

1.10 Leadership and management	No or limited problem in place for developing or preparing staff to progress into leadership and management positions	Systems and opportunities in place for developing leadership and management, however, replication of advice	Awareness of need for leadership and management spread throughout organisation. Efforts being made to improve leadership skills via corporate set of leadership replications. In addition, leadership training specifically includes training on inequalities and one of our anchor institutions is improving outcomes for local people and the environment. Leadership performance is measured and development in place to support managers	Even and visible use of leadership and management to build positive work environments and open communication at all levels of the organisation. Effort recognised and there is a focus on engaging pilots, trial, teamwork, values, confidence, wellbeing and performance management. Use of specific tools to assist progression, improve job quality, boost confidence and performance, establish line of communication to bring staff a voice and influence based on the Fair Work Convention	NIHL Lanchester provide leadership development across the organisation using a blended approach to support efficient learning styles. There are 2 levels of leadership development programmes to support staff: Supporting in management & leadership; Developing in management & leadership; and Educating in management & leadership. NIHL also provide places on EM entry level management programme which is delivered externally. NIHL also provide and support leadership development programme available through NIHL including feedback on the national flagship leadership programme. NIHL also deliver one-to-one coaching service to support leaders across the organisation. This entails a range of trained coaches from across the organisation who form part of our in-house coaching team, enabling a rich coaching team which also enables our in-house coaches to use their coaching team in their respective areas and directorates. NIHL has a new course: Difficult conversations service, where we work with managers to support them prepare for challenging conversations. A Support and experience framework has been developed to enable progression to be embedded as part of support and safety mechanisms. One of our anchor institutions is supporting communication and areas for improvement. In addition, there are new resources with which we have worked in order to correct staff at all levels to assist management. Healthcare support workers forum with Senior staff have been held via MS Teams during the pandemic - this has now been replaced with the related, related senior staff site visits and back to the face work programme. As part of locally developed pathways and as a stand alone programme, there is a well established locally developed programme to support NMAHPs in clinical leadership positions, or those who aspire to leadership roles	The three levels of leadership will be brought together to provide a common language and thread that runs through the three levels of leadership development. A number of leadership development programmes will be provided in MS teams to enable teams to learn together and work on live learn issues. A development programme will be launched for senior leaders to inspire. New range of training and this will be provided in short bite size format to improve accessibility. Coaching will continue to be provided across the organisation and support provided to in-house coaches to continue to develop their practice. Initiatives will continue to be implemented and reviewed across all areas. Leadership will rounds will commence again once social restrictions are no longer in place to support connecting from the staff to managers. Recognising that a significant number of these 3 leadership roles (SEN / Team leader and above) have come at a period of unprecedented challenge, work is being designed to support this cohort with understanding of their leadership and management responsibilities.	Only One	Staff Governance Committee	Further reporting Evidence of communication methods used to engage staff with leaders
1.11 Fair working practices	Limited or no provision in place within some parts of the organisation. However, implementation of action plan and not used to full potential	Fair work principles in place within some parts of the organisation. However, implementation of action plan and not used to full potential	Encourage and monitor update of staff surveys. Organisation is aware of and has plans to complete Fair Work Convention Staff Assessment Tool and develop action plans as a result	As 3, and have begun to actively deliver actions around the fair work principles, providing an effective voice, opportunity, fulfilment and respect. Act to act as a role model and ambassador, (highlighting commitment to practice - leading by example) Regularly share information, learning, advice and support to other organisations (including offering staff time and expertise to similar organisations)	Major survey, Staff Governance standards. We have completed self-assessment tool in the past NIHL and Health improvement team support local businesses to convert to fair work practices, including long term and work in partnership with and partner North Lanchester's Fair Work charter. Health improvement are taking with Glasgow City Region to develop a Fair and healthy work business case. As part of our fair work strategy, we have implemented a range of measures to support our staff to work in a fair and healthy way. This includes: a range of training and development opportunities for staff to improve their skills and knowledge; a range of support services for staff to access; and a range of initiatives to improve staff wellbeing and engagement.		Staff Governance Committee		

Supportive working environments

Anchor institutions can support mental and physical health through things like facilities, policies, culture and advice

