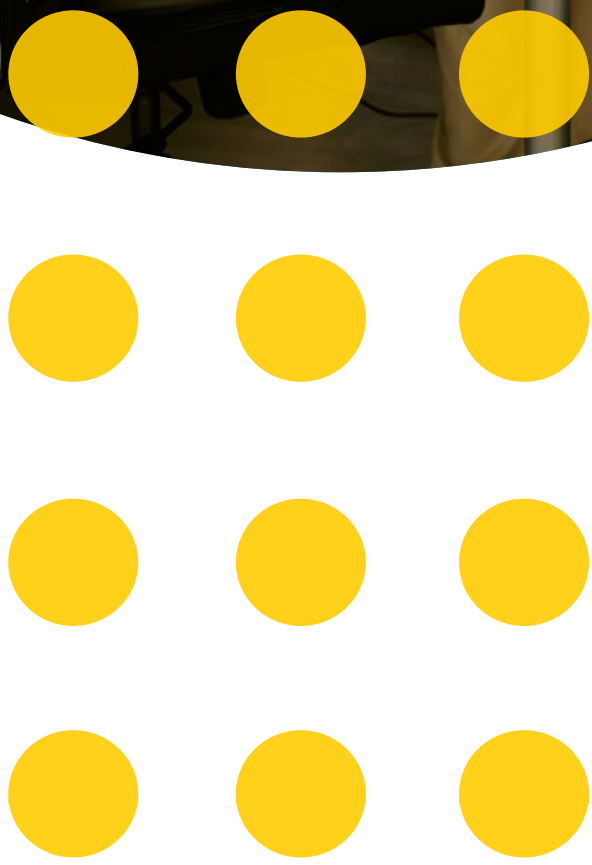




NHS National Services Scotland Workforce Plan

2024-2027





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Our workforce is integral to implementing Scotland's vision for delivering a whole system approach to improving health and wellbeing outcomes. At every stage of the journey, we need appropriately skilled staff who can provide the national solutions that NHS National Services Scotland (NSS) deliver to help improve the health and wellbeing of the people of Scotland.

The NSS Workforce Plan is aligned to the [National Workforce Strategy for Health and Social Care in Scotland \(2022\)](#), [Scottish Government's Care and Wellbeing Portfolio](#) and the [NHS Recovery Plan 2021-2026](#).

It supports our vision of being integral to Scotland's health and care service and incorporates our strategic aims of enabling health and care transformation, underpinning NHSScotland services and assisting more widely in health and care.

Importantly, the plan ensures we continue to support NHSScotland as it seeks to stabilise, reform and transform.











Who we are

NSS provides national solutions to help improve the health and wellbeing of the people of Scotland. Our wide-ranging national infrastructure, services and solutions play an important role in the recovery and renewal of health and care. Working with our stakeholders across health and care we want to ensure we deliver the right national solutions effectively and efficiently, so they benefit everyone in Scotland.

Our workforce



Our staff provide skills, knowledge and expertise in both clinical and non-clinical areas and underpin the services we provide for NHSScotland. The flexibility of our staff and track record for delivery means we are well placed to support NHSScotland achieve both its immediate priorities and longer-term vision.

Our services

-  **Blood, tissues and cells**
-  **Digital and security**
-  **Fraud prevention**
-  **Legal**
-  **National Contact Centre**
-  **National Procurement**



Corporate shared services

-  We provide corporate services to other health boards in vital areas such as finance, HR, digital, facilities, procurement and business support. This includes managing payroll for eight NHSScotland boards and delivering a full corporate shared services solution for Public Health Scotland.
-  **You can learn more about our services by visiting [our website](#).**

NHSScotland Assure



Population screening



Primary care support



Programme management



Specialist healthcare commissioning





Our strategic framework

The [NSS Strategic Framework 2024-2026](#) is the foundation for how we support the plans, commitments and deliverables we need to make in response to the health and care needs of the NHS and the people in Scotland and is driven by the needs of our stakeholders and users.

The framework sets out our purpose, vision, values, priorities and objectives. A key component of the framework is our workforce sustainability strategic objective.



“To enable a diverse, knowledgeable and skilled workforce that can respond to the changing service needs of NHSScotland.

We want NSS to be a great place to work and agree a plan each year to help us achieve that goal. Our workforce plan is continually reviewed to ensure we are supporting and developing staff in line with service needs.”



Our workforce plan is developed using the key workforce requirements of:

- the Staff Governance Standard Framework
- the National Workforce Strategy for Health and Social Care in Scotland
- the Six Step Methodology to Integrated Workforce Planning®



Staff Governance Standard Framework

The [NHS Reform \(Scotland\) Act 2004](#) requires NHSScotland employers to put and keep in place arrangements for workforce improvement, monitoring and planning. NHSScotland achieves this through its [Staff Governance Standard Framework](#) which aims to improve how NHSScotland's diverse workforce is treated at work.

The standard requires all NHS boards to demonstrate that staff are:

- well informed
- appropriately trained and developed
- involved in decisions
- treated fairly and consistently, with dignity and respect, in an environment where diversity is valued
- provided with a continuously improving and safe working environment, promoting the health and wellbeing of staff, patients and the wider community

The standard should be read alongside the [NHS Recovery Plan 2021-2026](#) and [Healthcare Science in Scotland: Defining our Strategic Approach \(2024\)](#) which includes a [Renewed Vision for Healthcare Science](#).

We assess our performance against these standards using the annual iMatter survey and use the results to help inform the [NSS Great Place to Work Plan](#).



National Workforce Strategy for Health and Social Care in Scotland

Our Workforce Plan is aligned to delivery of the pillars of the [National Workforce Strategy for Health and Social Care in Scotland \(2022\)](#). This provides a framework for achieving Scotland’s vision for a sustainable skilled workforce with attractive career choices and where all staff are respected and valued for the work they do. It also sets out the 5 pillars of the workforce journey which support the recovery, growth and transformation of health and social care services.

The 5 pillars of the workforce journey are:



The Six Step Methodology to Integrated Workforce Planning®

Our workforce plan complies with the [Scottish Government workforce planning guidance CEL \(2011\)32](#) and the nationally agreed [Six Step Methodology to Integrated Workforce Planning®](#) designed by Skills for Health.





Our primary purpose in producing this plan is to ensure NSS is:

- supporting achievement of the national workforce strategy
- taking actions to meet national planning priorities
- continuing to meet staff governance standards

This will support the achievement of our workforce strategic objective of enabling a diverse, knowledgeable and skilled workforce that can respond to the changing service needs of NHSScotland.

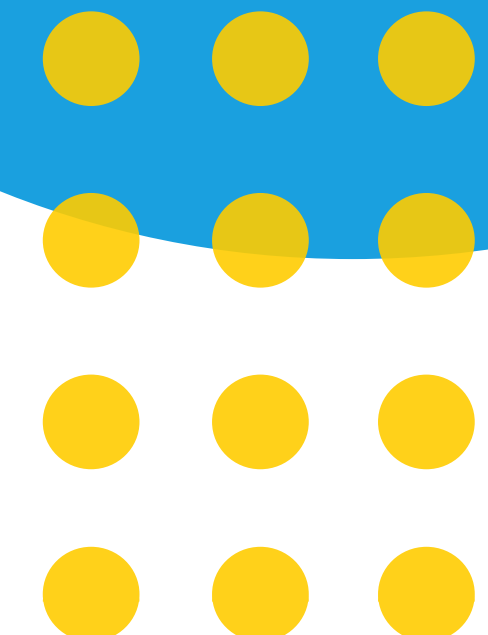
Scope

The plan considers the requirements and actions we need to take over the next three financial years, from April 2024 to March 2027. This aligns the plan with the NSS Three Year Delivery Plan for 2024-2027 and our finance plan covering the same period. This plan takes account of both recurring and non-recurring funded activity. We recognise there is a higher level of uncertainty around activity with non-recurring funding and is why the plan is reviewed annually.

Ownership and responsibilities

The NSS Chief Executive and Executive Management team (EMT) are responsible for the workforce plan. The Director of Human Resources (HR) and Organisational Development (OD) provides leadership to drive the development of the workforce plan and to support NSS to identify the talent required to deliver services now and in the future.

HR work closely with the Chief Executive, Executive Management team, Trade Unions, Professional Organisations, planning leads and our Board Committees to develop and deliver action plans, aligned to the overall workforce strategic objective and NSS Strategic Framework, that improve the performance of the organisation and ensure we remain a great place to work.



Step 2: Mapping service change



As NSS strives to achieve its vision of being integral to Scotland's health and care service, there are many benefits from ensuring we have a workforce that continues to align with the service needs of health boards throughout Scotland.

- A workforce with the right skills and experience ensures we can deliver the best possible services while also supporting staff to develop professionally.
- A flexible workforce enables us to offer more responsive and resilient services while also enabling staff to learn and grow.
- An adaptable workforce allows us to bring together staff with wide-ranging knowledge and expertise to create new national solutions and encourages staff to be creative and solution focused.



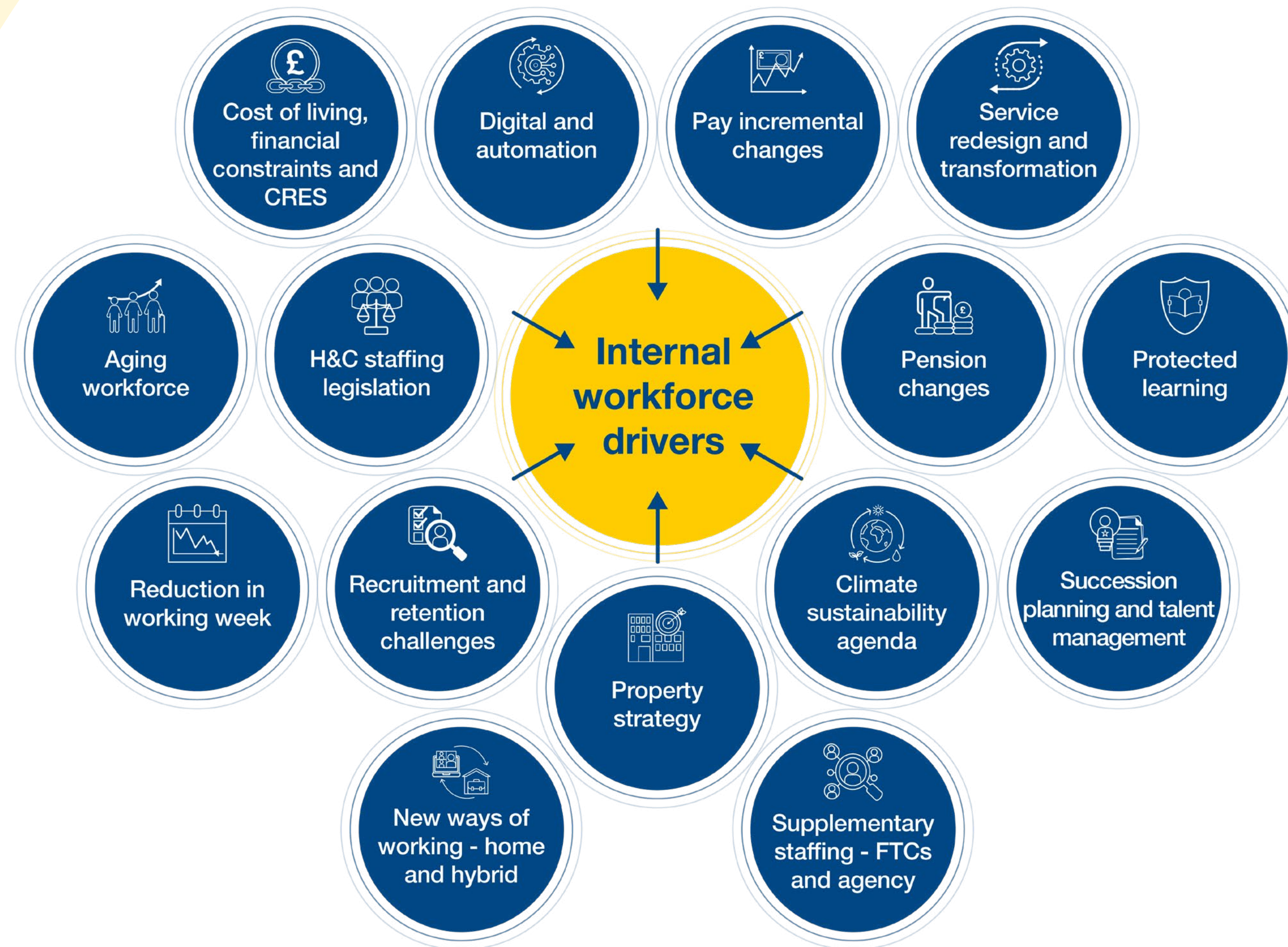
Internal and external drivers of change

We mapped the main internal drivers that are shaping our workforce plan. They show there is a lot of change happening that staff and services are needing to carefully navigate.

CRES - Cash releasing efficiency savings

H&C - Health and care

FTCs - Fixed term contracts





Additionally, we undertook a PESTLE analysis to understand our external drivers. It helped us understand the scale and impact they are having on our current and future workforce.

