff to ensure a healthy work-life balance. These policies are developed through the Once for Scotland approach to ensure consistency across Scotland.</p> <p>As well as our policies, we also take an individualised approach to reasonable adjustments to ensure staff are furnish with the support they need to be able to undertake their role. However, we are mindful that in some circumstances this is not always possible and therefore opportunities for redeployment are discussed with the member of staff.</p> <p>Project Search (David Forbes Nixon (DFN)) - In collaboration with East Ayrshire Council and Ayrshire College - Supported internship programme, over an academic year, to improve the employment prospects of young people with learning disabilities and autism spectrum.</p> <p>Volunteer Peer Work Programme - In partnership with South Ayrshire Council - offering work placements to individuals who are recovering from alcohol and/or drug addictions and are training towards a qualification in Healthcare. Whilst participating in unpaid volunteer work placement they will engage with other service users who are currently suffering from alcohol and/or drug addiction. The service users are patients of NHS Ayrshire & Arran.</p>
<p>2.3. Gender Reassignment</p>			X	<p>The People Strategy has no differential impact on gender reassignment. NHS Ayrshire & Arran will work collaboratively regionally and nationally, and continue to implement our new NHS Scotland policies, delivered under Once for Scotland. Locally we have also developed a policy for supporting trans staff in the workplace to ensure equitable approaches.</p>
<p>2.4 Marriage and Civil partnership</p>			X	<p>The People Strategy has no differential impact on marriage and civil partnership.</p>
<p>2.5 Pregnancy and Maternity</p>			X	<p>The People Strategy has no differential impact on pregnancy and maternity. Our family friendly policies and access to training and development are available for all staff to access where necessary.</p>

2.6 Race/Ethnicity	X			<p>NHS Ayrshire & Arran recognises that our current BAME workforce is lower than could be expected. Therefore, the People Strategy sets out to:</p> <ul style="list-style-type: none"> • develop a modern approach to attracting and recruiting candidates who understand and share the ambitions and values of the organisation • develop our diversity strategy and engage with groups to ensure our workforce reflects the communities we serve and provides employment opportunities for all • improve our marketing strategy for careers within the NHS, including linking with local BAME communities • place stronger emphasis on work experience, placements and the opportunities for apprenticeships and graduate apprenticeships in support of lifelong learning and talent management. <p>NHS Ayrshire & Arran is also mindful of the impact of Britain exiting the European Union which presents a significant unknown to the dynamics of the labour market in general as well as distinctly health and social care professions. Increased workforce demand across staff groups, both nationally and locally, arising from multi-factorial drivers such as Brexit, is likely to exacerbate existing national workforce supply issues further.</p>
2.7 Religion/Faith			X	<p>The People Strategy has no significant differential impact on religion or faith. Our organisational policies offer the opportunity for flexibility to support individuals, where this does not negatively impact our service provision.</p>

2.8 Sex (male/female)			X	<p>Ayrshire & Arran employs 11,078 substantive staff as at 30th June 2020. This is broken down as</p> <p>Male = 1741 = 15.7% Female = 9307 = 84% Trans = 30 = 0.3%</p> <p>Our people strategy includes all members of staff/potential members of staff regardless of their sex. Our family friendly policies and access to training and development are available for all staff to access where necessary. There is no differential impact based on sex.</p>
2.9 Sexual Orientation <ul style="list-style-type: none"> • Lesbians • Gay men • Bisexuals 			X	<p>The People Strategy has no differential impact on sexual orientation. NHS Ayrshire & Arran are currently members of the Stonewall Diversity Champions programme and have been awarded the LGBT Corporate Chartermark.</p>
2.10 Carers	X			<p>NHS Ayrshire & Arran implements family friendly policies to support staff to ensure a healthy work-life balance. These policies are developed through the Once for Scotland approach to ensure consistency across Scotland.</p> <p>A number of these policies allow staff with caring responsibilities opportunities for flexible working, dependent on service needs. Opportunities are also available for part-time working to allow carers the opportunity to work as well as care for any dependents.</p>
2.11 Homeless	X			<p>Homelessness affects an individual's ability to engage in employment. As part of our employability programme, an objective will be to work with the voluntary sector and DWP to understand barriers and opportunities for employment as part of current support programmes for homeless people.</p>