Header	Score 1	Score 2	Score 3	Score 4	Score	Current activity	Planned activity and timeframe	Lead	Governance structure	Key performance indicator
1.12 Supporting physical and mental health, wellbeing and resilience	Stability health and safety requirements in place	Health, safety and wellbeing included in reduction and reviewed.	As 2, but with meaningful staff engagement (e.g., staff surveys, focus groups, work with trade unions or staff campaigns)	As 3, with health and wellbeing prioritised and a commitment or charter in place. Organisation recognises different life stages and has policies to support staff through these stages. A health and wellbeing offer has been developed in partnership with staff and tailored to meet the needs of different groups (e.g. new starters, parents, carers, and staff with mental health issues).	4	Full compliance with the Health & Safety Scotland Act, including Policy Statement & Governance Structures. Number of reports staff wellbeing problem in place. Consultation with staff (focus and subsequent action planning) Regular wellbeing communication via internal email and internal social media. The department of Health and Wellbeing has been recognised and supported through the Healthy Working Lives award programme. After a national review this programme has changed and the department of Health and Wellbeing has been recognised and supported through the Healthy Working Lives award programme. A staff health and wellbeing strategy developed. A national framework exists including cycle safety, walking challenge, old areas, staff gym, healthy choice menu. Staff have access to independent counselling, case management, staff psychology, physiotherapy, wellbeing group training, occupational health, eye tests, spiritual care.	Staff Wellbeing factors considered within build of new hospital plans. Wellbeing activity and impact to be reported within staff governance infrastructure.	Ellie Docherty Gillian Archibald	Staff Health and Wellbeing Measures related to strategy	Further reporting

Working with local partners

Anchor institutions can work with other local employers and employability partners to collectively develop local opportunities and strategies to support local employment

Header	Score 1	Score 2	Score 3	Score 4	Score	Current activity	Planned activity and timeframe	Lead	Governance structure	Key performance indicator
1.13 Working with other local partners	No or limited involvement with other local employers	Engaging and work with local employability partners and third sector organisations through appropriate routes (e.g., via Local Employability Partnerships), however, to date, outcomes and opportunities created have been limited	Entered a strategic partnership with other local employers (e.g., through Local Employability Partnership or similar), including having and contributing to strategic opportunities. Develop strategies alongside further education establishments to ensure workforce is developed to meet the needs of the organisation and local population	As 3, and actively engage in activities alongside local partners (e.g., through Local Employability Partnership or similar), including having and contributing to strategic opportunities. Promote and demonstrate best practice in a local area, engaging with other local employers to share best practice and learn shared employment objectives with other local partners. Take innovative approaches to reach out and share knowledge and experience with other local organisations, for example offering HR/employability advice, training or working with local businesses within the supply chain.	5	Working with local FE colleges to further develop existing pathways, NIHL employment and beyond work as Modern apprentice for HCSD staff, building into NIHL and current education into Year 2 of undergraduate pre-registration nursing programme at local Universities. NIHL are a member of South Local Employability Partner Group, the comprise of third sector partners as well as DYW, EOS, DWP, New College Lanchester, South Lanchester College, VASLAN, A-VANA, and others. This is where we discuss and meet funding opportunities to help those from target groups and has led to the past placement opportunities. Demonstrated 2, 6 months part placements for 40 individuals in being recruited to now and plan to start individuals in October 2023. This year we have collaborated with ISS in LPH, as it is identified last year as some individual from South can work looking for the type of opportunities they could provide, catering, domestic etc. Clinical Employability Programme is increasing to 5 courses this year from 4 in previous year. Offering Sector Based apprentices for 2024 to with DWP. Next Gen Activity - 2 x career events, mock interview, UCAT prep etc	Working with FE colleges and UWS to develop new PhD for HCSD to assist in preparing level 4 Assistant practitioners and provide a pathway into year 3 of undergraduate pre-registration nursing programme. Engaging the Future planned launch in the Autumn to the NHS, career ambassadors with local schools. The Care Academy has now been extended to include South Lanchester, the TUFT is being revised and plans to launch this in November are coming together. This will contribute to many aspects of developing the future workforce for health and social care, engaging with school pupils. The overall vision for the Care Academy to: "Develop a robust, sustained, vibrant Care Academy attracting and developing a diverse workforce for health and care services in Lanchester. Increasing awareness and engagement about the Care Academy across all partners and organisations to support people from our communities working in our communities." The aims of the Care Academy are to: Create the health and social care workforce for the future that best services the needs of people living in Lanchester. Address deprivation and inequalities across Lanchester. Provide pathways for the work, meaningful employment, and progression across the breadth of health and social care. Build a strong talent pipeline to meet future demand and reduce skills shortages within the health and social care sector across Lanchester.	Lorraine Scott (employability) Paul McCrone Care Academy Kerry Fawcett Nicky Moore and Nicola Gostany		