Political

- National and local elections
- Scottish health and social care strategies
- Establishment of a National Care Service
- The Fairer Scotland Duty
- Workforce changes due to new legislation, policies and inquiry recommendations
- Workforce implications of emerging political agendas
- Scottish Government Independence Policy focus

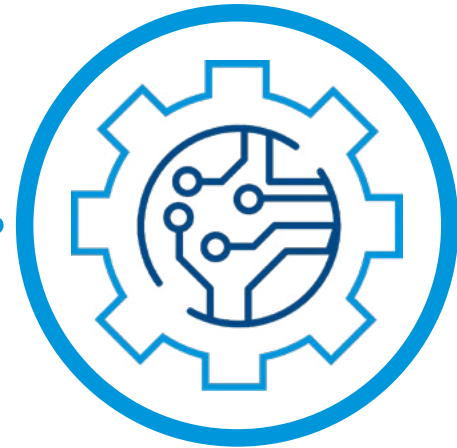
Economic

- NHSScotland financial gap
- NHSScotland pay negotiations, funding and implementation
- Competition for specialist skills
- Increase of cost of living, interest rates and fuel
- Labour costs
- Removal of COVID-19 funding

Social

- Aging population and population demographics
- Scotland's health inequalities
- Shifting the balance of care from acute to primary care settings, including homes
- Work life balance, including home and hybrid working
- Projected shortage in attracting younger generation into key workforce roles
- Career attitudes
- Pension changes





Technology

- Digital, automation and artificial intelligence
- Innovation
- Dependency on maturing and legacy technologies
- Digital skills
- Social networks
- Cyber security
- Aging workforce



Legal

- Changes in and compliance with UK and International Employment law
- Trade Union and Labour Relations (Consolidation) Act 1992 changes
- Long term impact of Brexit on UK employment law
- Home Office immigration rules changes
- Health and Care (Staffing)(Scotland) Act 2019
- Health and safety regulation
- Regulatory reform and impact on all professions



Environment

- NHSScotland Climate Emergency and Sustainability Strategy 2022-2026
- NSS Environmental and Sustainability Strategy 2022-2040
- Threat of future pandemics
- Social and environmental governance

Our 5 Pillars Action Plan will set out those tasks that need to be done to create and develop the workforce necessary for future service demands.



Based on the PESTLE, the specific workforce considerations we are focusing on for 2024-2027 include:

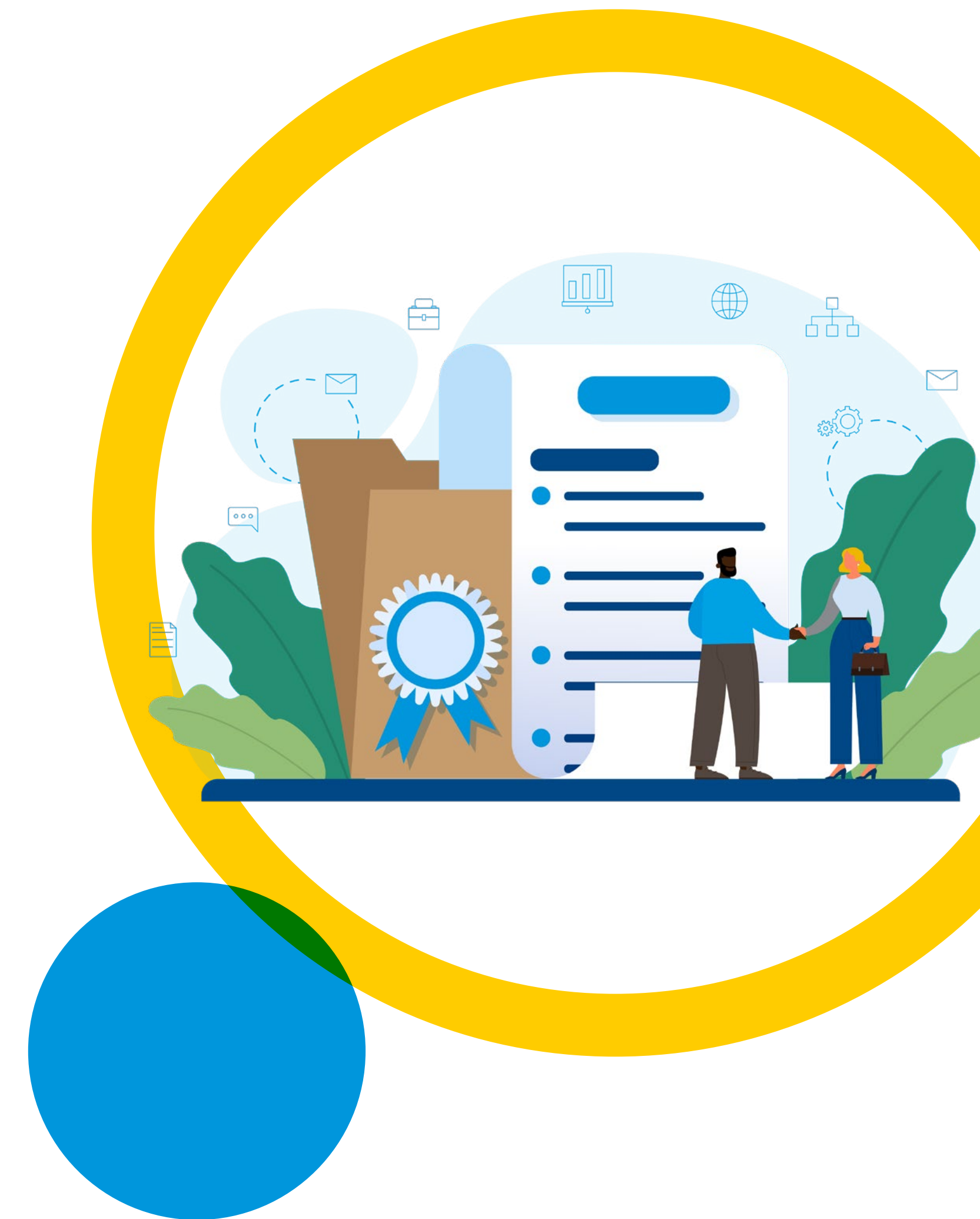
Managing the opportunities and challenges of an aging workforce

NSS has an aging workforce. This presents several key workforce considerations, such as managing the loss of knowledge, skills and expertise, supporting older workers with health-related matters and supporting staff in manual posts to continue to work by helping them adapt to alternative roles. The [NHS Pensions Scheme \(Scotland\)](#) changes introduced in 2023 and reflected in the [NHSScotland Retirement Policy](#) enables staff to continue or return to work whilst still accessing pension benefits and building up additional pension benefits. These are positive changes to retain experience and skills.

Implementing new workforce legislation

The [Health and Care \(Staffing\) \(Scotland\) Act 2019](#) has a major effect on how NSS records and reports on its clinical workforce. The introduction of the act provides the statutory basis for the provision of appropriate staffing in health and social care services to enable safe and high-quality care. The act commenced in April 2024 and with staff in scope for reporting requirements only applying to the Scottish National Blood Transfusion Service (SNBTS). They have established a local group to oversee embedding the act and ensuring compliance for reporting requirements to Scottish Government and Healthcare Improvement Scotland.

To support the legislation, all NHSScotland boards are implementing a new eRostering system. It applies to all rostered staff and includes “real-time staffing” and patient activity levels in clinical areas. Additionally, an eJob Plan module is being deployed for all medical and dental staff to ensure alignment with the next job plan review cycle and a Safe Care module will be deployed in the Scottish National Blood Transfusion Service.





Promoting equality and protecting our staff and the public

Excellent equality and diversity practice means that everybody is treated with dignity and respect leading to improved outcomes for all. We are committed to ensuring all our services are accessible to everyone by removing real and perceived barriers. We are making improvements to how we carry out equality and socio-economic impact assessments on the services we deliver. We are also developing an anti-racism strategy and plan with a range of stakeholders as part of our commitment to help address racialised health inequalities across health and social care.

We are making improvements to how we support the [Adult Support and Protection \(Scotland\) Act 2007](#), which is designed to safeguard adults who are at risk of harm. We will implement a new Public Protection Policy covering all employees, our service users and multi-agency partners. This will involve training and support so that all our employees can fulfil their public protection responsibilities and duties.

Delivering service transformation and organisational change

To respond to changing needs we need to redesign and transform services at pace while ensuring their current and future sustainability. All change programmes in NSS will need to demonstrate savings. These programmes will be carried out in accordance with appropriate HR Policies and be overseen by our governance structures.

Staff wellbeing

The wellbeing of our staff is important to us and a key requirement is to ensure we have the right support in place to help our workforce. We have a Health and Wellbeing Framework with a range of interventions available to support staff health and wellbeing and we continually review this through our Health and Wellbeing Group.

Recruiting and retaining staff

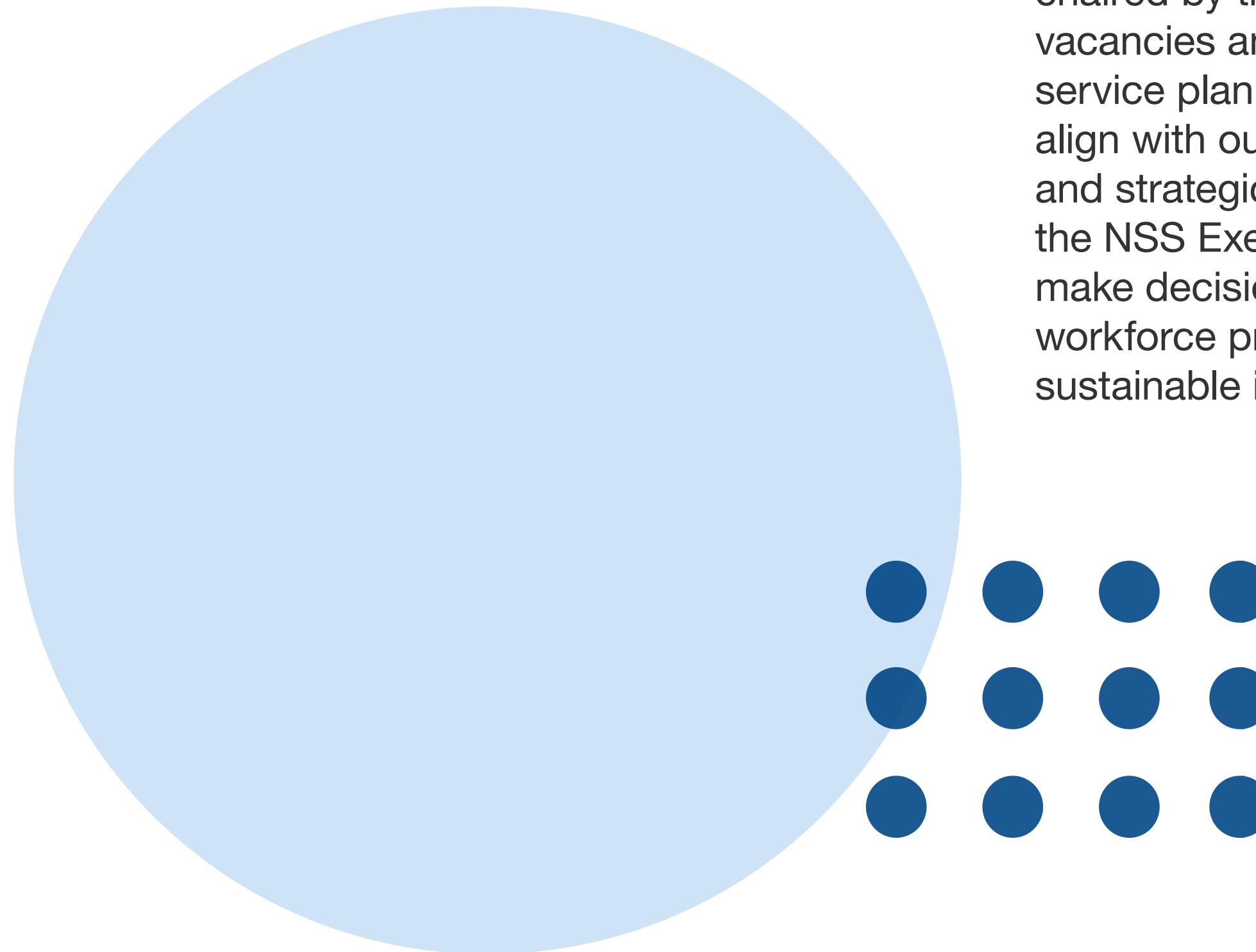
In some services there are challenges in recruiting hard to fill posts especially where there is a recognised shortage of skilled and experienced individuals and where the cost of developing in house capacity is considerable and complicated by the additional risk of losing staff once they are trained and qualified.

Recruitment challenges are not restricted to clinical roles. We also have concerns with roles in digital, programme management, legal, procurement, engineering and commercial areas, all of whom are competing with the private sector for specialist staff. We are working with third parties to widen the scope for attraction and engagement and are considering options for career pathways to help grow and develop our own talent. In addition, directorate workforce plans will support activities such as review of staff establishment, skill mix, flexible working, new roles and career pathways to address some of these challenges.

Key actions regarding recruitment and retention of employees, talent management, attracting a younger workforce and succession planning and effective service level workforce planning to address potential skills and knowledge gaps are covered as part of actions we are taking in the NSS 5 Pillars Action Plan.