2.12 Involved in criminal justice system	X			Community Payback - In partnership with East Ayrshire Council - designed to ensure that offender's payback to society and their local community. Working, to maintain a cleaner and more aesthetically pleasing environment at University Hospital Crosshouse, Ayrshire Maternity Unit and East Ayrshire Community Hospital.
2.13 Literacy	X			The People Strategy will aim to support staff who have literacy concerns through reasonable adjustments or the suite of family friendly policies.
2.14 Rural Areas	X			The strategy is equally applicable to all who work, or have the potential to work for NHS Ayrshire & Arran and is not disproportionately impacted by living status. The moving to digital technology and home-working has the potential to allow staff greater opportunities when applying for positions. That combined with online training and development has the potential to allow individuals to fulfil their potential.
2.15 Staff <ul style="list-style-type: none"> • Working conditions • Knowledge, skills and learning required • Location • Any other relevant factors 	X			<p>The four objectives of the People Strategy is attract, support, develop and retain. All of this work is underpinned by the work we plan to take forward through staff experience, in particular:</p> <ul style="list-style-type: none"> • psychological safety and creating the environment and conditions for staff to be empowered and enabled; • improving staff experience through our work on culture and in developing our leaders and managers in their Staff Governance roles; • improving our workforce planning to ensure workforce planning is integral to all our service plans and that we redesign our services to fulfil our financial and quality objectives; • building our staff wellbeing and support services to ensure that staff can access person centred support at the right time and right way. <p>Our workforce health status is not at the level we would want it to be; this reflects our wider population profiles, and we have higher levels of staff absent from work due to sickness, both short and long term, than we would want.</p>

				<p>Pension changes and the need for staff to work longer before accessing their pension is likely to exacerbate this health challenge requiring innovative actions around job design and health.</p> <p>Ensuring staff wellbeing and resilience is intrinsic to what we do: to successfully deliver services we need to also look after and support the psychological and physical health of our staff.</p>
2.16. What is the socio-economic impact of this policy / service change? (The Fairer Scotland Duty places responsibility on Health Boards to actively consider how they can reduce inequalities of outcomes caused by socio-economic disadvantage when making strategic decisions)				
	Positive	Adverse	Neutral	Rationale/Evidence
Low income / poverty	X			<p>NHS Ayrshire & Arran is committed to the principles of equality of opportunity in employment and believes that staff should receive equal pay for the same or broadly similar work, or work rated as equivalent and for work of equal value, regardless of their protected characteristics.</p> <p>To achieve this, pay systems require to be transparent, based on objective criteria and free from unlawful bias. We produce an equal pay statement and occupational segregation and equal pay analysis which can be found on our website.</p> <p>Through national pay negotiations NHSScotland ensures it is a Living Wage employer for our lowest banded employees.</p> <p>Supporting employability is a shared goal across all three Community Planning Partnerships (North, South and East) in Ayrshire, and NHS Ayrshire & Arran is committed to contributing to this goal and works in partnership with local providers to help address issues of unemployment. The importance of employability is more acute given the labour market position which is being impacted by the pandemic.</p> <p>As outlined under section 2.1 – NHS Ayrshire & Arran also participates in a number of initiatives to support employability as well as volunteering opportunities for individuals.</p>
Living in deprived areas	X			
Living in deprived communities of interest	X			
Employment (paid or unpaid)	X			

SECTION THREE		CROSSCUTTING ISSUES		
What impact will the proposal have on lifestyles? For example, will the changes affect:				
	Positive impact	Adverse impact	No impact	Reason or comment for impact rating
3.1 Diet and nutrition?	X			<p>Running in tandem with the People Strategy, NHS Ayrshire & Arran have a Work on Wellness programme which provides opportunities and offers to staff to allow them to consider many activities which will impact on lifestyle including:</p> <ul style="list-style-type: none"> • Weight management • Exercise and physical activity • Stopping smoking • Information on safe alcohol intake • Mindfulness sessions <p>NHS Ayrshire & Arran also implemented the use of Wellpoint Kiosks which were enhanced with an app – Well.Me – that can be used to get more out of your experience and set up personal activity challenges with colleagues or with other teams.</p> <p>As a result of Covid Staff Wellbeing Hubs were also set up to support staff's health and wellbeing, and for when staff are in need of peer support Staff Sanctuaries were established with peer supporters available for informal chats or can refer on to further services if required. The Sanctuaries are also a space for quiet reflection and calm where a back, neck and shoulder massager is available along with relaxing mood music and calming scents.</p>
3.2 Exercise and physical activity?	X			
3.3 Substance use: tobacco, alcohol or drugs?	X			
3.4 Risk taking behaviour?	X			