Supporting efficiencies through workforce optimisation

Several workforce optimisation actions were agreed by health board chief executives as part of the “15 Box Grid” to drive both cash releasing efficiency savings (CRES) and productivity gains. Activities include a Vacancy Management Group (VMG), chaired by the Chief Executive, to scrutinise all vacancies and the development of an integrated service planning approach to ensure service plans align with our financial sustainability requirements and strategic plans. All plans will be considered by the NSS Executive Management team (EMT) who will make decisions that will reshape establishments and workforce projections to ensure our services remain sustainable in the longer term.

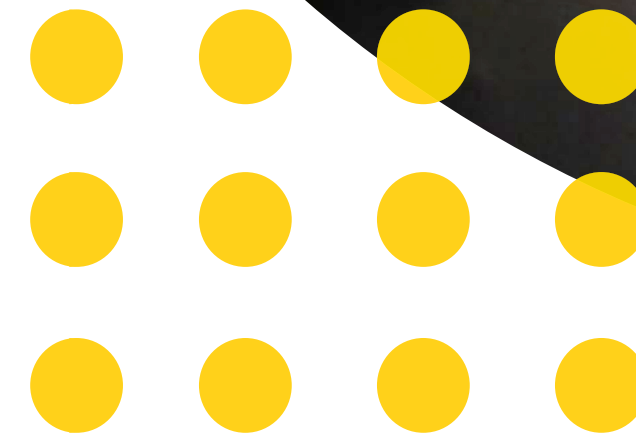


Step 3: Our workforce journey



Our Workforce Plan is aligned to delivery of the pillars of the [National Workforce Strategy for Health and Social Care in Scotland \(2022\)](#). It sets out the 5 pillars of the workforce journey which support the recovery, growth and transformation of health and social care services.

National guidance requires boards to set out workforce plans in accordance with the 5 pillars. For purposes of this section of the plan, each pillar notes a set of actions which have been set out which are in the NSS 5 Pillars Action Plan. These actions will be reviewed and updated on an annual basis and progress will be reported through our Partnership Forum and Staff Governance Committee for the life span of the Workforce Plan.





National Workforce Strategy for Health and Social Care Pillar 1 - Plan



Workforce planning is about developing an understanding of the internal and external environment and how those factors will affect our current and future workforce to ensure we have an appropriately skilled and trained workforce which can meet our service needs.

HR business partners are aligned to all our services and help to lead and drive workforce planning at a local level. Local service workforce plans which are supported by an action plan are regularly reviewed by Senior Management teams and are formally submitted and reviewed annually to ensure these are aligned to both strategic and national priorities. It should be noted work is underway in the Clinical Directorate as part of the wider service review to develop an overall NSS Clinical Workforce Overview.

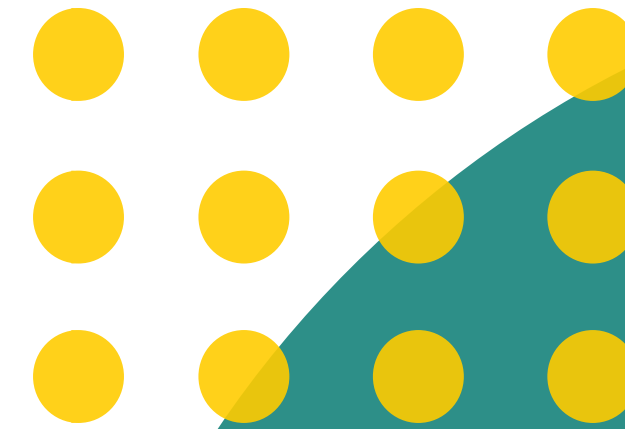
To support our managers with workforce planning we have a range of interactive reporting functionality available through the tableau platform, which provides managers with insights into their workforce including sickness absence, learning and development, agency and fixed term contracts, agency staffing and demographics to assist with workforce planning.



HR Connect, our HR portal, provides a range of content which is easily accessible including:

- workforce planning templates, action plans and guidance documents
- workforce planning checklist to ensure plans are aligned and signed off by directors
- roles and responsibilities
- planning cycle and timeframes
- process for developing a skills matrix and links to future skills: Skills Development Scotland

We also provide support to managers through a series of podcasts with sessions undertaken by subject matter experts and will continue, along with a dedicated management hub located within the Teams channels for additional support. Whilst we also have access to e-learning workforce planning content available from the NHS England website, we have focused on developing our own e-learning content based on each of the six steps which we will be rolling out to all managers and planning leads, along with associated reporting. It should be noted that the Introduction to Workforce Planning module was launched during the final quarter of 2023/24, with further modules planned to be launched during 2024/25 onwards.



Pillar 1: Plan actions

- Submission of refreshed three-year local Directorate Workforce Plans and projections.
- Refreshed three-year NSS Workforce Plan and projections.
- External publication of our Workforce Plan and projections.
- Review of the NSS Clinical Workforce Overview.
- Develop and launch remaining six steps Workforce Planning e-learning modules.
- Implement Workforce Planning e-learning reporting.



National Workforce Strategy for Health and Social Care Pillar 2 - Attract



The age profile of our workforce projects an increase in the number of potential employee retirements over the next ten plus years. This indicates a requirement to prioritise the attraction, recruitment and retention of young people to create future workforce sustainability.



External recruitment

We have been experiencing some external recruitment challenges in attracting candidates due to current market forces, especially across some of our more technical and professional roles. As a result, we are implementing a strategy for 'hard to fill posts', along with additional pre-recruitment support for our hiring managers, utilising stronger links with universities and external advertising.

In addition, we are working in collaboration with Marketing and Communications on a process to increase the number of vacancies appearing more routinely on our social media channels.



Attraction

To help attract more candidates into our organisation, we are providing additional training to all our hiring managers on good recruitment practice, which is being delivered through our e-learning module 'Hiring for Success'. We are also ensuring that all our adverts contain an Employee Benefit Brochure, so candidates can gain valuable insights of the total rewards they will gain through working with us.

- Continue to enhance us as a diverse and inclusive employer through our attraction strategy, with an immediate focus on:
 - ▶ Developing stronger links with veteran recruitment.
 - ▶ Support the review of a draft strategy for increasing the diversity of the workforce.
- Implement strategy for 'hard to fill posts' to support our managers using better links with universities and external advertising.
- Implement candidate survey for unsuccessful candidates following interview.
- Develop and implement candidate guidance.



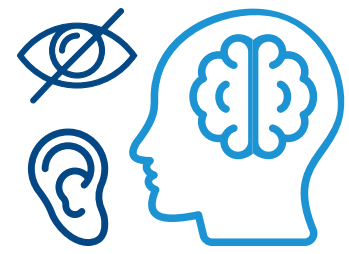
Application and selection process

As part of our application process, we are utilising a candidate led portal within the current Job Train system, as a Once for Scotland approach. This has helped to streamline elements of the application process. We have also put in place a lead recruiter with each vacancy that arises, who acts as a dedicated point of contact for both candidates and hiring managers providing advice and guidance as they go through the recruitment journey.



Monitoring and measuring

We are committed to continuous improvement and service excellence and we have launched a range of surveys to help provide us with valuable insights on the way our service can be improved based on both the manager and candidate experience. We continue to utilise the hiring manager survey, which has helped to address improvements and we have also recently launched the candidate survey. This survey is in two phases. Phase one which is now launched, is for all our successful candidates and later in the year we will be launching phase two which will be aimed at candidates who were selected and attended an interview but unsuccessful in appointment.



Additional recruitment activities

We are currently working towards achieving our ambition to be an accredited Disability Confident Leader.

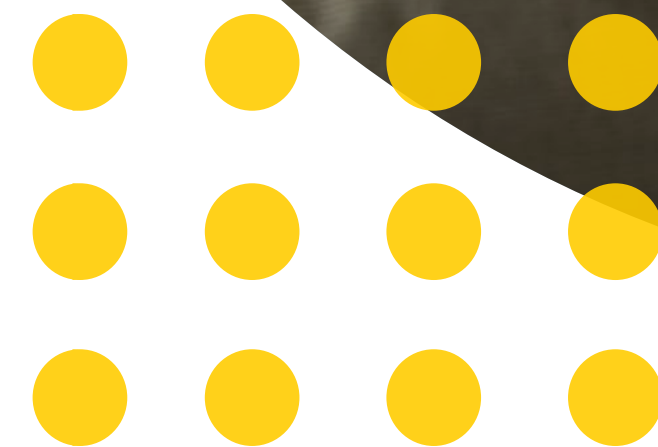


Employability

We are committed to widening access to NHS careers by working collaboratively with partners and stakeholders to ensure opportunity for all. We will do this in our role as an Anchor Institution and put people at the centre of all we do.

We want our employees, working and studying, across our organisation, to have the best possible support that is needed to ensure their future skills development and support our succession planning ambitions.

Through our commitment we will develop career pathways, widening access attraction strategies as well as “grow our own” talent. This will ensure that we support our existing staff to develop and mitigate future skills gaps as well as supporting those who do not have the same opportunities in society.



Our Widening Access and Anchors action plan will support:

- promoting wider understanding of our career pathways and career opportunities
- attracting and retaining new people, from a diverse background, to ensure the sustainability of our future services
- recruitment through apprenticeships and employability programmes supporting our Anchors Institution commitments
- promoting us as an employer of choice
- supporting Ex-Armed Forces personnel to transition to NHS careers
- helping to address skills gaps and succession planning
- developing staff on redeployment to ensure continued employment that meets business and individual needs
- work with our senior leaders with the intention to focus on working with third parties, to widen the scope for attraction and engagement and to look at options to grow our own, or have direct access to talent pools
- business needs and support the wider organisation in identifying and closing future skills gaps by developing pathways into roles
- unlocking emerging talent, creating a culture of lifelong learning from early on and providing a high-quality learning experience
- directorate workforce requirements by promoting widening access approaches
- working collaboratively with Armed Forces partners to support veterans into our roles and promote career opportunities
- Defence Employers Recognition Scheme re-accreditation





Apprentices

As part of our widening access commitments, we will build on the work underway to promote the use of apprenticeships. We will do this by:

- developing career pathways into NHS careers.
- working with stakeholders to understand skills shortages and how apprenticeships can support this
- educating and supporting recruiting managers regarding apprenticeships
- supporting current staff to undertake apprenticeships where appropriate

Pillar 2: Attract actions

- Develop and implement an NSS Attraction strategy.
- Enhancement of social media strategy to ensure we are maximising posts appearing on social media channels.
- Achieve disability confident leader accreditation.
- Support the appointment for candidates with a disability by working with Glasgow Centre for Inclusive Living (GCIL) and other disability inclusion partners.
- Implement candidate survey for unsuccessful candidates following interview.
- Develop and implement candidate guidance.
- Explore and research the emerging trend of AI in recruitment.
- Implement strategy for 'hard to fill posts' in NSS to support managers.
- Work collaboratively with NHSScotland Armed Forces Talent Programme to support service leavers into roles.
- Implement Anchors Workforce Plan for NSS.
- Complete scoping work via Directorates to understand employability priorities for the coming year.
- Develop career pathway to support apprenticeships into NHS careers.



National Workforce Strategy for Health and Social Care Pillar 3 – Train



Effective leadership

“Exemplary leadership skills form an essential part of our ambitions and we are committed to valuing our leaders by further strengthening our own capacity for collaborative, values-based and resilient leadership.” - **Mary Morgan, CEO**

Our Leadership Programme consists of four key pillars which describe how we can address and respond to leadership development needs at both an individual and team level.

1. NES - external
2. Generic
3. Masterclasses
4. Bespoke

NSS Leadership Programme pillar 1 – NHS Education for Scotland – external

Leading to change

Scotland has identified a clear need for transformational change and fundamental to its success is the capacity and capability of our leaders to meet the opportunities and challenges they may face.

Leading to Change is an NHSScotland wide approach to identifying, supporting, enhancing and growing leadership capabilities at all levels to improve the experience of our people to transform NHSScotland and its services.

This approach across NHSScotland will be supported via NHS Education for Scotland (NES). The Leading to Change team will work with NHSScotland boards to create a shared focus on the key leadership attributes needed by NHSScotland which will create the skills, behaviours and culture to realise the ambitions of the Health and Social Care Delivery Plan.

The ask of leaders through Leading to Change is to:



put people at the heart of everything we do



demonstrate humility, curiosity, compassion, accountability



show vision, self-leadership, creativity and innovation



empower, motivate and inspire; positively influencing pathways



be collaborative and strategic



National succession planning

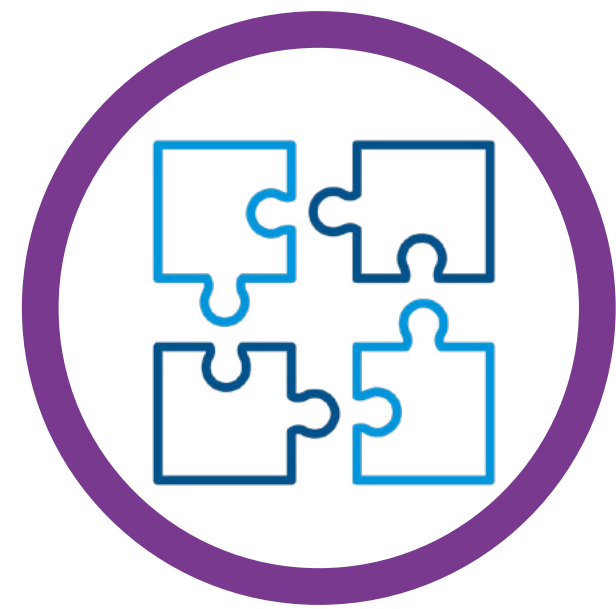
NES have partnered with Silvermaple to support succession planning for aspiring chief executives and directors and have developed the following:

- development of Leadership Success Profiles for chief executive and director roles.
- development of insights questionnaires for aspiring chief executives (ACE) and aspiring directors.
- development of 360 Feedback tools for existing and aspiring chief executives and directors.
- development of Senior Leadership Gateway app.
- first nomination process for ACE.
- development and delivery of ACE Development Centre.
- provision of coaching for Ready Now and Ready Soon ACE nominees.

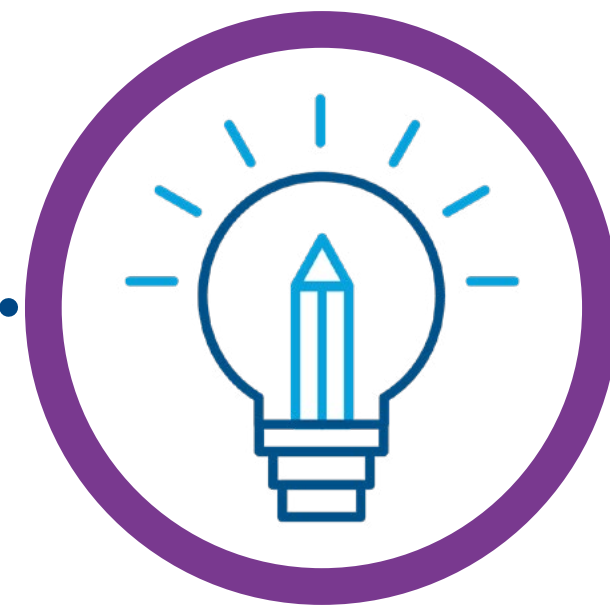
National resources and tools are available to boards to support conversations and readiness assessments.

NSS Leadership Programme pillar 2 – generic

This pillar is aimed at all our leaders and covers six capabilities, their definition and a range of development options aligned to each capability.



1. Collaborating and influencing



2. Creativity and innovation



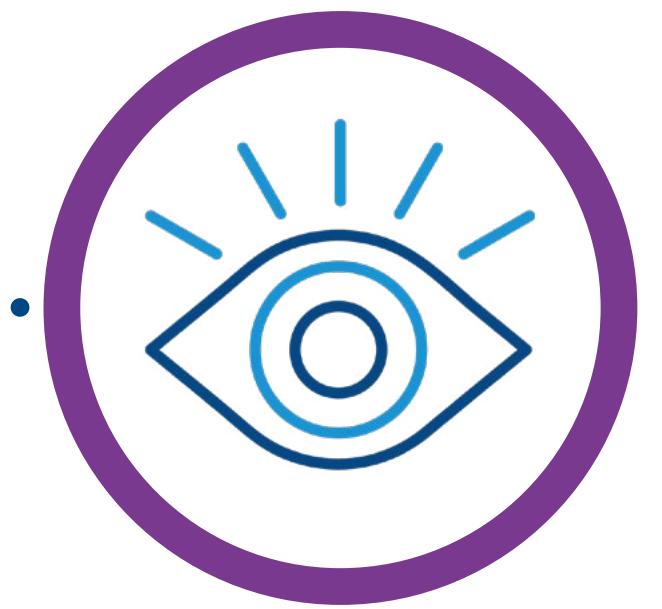
3. Empowering



4. Motivating and inspiring



5. Self-leadership



6. Vision



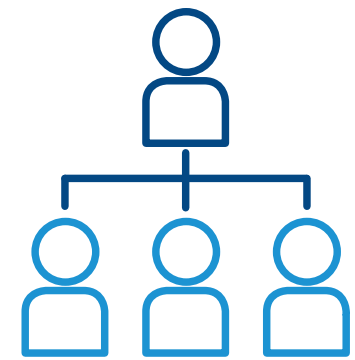
NSS Leadership Programme pillar 3 – masterclasses

This pillar is aimed at all leaders and are speciality classes in which learning objectives are achieved through practice accompanied by instruction. This pillar also includes a strategic influencing programme.



NSS Leadership Programme pillar 4 – bespoke

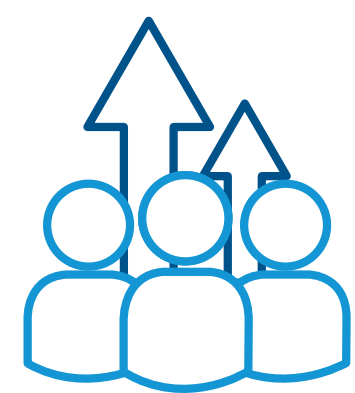
This pillar is for executive level senior individuals or their teams and next tier individuals or their teams. It offers commissioned development interventions for both individuals and teams which are tailored to customer requirements.



Senior Leadership Development Forum

The Senior Leadership Forum (SLF) Development Programme launched in June 2023. The aim of the SLF Development Programme was to support the delivery of our strategic objectives and to build leadership capability and capacity which in turn will increase the ability to take opportunities to change the way we do things. With a focus on generating an organisation wide dataset to identify talent that builds on a Talent Management and Succession Planning approach.

To conclude the current programme progress will be measured against the programme outcomes to identify the leadership story emerging - what is different, stayed the same, needs to change and a plan developed to ensure the SLF as a collective group can progress.



Board development

At a strategic level our board will undertake the Board Diagnostic tool, which assesses performance against competencies and will continue to build in board development throughout 2024/25 and beyond.



Agenda for change – knowledge and skills framework (KSF)

We apply KSF across all staff employed under Agenda for Change (AfC) contracts. This provides the broad framework which supports a fair and consistent approach to Personal Development Planning and reviews.

This in turn is used by us as part of our approach to performance management and is key to delivery of the TURAS appraisal process in identifying knowledge, skills, learning and development needs of our workforce.

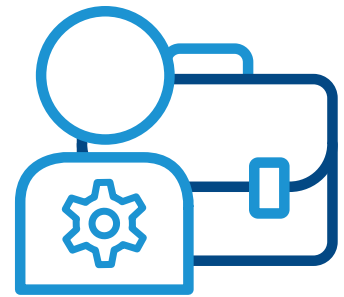
Given the change in workforce over recent years, there is recognition that we need to educate our managers and staff on the specific requirements, process and benefits of KSF ensuring that staff are aware of the competency levels and that they are working to them for the roles we have in place.

All AfC staff are required to have a KSF outline linked to their post. We have made available generic outlines which are published on the HR portal, HR Connect.



Medical and dental staff

We fully comply with the Scottish Medical Appraisal Scheme which is an opportunity for focused reflection on maintaining the personal and professional wellbeing of these staff. The competencies required are specific to role and need and as required through the appropriate professional regulatory body.



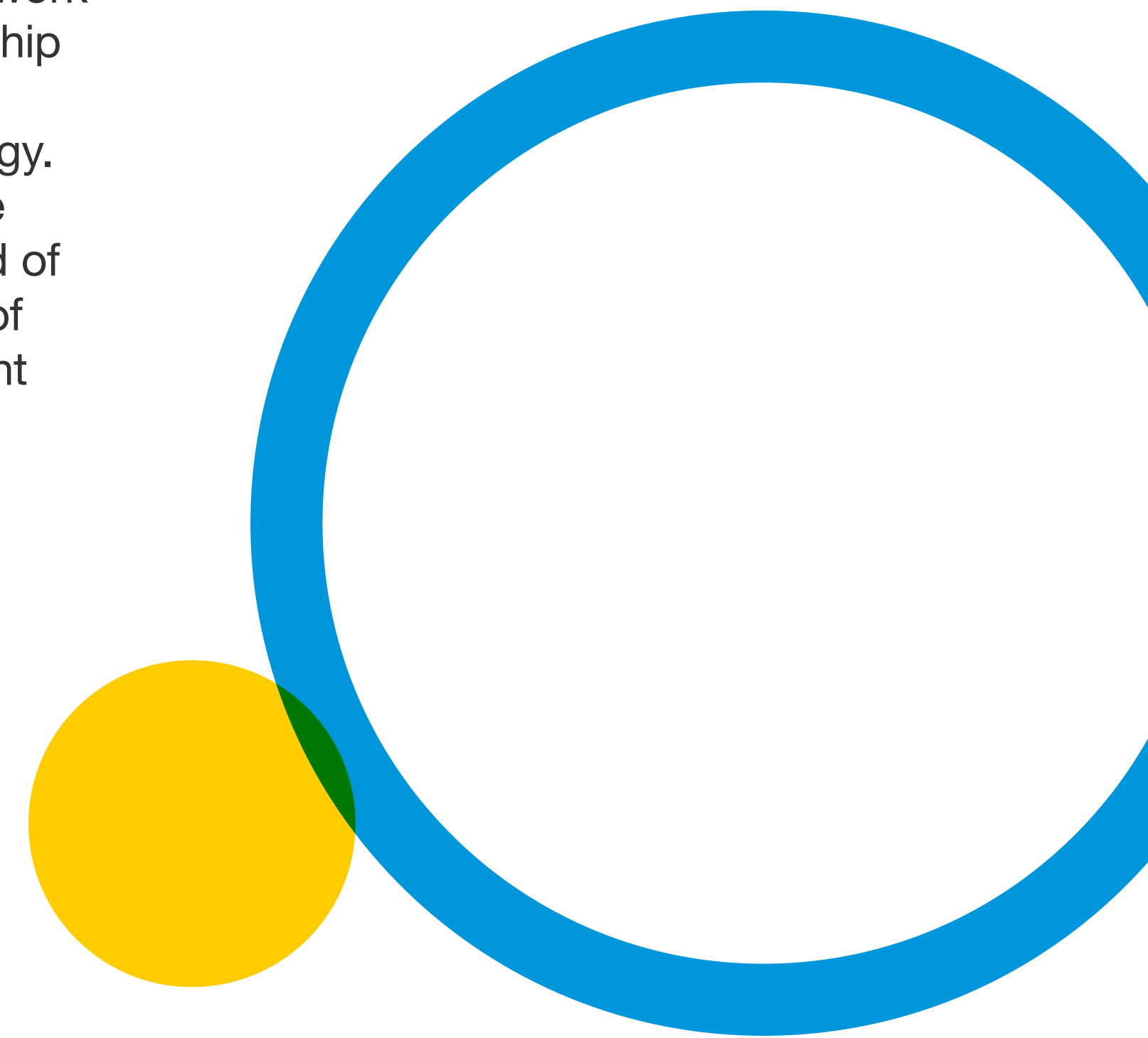
Executive and senior managers

We have fully implemented the mandatory requirements for the appraisal of executive and senior managers performance review cycle. This includes alignment with the NHSScotland values and the NHSScotland Leadership Qualities Framework and is included in Leading to Change and our Leadership Programme.

The Talent Management and Succession Planning Framework will support the process of performance appraisal, competencies and development for our executive cohort. The purpose of our Talent Management and Succession Planning Framework is to provide a structured approach to identify and prepare potential successors for critical positions, highlighting skills gaps and to develop staff potential and retain talent within the organisation to support

their career ambitions and ensure they are prepared to take on new roles. We will implement this fresh approach during 2024/25 and will drive the approach throughout the hierarchy of the organisation.

The NHSScotland Leadership Qualities Framework remains the basis for solutions for our Leadership Programme and management development which is also based around our 2024/25 strategy. This framework provides clarity about effective leadership and management, what is expected of individuals, teams and organisations in terms of delivering effective leadership and management which has been incorporated into all our programmes, including continuing to use the NHSScotland 360 competency tool.





Clinical staff

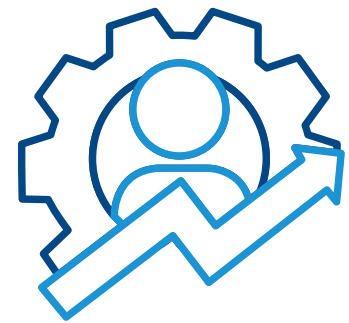
We continue to ensure our specialist clinical staff use professional career and competency frameworks produced through NES, the regulators and the Royal Colleges.

We are in the process of preparing for the Nursing, Midwifery and Allied Health Professionals (NMAHP) development framework which will introduce the Healthcare Support Workers (HCSW) Learning Framework and the NMAHP Post – Registration Framework across NHSScotland.

- SNBTS where our HCSW (Donor Care) cohort is employed has adopted the National HCSW Education Framework and mapped its current training programmes to the framework to ensure it is fully aligned and provides the optimum educational possibilities for our HCSWs. You can learn more about the [HCSW framework and pillars of practice on Turas Learn](#).
- NSS nursing is currently engaged with a national programme around understanding nursing roles with consistent application of roles and titles as part of the NHSScotland Transforming Roles Agenda.
- You can find out more about [Transforming NMAHP roles on the NES website](#).

The post registration framework will include four levels of practice:





Management development programme

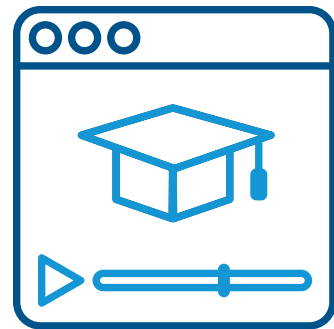
Our management development is a blended learning programme consisting of online learning and interactive webinars. We have split the content into online modules which can be accessed through an online platform. The online learning is also supported by digital events, designed to provide the opportunity to explore the topics further through discussions with colleagues.

We have also developed a management hub through the Teams system where existing or aspiring line managers can access a range of supporting tools. There are four channels for the hub:

- Learning Zone - where you will find upcoming events
- Resources - where you'll find tabs at the top of the screen directing you to the essential sites you need in your role
- Water Cooler Space - this is a virtual area where you can connect with your peers, make posts to ask each other questions you can meet face to face
- Communications - recent communications for line managers will be posted here

The programme incorporates a wide range of learning opportunities, including the following topics, however supplementary resources and activities provided, means that colleagues have a continual pathway of development:

- The Big Picture
- The Role of the Line Manager
- Effective Team Working
- HR Policy Training for Line Managers
- Understanding Organisational Culture
- Communication Skills
- Coaching Skills
- Giving and Receiving Feedback
- Performance Reviews
- Understanding Once for Scotland Policies
- Partnership Working
- Communication and Feedback Skills
- Developing your Team
- Coaching for Line Managers
- Managing Change, Transition and Resilience
- Managing Remote and Hybrid Teams
- Managing Change
- Budget Management
- Workforce Planning
- Developing People
- Integrating Compassion and Accountability
- Emotional Intelligence



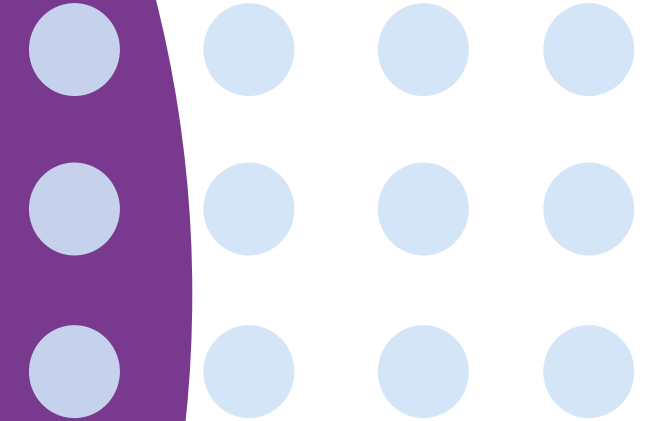
Mandatory for all and statutory training compliance

We have agreed a range of training programmes which are 'mandatory for all' and are monitored for compliance monthly through our People Report. The programmes cover:

- Introduction to Equality, Diversity and Human Rights
- Health and Safety Induction
- Risk and Resilience
- Standing Financial Instructions
- Whistleblowing for Managers and Staff
- Freedom of Information
- Manual Handling Passport
- Counter Fraud Awareness
- Information Governance in Action
- Cyber Security

Pillar 3: Train actions

- Delivery of Leadership and Management Development training.
- Undertake Board Diagnostic tool.
- Roll-out and educate managers of KSF requirements.
- Design and implement Talent Management and Succession Planning Framework to support NSS Workforce Strategy.
- Staff undertake requirements for Statutory and Mandatory training >90%.
- All NSS staff have objectives, Personal Development Plans and Appraisals >90%.
- Review the current Performance Appraisal and Development Review process including reporting requirements to increase and measure effectiveness using digital resources entailing scoping and a presentation of the options.
- Continue to prepare for the NMAHP Development Framework.





National Workforce Strategy for Health and Social Care Pillar 4 - Employ



Applying pay, terms and conditions consistently and fairly

We support the principle of equality of opportunity in employment and believe 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 age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex or sexual orientation, in accordance with the Equality Act 2010.

We understand that the right to equal pay between women and men is a legal right under both domestic and European law. In addition, the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 requires us to publish pay gap information on a bi-annual basis.

It is good practice and reflects our values that pay is awarded fairly and equitably. We recognise that to achieve equal pay for employees doing the same or broadly similar work, work rated as equivalent, or work of equal value, it should operate pay systems which are transparent, based on objective criteria and free from unlawful bias.

We are expected to comply with all pay, terms and conditions arrangements agreed at either a UK or Scottish level relating to the categories of contracts across our workforce.

- Medical and dental staff.
- Agenda for Change.
- Executive and senior managers.



Agenda for Change – 2023/24 pay deal non-financial implementation

Following confirmation by Scottish Government, the three non-pay elements of the 2023/24 pay deal are to be implemented from 1 April 2024 across NHSScotland.

The three elements are:

- a reduced working week - from 1 April 2024, the standard working week for NHS Agenda for Change workers in Scotland will be reduced to a 37 hour working week with further reductions in subsequent years to achieve a 36 hour working week
- a consistent approach to Protected Learning Time for all NHS boards
- a review of Band 5 nursing roles.

We will work in partnership to take forward full implementation in accordance with the guidance issued by Scottish Government ensuring appropriate governance and communications are established.



Once for Scotland polices

We will continue to engage with staff on the NHSScotland programme of consultation on proposed policies and provide feedback to the Programme Board. We work in partnership to review NHSScotland policies during ‘soft launch’ and ensure that there is engagement and communication within NSS on implementation to support the NHSScotland programme.



Public Protection Policy

We will develop and implement in partnership the Public Protection Policy to ensure full compliance with the Adult Support and Protection (Scotland) Act.





Health and care staffing

The [Health and Care \(Staffing\) \(Scotland\) Act 2019](#) has a major effect on how NSS records and reports on its clinical workforce. The introduction of the act provides the statutory basis for the provision of appropriate staffing in health and social care services to enable safe and high-quality care. The act commenced in April 2024 and with staff in scope for reporting requirements only applying to the Scottish National Blood Transfusion Service. We will ensure compliance for reporting requirements to both the Scottish Government and Healthcare Improvement Scotland. Internally assurance is in place through regular reports being provided to our Staff and Clinical Governance Committees.



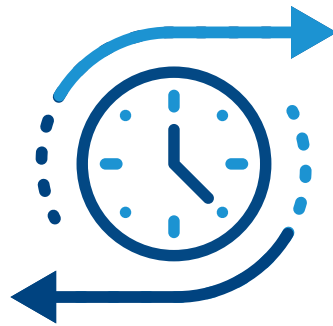
Performance management

Good performance management at all levels of the organisation is essential to ensure we meet not only this aim but delivery against our strategic direction. Our managers must ensure that all staff have objectives which are set against our strategic objectives, that staff personal development plans are in place and delivered and that meaningful performance appraisals take place with feedback in line with the performance cycle.

The Executive Management team regularly review the key performance indicators relating to objective setting, development plans and appraisals as part of the monthly HR People Report.

A range of development opportunities relating to performance management are available as part of our Leadership and Management Development Programmes.



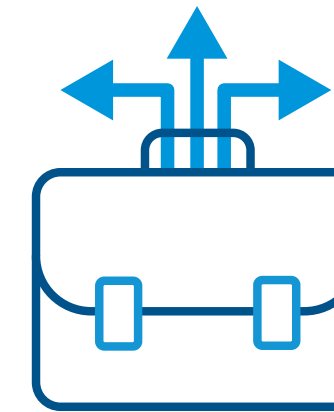


Flexible working

We will fully embed the new NHS Once for Scotland Flexible Work Location Policy. In doing so we have agreed in partnership the following principles which have been designed to underpin and help guide the decision-making process.

- We trust our staff and teams to make the right choices for how, where and when they work.
- We ensure staff health, safety and wellbeing at work.
- We embrace, encourage and support flexible and hybrid ways of working.
- We work on a digital-first basis, grounded in inclusivity and our values.
- We take decisions that value financial, environmental and social sustainability.
- We focus on quality and continuous improvement, learning from what works.

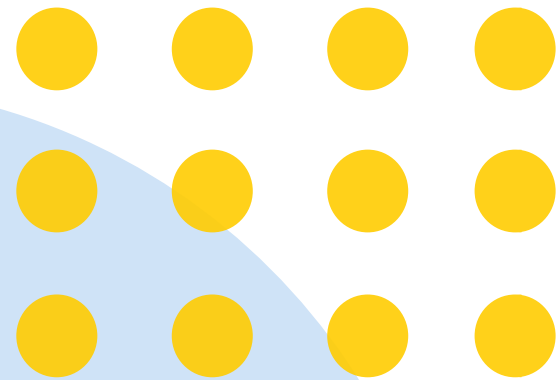
This supports attraction to roles and ways of supporting service changes and redesign.



Career pathways

We recognise the opportunity career pathways play within the retention of our existing workforce and is key to succession planning and talent management. This is not an area however that has been given priority in recent years therefore work has begun across a range of posts to consider and build career pathways.

Initially consideration is being given to how best to bridge the vertical growth and enhancement for our current roles, however this will in time be considered in terms of potential sideways movement across our organisation.





Rewards and recognition

As part of our Great Place to Work Plan we have agreed to review the current offering of reward, recognition and benefits package for our workforce.

Key deliverables will be:

- an NSS Attraction Strategy.
- implementing outputs from our Long Service Scheme review
- Excellence Awards
- providing information to our workforce on the total reward available to them within our organisation and as part of corporate induction and on the HR portal
- reviewing and improving retirement and pension support and guidance

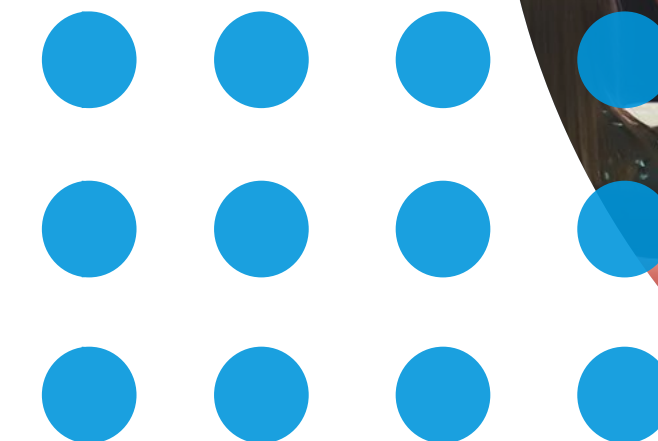
Key deliverables will be overseen through the NSS Partnership Forum and are linked to our delivery plan during 2024/25.



Retire and return

The NHS workforce is increasingly multigenerational with a desire for greater opportunities to work flexibly, even after retirement.

Along with changes in 2023 to the NHS Pension Scheme (Scotland), the NHSScotland Retirement Policy and Flexible Working Policy enables our diverse workforce and enables staff to have more choice deciding to stay or return to employment within the NHS that is suitable to them and the service. This provides options for staff who may want to work longer.





eRostering and eJob Plan system implementation

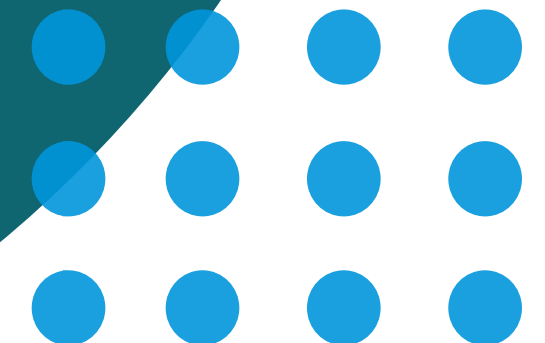
All boards in NHSScotland are implementing 'RLDatix' an eRostering system. This will apply to all rostered staff in NHSScotland with the inclusion of the "real-time staffing" element relating to clinical staffing levels and patient activity in clinical areas across NHSScotland.

There is a pilot underway within four areas inclusive of the clinical workforce, with a programme in place to widen the scope of the implementation further in non-clinical areas by March 2026. At present, the reporting requirements are being gathered by the National Implementation Programme to also ensure our reporting is in line with the safe staffing legislation. This system will eventually replace Scottish Standard Time System (SSTS) for recording all workforce records.

The eJob Plan module was also deployed over autumn 2023 with an expectation of full implementation for all medical and dental staff at the end of 2023/24. This will ensure alignment with the next job plan review cycle.

Pillar 4: Employ actions

- Develop and implement the Public Protection Policy and ensure compliance with the Adult Support and Protection (Scotland Act).
- Implementing Health and Care Staffing reporting to ensure compliance with national reporting requirements.
- Consult and implement Once for Scotland Policies Phase 3.
- Implementation of working hours reduction 36.5/36 hours per week over next two years.
- Implement Band 5 Nursing Review.
- Implement Protected Learning.
- Continue to monitor and review supplementary staffing and fixed term contracts across NSS.
- Review and improve retirement and pension support.
- Implement eRostering.





National Workforce Strategy for Health and Social Care Pillar 5 - Nurture



Our values

Our values guide everything we do and ensure we fulfil our purpose and make our vision a reality. There is recognition that we have further work to do to be clear on how we will position ourselves with customers, stakeholders and our staff. This will focus on what type of organisation we want to be in terms of attitude and aspiration. In relation to staff, we will consider how we continue to make us an attractive place to work, one that encourages people to both join and stay and this builds on our Great Place to Work approach.

This common set of values, endorsed by the Staff Governance Committee, helps us all create a better community, whilst honouring the traditions and good work of our directorates.

Our values are:

- committed to each other
- customer focus
- integrity
- openness
- respect and care
- excel and improve



Great Place to Work Plan

In line with our Workforce Plan, we demonstrate that we are delivering the ambition of the NHSScotland Staff Governance Standard through developing and monitoring an annual action plan and agreed performance targets which are delivered through the [NSS Great Place to Work Plan](#).

The Great Place to Work Plan covers a period of 12 months; (1 April 2024 to 31 March 2025) and is updated on an annual basis. The plan has been endorsed in partnership through our Partnership Forum and Staff Governance Committee, with the feedback from our iMatter results from staff informing the key areas of delivery and our targets for the year. Regular progress reports are provided to our Partnership Forum and Staff Governance Committee.

iMatter, along with a range of staff feedback from across the organisation will be used to measure the success of the plan, against the targets we have set.

We will focus on areas relating to a positive staff experience; putting workforce wellbeing at the heart of everything we do; that we have a diverse, knowledgeable and skilled workforce; and provide inclusive working opportunities to encourage and

increase diversity of our workforce. One of the key actions we are taking forward is to review our recognition scheme so it remains relevant for our staff.

The goal of the Great Place to Work Plan is: “NSS will remain a great place to work.”



Partnership working

As an employer we are committed to working in partnership with our colleagues within the Trade Unions and Professional Organisations to jointly find solutions to challenges and to ensure that we continue to be a great place to work. NHS MEL (1999)⁵⁹ lays out a Framework for Local Partnership Agreements between NHS boards and recognised Trade Unions and Professional Organisations as the approach to employee relations within NHSScotland.



Staff wellbeing

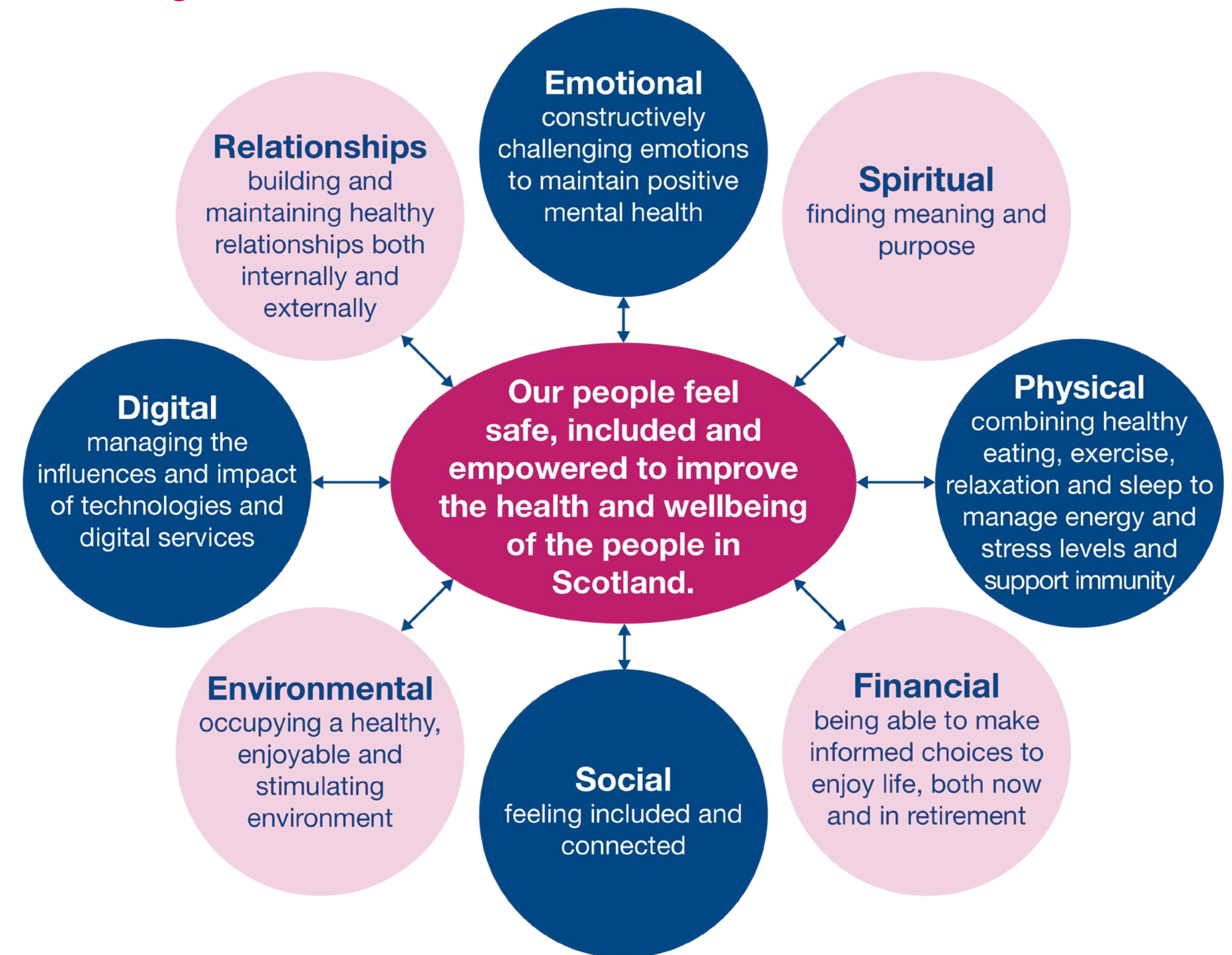
Our staff are our most important asset and supporting them to manage their health and wellbeing and ensure they have a positive experience of work are priorities for us.

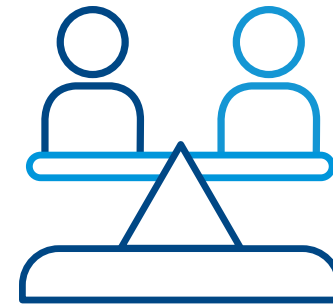
Wellbeing is part of the Great Place to Work Plan and as such the governance is through the Executive Management team, Partnership Forum and the Staff Governance Committee. The focus on wellbeing is broad and diverse and will move away from a primary focus on physical and mental health towards developing a wider range of dimensions of wellbeing. We have developed and are implementing a Wellbeing Framework which covers eight key themes. Implementation of the framework is supported through an executive sponsor and a wellbeing champion.

The Wellbeing Group oversees this framework with key priorities being identified through the group and actions we will take with respect to the workforce plan are detailed in the NSS 5 Pillars Action Plan.

HR Connect, our staff portal will continue to be utilised and includes support, guidance and links available for all staff at all times. Our Wellbeing Hub provides staff access to mental health first aiders and a safe space to go should this be required. The hub also currently signposts staff to the additional support available to them.

Wellbeing themes





Equality and diversity

We aim to be a leading organisation for promoting equality, diversity and inclusion within the workplace and in NHSScotland.

Our vision for equality and diversity goes beyond establishing processes to achieve change. As part of our interaction with customer and suppliers, we will monitor progress made towards meeting objectives.

- Encourage diversity and eliminate unfair treatment and discrimination through a full range of human resource and contracting policies and procedures. This applies not just to areas of internal recruitment, training and development and promotion, but also monitoring the adherence to the equality and diversity legislation and principles by our suppliers and contractors.
- Recognise that staff have rights as employees to work in a supportive, safe and harassment free environment and that staff have individual and collective responsibility to value and respect each other's contributions.

- Promote an environment where standards of conduct are of the highest level and to ensure that no one is harassed, bullied or victimised.
- Take decisive action when discrimination occurs.

As detailed in this plan, there is a wide range of workforce demand and supply pressures that must be planned for. The Action Plan aligned to the 5 pillars approach defined in the NHSScotland Workforce Strategy is a consolidation of local plans developed around and informed by our plans to address strategic issues. Our Workforce Action Plan will set out those tasks that need to be done to create and develop the workforce necessary for future service demands.

We are also developing an anti-racism strategy and plan with a range of stakeholders as part of our commitment to help address racialised health inequalities across health and social care.





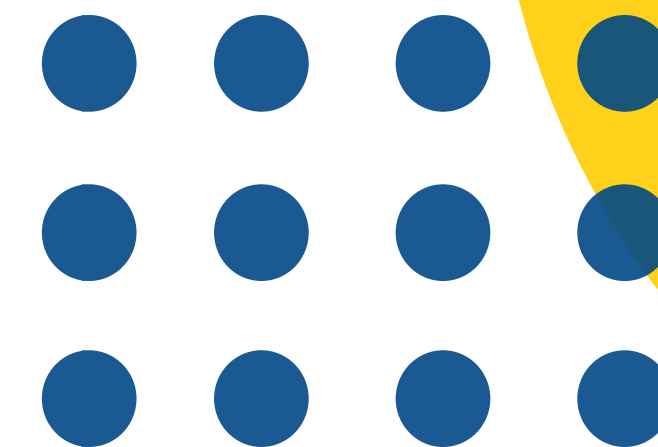
Improving Wellbeing and Working Culture Framework

The Improving Wellbeing and Working Culture Framework builds on from the National Workforce Strategy for Health and Social Care in Scotland. The Workforce Strategy sets out a national framework to achieve our vision of a “sustainable, skilled workforce with attractive career choices where all are respected and valued for the work they do.”

The Improving Wellbeing and Working Culture Framework and Action Plan is about supporting workplace cultures through programmes of work at a national level that focus on the shared needs across all three sectors of collaborative and compassionate leadership, wellbeing and equality. It is about a sense of belonging and allowing staff to reach their full potential, free from discrimination. It is about an ethos of equity and inclusion, for under-represented groups of staff, who do not always have a voice. And ensuring that everyone, regardless of their background, understands how they can contribute to a more inclusive workplace culture.

People who deliver care need to be supported by compassionate leaders, teams and organisations. This framework is built upon **three pillars: wellbeing, leadership and equality**. The evidence is clear that when these are prioritised working cultures improve. Enabling those leading and working in organisations to create the conditions in which all staff feel heard and valued will contribute to the delivery of high-quality person-centred care and services that support this.

We will implement current programmes for wellbeing, leadership and equality in line with guidance advised via Scottish Government which are currently being taken forward through the Leading to Change team and the National Wellbeing Hub.



Pillar 5: Nurture actions

- Share best practice of the NSS Wellbeing Framework and align to the Improving Wellbeing and Working Culture Framework. Identify gaps and solutions and promote use of the Wellbeing Hub.
- Implementing iMatter survey and directorate and NSS action plans.
- Implementing the NSS Anti-Racism Plan.
- Review and reduce overtime across NSS.
- Ensure NSS staff utilise annual leave provision. Review on quarterly basis (25% utilisation per quarter).
- Monitor and reduce sickness absence.
- Analysis of workforce data covering anxiety, stress and depression and implement solutions to support staff to remain at or return to work.
- Review the NSS Recognition Framework to ensure remains relevant.



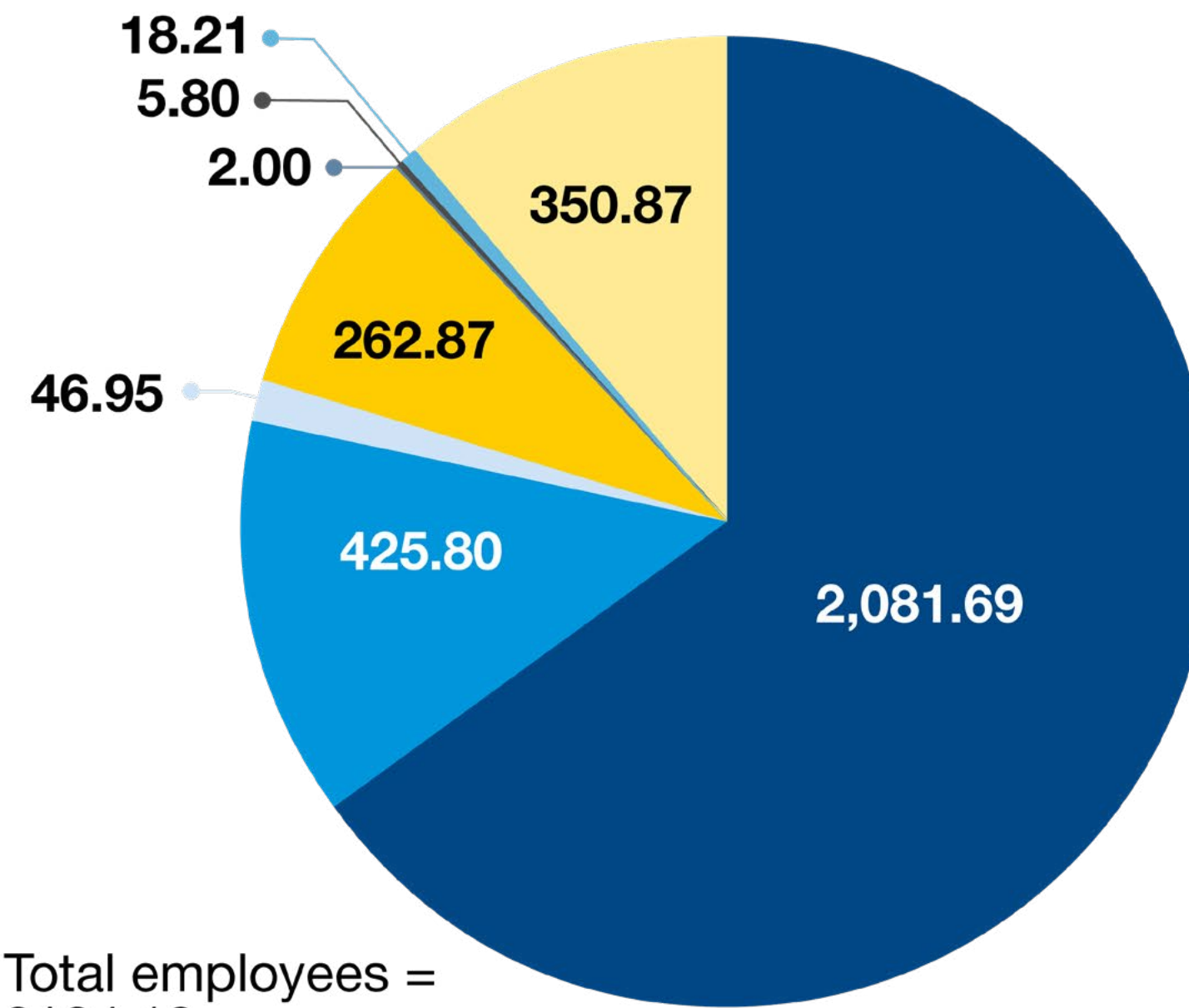
Step 4: Understanding our workforce



We had a total workforce of 3,194.19 Whole Time Equivalents (WTE) as at 31 March 2024, (this excludes bank and agency employees), with the majority of our employees situated within the administrative services job family. Our employees in most of these job families are female, apart from support services, senior managers and “Other categories” who are predominately male, these tend to be associated with our procurement and logistics services. Overall, 62% are female and 38% male.

99% of our employees’ home base is in Scotland, with 20.5% of our employees residing in Edinburgh, 11.3% in Glasgow and South Lanarkshire the third most populated with 10.3%.

Two thirds of our employees now work remotely or at home which has enabled us further opportunities to expand recruitment beyond Scotland to deliver our services. We now have approximately 0.82% of employees based in England and 0.18% in Northern Ireland.

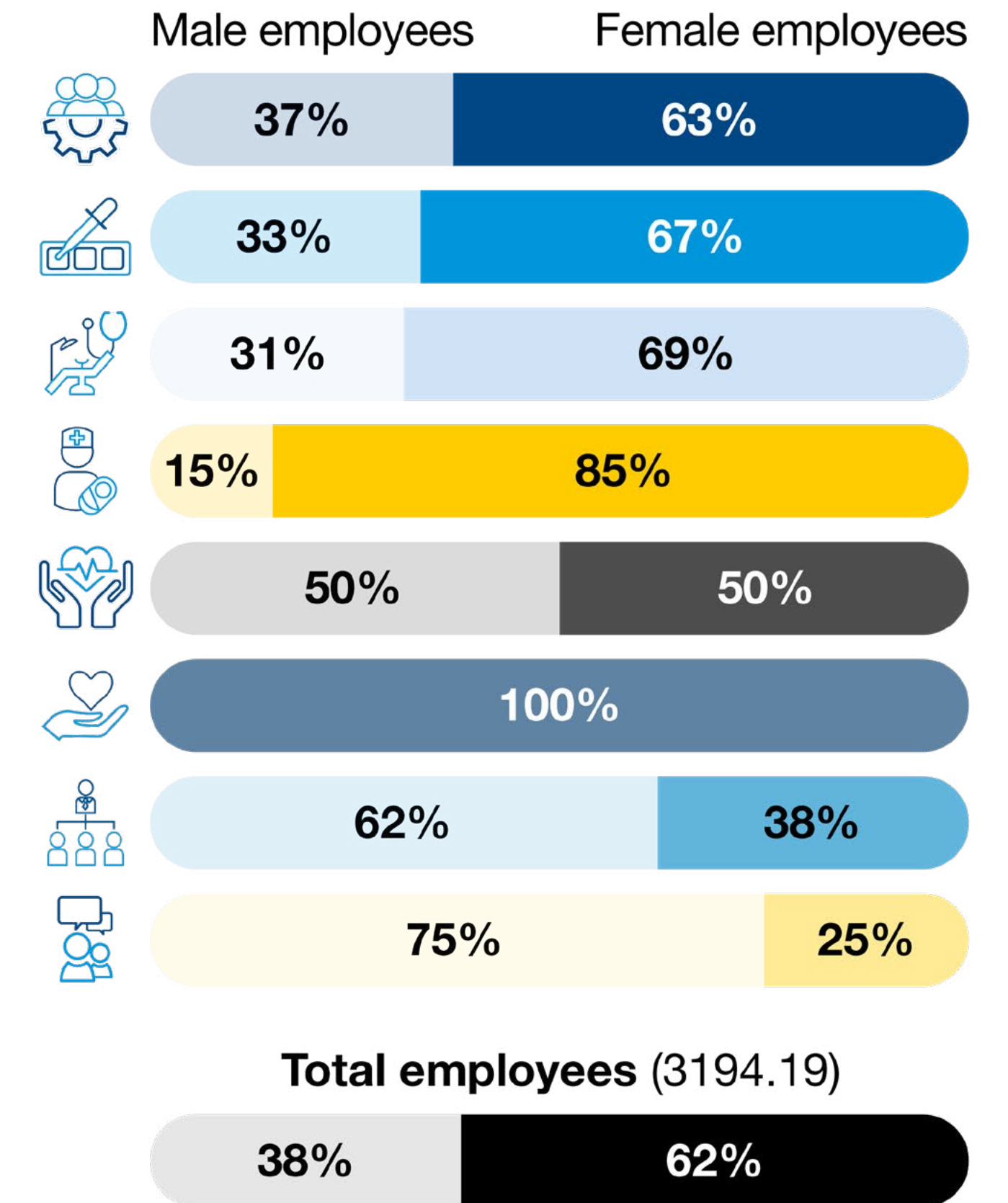


Total employees = 3194.19

Job family

- Administrative services
- Healthcare sciences
- Medical and dental
- Nursing and midwifery
- Other therapeutic
- Personal and social care
- Senior managers
- Support services

Percentage of male and female employees





Supplementary staffing

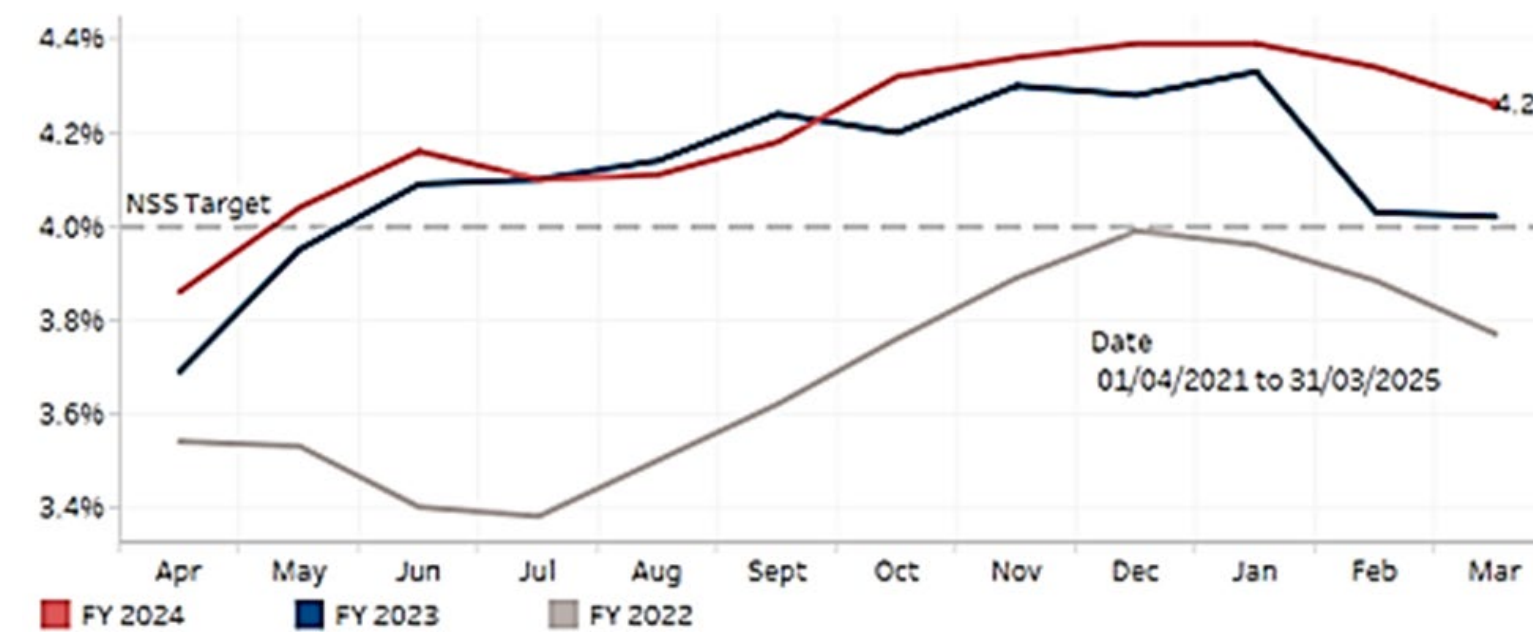
We continue to take a proactive approach to managing our workforce establishment and do this through our Vacancy Management Group (VMG). As of 31 March 2024, we had 112 agency employees and 261 employees on fixed term contracts supporting service delivery.

Age demographics

Approximately 11.6% of our employees are aged 60+, with 34% of employees between 50-59 years. Our highest number of employees for a particular age group is within the 55-59 age category representing 17.2% of our workforce. The age group of 30 to 49 makes up approximately 46% of the total workforce, those who are 24 and under represent only 1.4% of our total workforce.

Impact of staff absence

Our sickness absence rate increased across this fiscal year compared to the previous years, ending the year at 4.26%, which is slightly above our target of 4% and an increase of 0.24% from the previous year.



It has been noted that our highest recorded reason for absence, relates to stress or anxiety and depression and because of this we will be undertaking a deep dive into why this is the main cause, along with identifying what further interventions and support needs to be put in place for our staff. This will be subject to monitoring and review by the NSS Occupational Health and Safety Advisory Committee and our Health and Wellbeing Group.

Annual leave

Maintaining the wellbeing of our employees is essential and all efforts are made to enable our employees to take annual leave. All employees are encouraged as much as possible to fully utilise their leave entitlement due to the importance of taking time away from work to rest and recuperate.

The annual leave position as at the end of 2023/24 indicates that overall, approximately 4% (6% last year) of annual leave was still outstanding from our employees at the end of year March 2024. The main reasons for annual leave carry over is due to maternity leave (which contributes to 52% of the requests) and sick leave contributing 26% of leave carried over, which is up 1% from last year.



Overtime

Executive directors review overtime within their individual service areas. This is not only from a financial affordability perspective, but from a health and wellbeing, working time regulations and service sustainability perspective. Our objective is to ensure overtime is managed back to pre-pandemic levels and will continue to be monitored. We can already see a significant drop to the total overtime cost and average monthly overtime cost for 2023/24 and 2022/23 compared to the previous fiscal year 2021/22.

Staff turnover

Our turnover rate at 31 March 2024 was 9.6%, which was above our target of 7%.

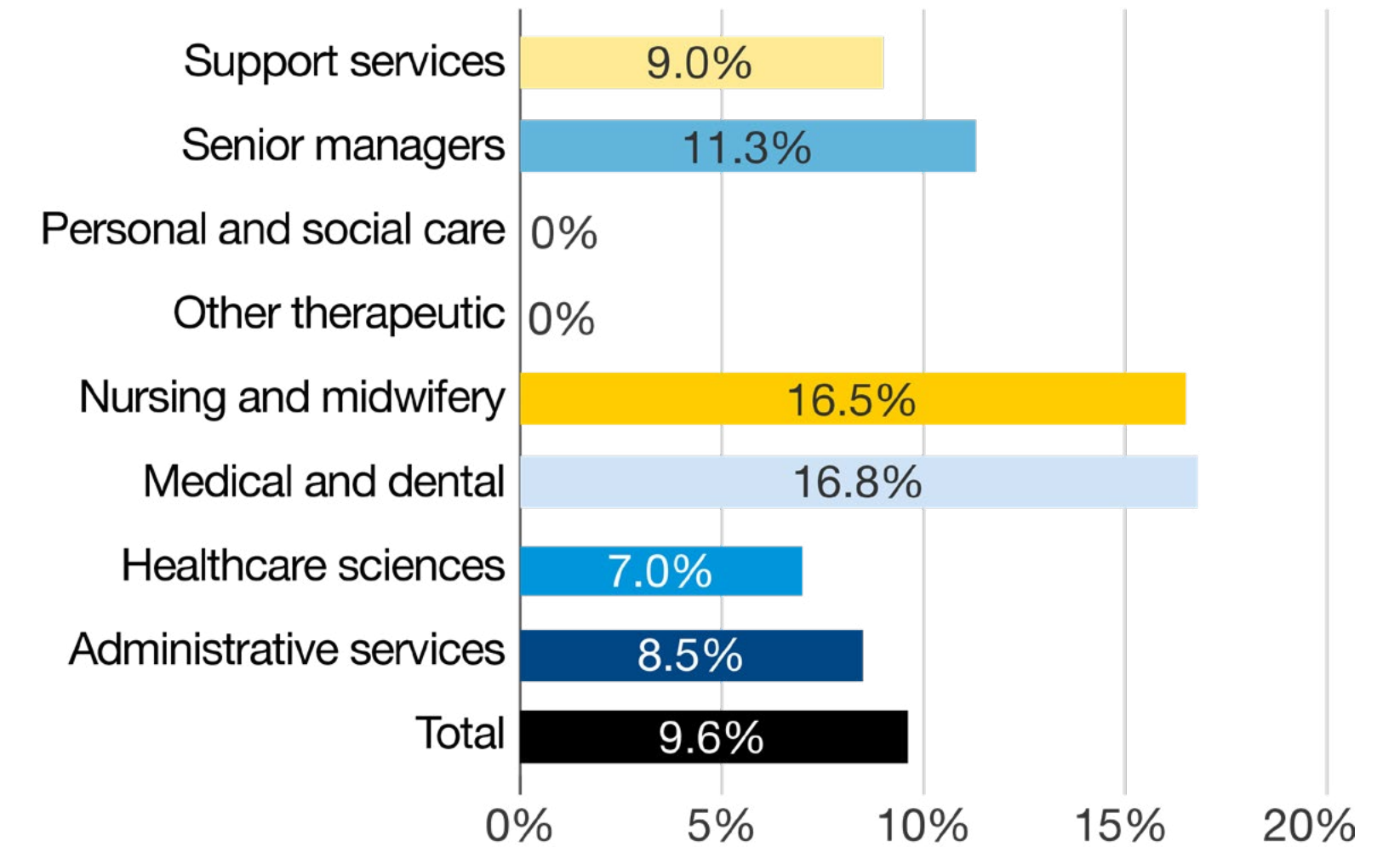
Turnover categorized by age shows a high level of turnover in the '20-24', '25-29', '60-64' and '65+' age groups. The age group '60-64' shows a turnover of approximately 14.7% and '65+' year categories note approximately 42.7%.

Further analysis of the age groups showed that 17% of 20-29 year olds left for 'New employment within Scotland', compared to 27% for those aged 30-39, 35% for ages 40-49 and 27% for the 50-59 age group. Retirement accounts for 67% of our leavers for those aged 60 and over. The 'End of Fixed Term Contract' reason was present for 6% of leavers, whilst 'Other' and 'Voluntary resignation – other' (similar definition to 'Other') accounted for 42% of the staff members who left this fiscal year.

Turnover by job family

Turnover within job family indicates high volume within 'Medical and dental' of 16.8% and 16.5% for 'Nursing and midwifery'. Within 'Personal and social care' and 'Other therapeutic' turnover is 0%. This year, senior manager turnover decreased from 20.4% to 11.3% compared to last year. Nursing and midwifery services also decreased compared to last year from 22% to 16.5% of the overall volume.

Table 1 – NSS turnover 2023/24 by job family





Retirees by job family

The average age of our retirees at the end of the fiscal year was 63, which is one year more than the average age of retirees over the last 10 years.

‘Administrative services’ recorded the highest number of retirees at 32 followed by ‘Nursing and midwifery’ with nine retirees. ‘Healthcare sciences’ recorded the lowest retiree count for 2023/2024 with just one retiree.

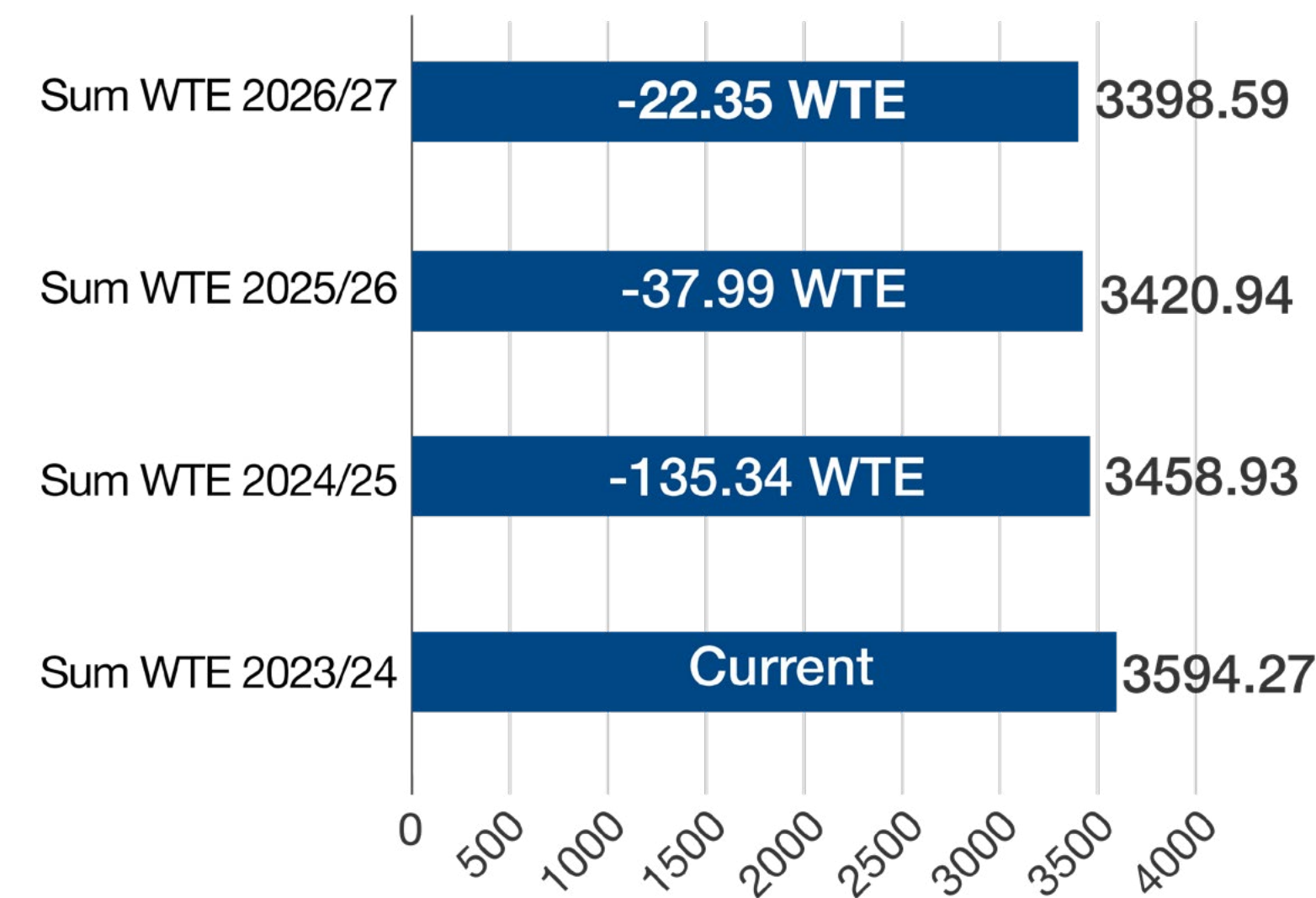
Understanding our workforce helps us to understand our workforce distribution in more detail in terms of job families and sub job families, band profile, along with the gender and age across each of the relevant groupings.

It will also highlight how we are addressing key workforce challenges in relation to supplementary staffing, sickness absence, annual leave and overtime within our services.

Three year workforce projections

The current plan indicates a budgeted workforce of 3,398.6 WTE by 2026/27. Overall indicates a decrease in workforce of 195.68 WTE over the three year planning cycle, approximately 5.8%. The biggest drop comes in the first year’s projection by 135.3 WTE which equates to 3.7% decrease compared to the current establishment, as demonstrated in Table 2.

Table 2 - three year workforce summary NSS



The main reduction is projected within the administrative services job family, which is forecasting a drop by 118.9 WTE by the third year compared to the current establishment. This is due to a combination of factors; the National Contact Centre workforce reducing from an emergency response to a steady state, reduction in the workforce required to deliver marketing and communication services and finally reductions within our programme management service where there is a strong possibility of decreasing demand considering the overall financial position. This is followed by Scottish National Blood Transfusion Service with a reduction of 34.3 WTE for the year 2026/27.

A further breakdown of workforce variances and analysis by band and job family can be found in our three year workforce projections.

Please note, our workforce projections are based on current establishment and planning assumptions which were undertaken during October to March of the previous year and is aligned to our current financial plan. Any projected increase in workforce is subject to appropriate funding being secured and therefore future projections are likely to change.

Workforce risk

We have a strategic workforce risk which supports our workforce sustainability objective and delivery of our plan. We have several mitigating actions in place to help manage this risk. The risk is subject to regular review and scrutiny at both the Staff Governance Committee and our board.

Risk descriptor

There is a risk that NSS will not have a sustainable workforce that is diverse, knowledgeable and skilled to support the organisation to remain resilient and responsive to meet its strategic ambitions and service needs.

Due to current labour market conditions across the UK and our capacity to reskill staff, which could result in a lack of supply of professional or appropriately trained staff to deliver our services.

Mitigating actions

1. EMT directors to ensure they have up-to-date directorate workforce plans that are reviewed regularly to make sure appropriate staffing levels are in place to meet business requirements.
2. The Change Oversight Group (COG) to ensure effective oversight of all NSS organisational change programmes and consider staff impact.
3. All NSS directorates to monitor and act on gaps and issues identified through their People Dashboard and other HR reports.
4. HR to develop and regularly review the NSS Workforce Strategy and annual workforce plan to determine future staff requirements.



5. All NSS directorates ensure participation in the annual iMatter survey and the completion of action plans and their implementation.
6. HR to develop, agree and report on an annual Great Place to Work Plan (Staff Governance Action Plan) with the Staff Governance Committee.
7. HR to support NSS directorates with hard-to-recruit roles.
8. HR to continue development and evolution of an early careers strategy.

Step 5: NSS 5 Pillars Action Plan



Our workforce journey describes the key activities and actions we are taking as an organisation to address the workforce challenges identified both within this plan and from our local directorate workforce plans. We have taken the key activities to help inform our overall 5 Pillars Action Plan. The concluding section of this plan advises how we intend to implement and monitor delivery of the identified actions.



Step 6: Implement, monitor and refresh



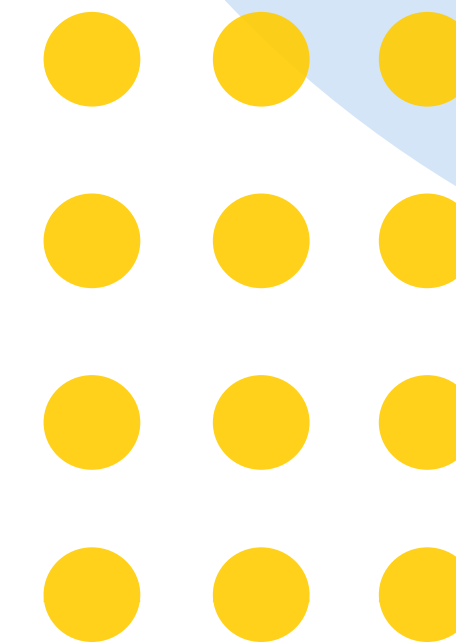
To complement the workforce plan, we have a workforce reporting tool to provide real time information across a range of people metrics including sickness absence, workforce demographics, turnover, learning and development, case management, health and safety. This provides evidence-based insights that measure the performance of our workforce and enables workforce challenges to be identified and addressed on a continual as well as an annual basis.

The actions outlined in our 5 Pillars Action Plan will be monitored and reported throughout the three year cycle to the appropriate Board Governance Committees and Executive Management team.

To monitor progress against actions as set out in this plan, this will also be undertaken via:

- the HR People Report which monitors key workforce performance targets monthly
- mid-year and end of year reviews which measure key workforce objectives
- quarterly progress updates from subject matter experts on actions identified in the NSS 5 Pillars Action Plan.

- regular updates and reporting via NSS Plans – NSS Annual Delivery Plan and medium-term plan, including the SG Delivery Framework Report
- the Annual iMatter Webropol report which will provide the final outcomes of the iMatter survey (we typically use iMatter survey targets and measures to determine staff experience and performance against the staff governance standard and linked to our Great Place to Work Plan)
- Scottish Government Staff Governance Monitoring Report
- regular review of an update on actions via the HR Senior Management and Operational Management team



The NSS 5 Pillars Action Plan, understanding our workforce and three year workforce projections can be made available on request.

For further information on these and any other documents referenced in this plan please contact our HR Performance team on nss.hrbusinesssupport@nhs.scot



For further information or for generic queries please contact our HR Performance team by emailing nss.hrbusinesssupport@nhs.scot

This publication can be made available in large print, braille (English only), audio tape and different languages. Please contact nss.equalitydiversity@nhs.scot for further information.

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