SECTION FOUR CROSSCUTTING ISSUES				
Will the proposal have an impact on the physical environment? For example, will there be impacts on:				
	Positive impact	Adverse impact	No impact	Reason or comment for impact rating
4.1 Living conditions?	X			An individual's living arrangements, or fear of losing their home, can affect their ability to attend work or engage in employment. As part of our wellbeing programme, an objective will be to work with and signpost to the voluntary sector and other necessary organisations to provide guidance and support for people facing any living arrangement challenges and support them to remain or attain employment.
4.2 Working conditions?	X			It is anticipated by implementing the People Strategy, staff and potential staff, will experience improved working conditions to ensure they feel valued and treated with respect; to be treated as an individual with unique capabilities and characteristics; to be listened to, to be involved and engaged with proactively; to be treated fairly and consistently; to be trained and developed; to be supported and cared for, and to feel that they have control over what happens in their day to day working lives, particularly during periods of change.
4.3 Pollution or climate change?			X	The People Strategy has no differential impact on pollution or climate change. However, as a result of Covid-19 and a more flexible approach to home-working where possible, there is the potential to reduce the carbon footprint.
Will the proposal affect access to and experience of services? For example:				
	Positive impact	Adverse impact	No impact	Reason or comment for impact rating

Health care	X			The Strategy will affect and apply to all staff who work for/ potential apply to work for NHS Ayrshire & Arran. The impact of this Strategy is outlined throughout this EQIA.
Social Services				We are working with our Social Care colleagues to share best practice and ensure equity of employee experience.
Education			X	The People Strategy has no differential impact on education as a service.
Transport	X			The People Strategy has the potential to reduce the amount of travel and carbon footprint due to the introduction of digital remote working and a more flexible approach to home-working where possible. Also as a result of these new ways of working the amount of travel for meetings between sites and health board areas to attend meetings will potentially be reduced.
Housing	X			<p>An individual's living arrangements, or fear of losing their home, can affect their ability to attend work or engage in employment opportunities. Not having a job can have unintended consequences on an individual's ability to secure a homely setting which can affect their mental wellbeing. By ensuring opportunities for employment for a diverse range of individuals with NHS Ayrshire & Arran, who are the biggest employer in Ayrshire, we are creating wealth for people to pay for bills such as housing; shop locally which in turn contributes to and helps grow our local economy.</p> <p>As part of our wellbeing programme for staff, an objective will be to work with and signpost to the voluntary sector and other necessary organisations to provide guidance and support for people facing any living arrangement challenges and support them to remain or attain employment.</p>

SECTION FIVE**MONITORING****How will the outcomes be monitored?**

The outcomes will be monitored through the Board's annual People Plan. Delivering against the annual People Plan will move the Board forward to achieving the objectives set out in the People Strategy, which reflect all national and Board people priorities.

What monitoring arrangements are in place?

From mid-February through to March each year, the priorities for the next year's People Plan will be scoped, identified, drafted and taken through the various forums for refinement and agreement – HR Directorate Senior Management Team, the People Strategy Steering Group the Corporate Management Team, and the Area Partnership Forum; and will be presented to the May meeting of the Staff Governance Committee.

Who will monitor?

People Strategy Steering Group will oversee the progress of the People Strategy.

What criteria will you use to measure progress towards the outcomes?

The annual People Plan sets out what is expected in terms of Corporate and Directorate/HSCP people actions under the 4 objectives defined in the People Strategy – Attract; Retain; Develop; Support - to ensure shared ownership and clarity of performance expectations, to help deliver a better workplace and better staff experience.

PUBLICATION

Public bodies covered by equalities legislation must be able to show that they have paid due regard to meeting the Public Sector Equality Duty (PSED). This should be set out clearly and accessibly, and signed off by an appropriate member of the organisation.

Once completed, send this completed EQIA to the **Equality & Diversity Adviser**

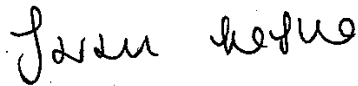
Authorised by

Sarah Leslie

Title

HR Director

Signature



Date

05 February 2021

Identified Negative Impact Assessment Action Plan

Name of EQIA:

Date	Issue	Action Required	Lead (Name, title, and contact details)	Timescale	Resource Implications	Comments

Further Notes:

Signed:

Date: