NHS
National Services Scotland

NSS Great Place to Work Plan

2022-23

Introduction

Our workforce strategy sets out the type of organisation NSS wants to be as an employer and the actions we will take to achieve this and to continue to be a Great Place to Work.
The overall aims of the workforce strategy are to:-

- **Increase the diversity of the workforce**
- **Build a workplace culture that employees want to engage with**
- **Create great employee experiences**
- **Provide opportunities for employees to grow, develop and contribute**
- **Recognise employee contribution and show appreciation for a good job and celebrate and share success**
- **Provide feedback on performance**
- **Improve the wellbeing of the workforce through focusing on physical, emotional and social wellness**

The NSS Great Place to Work (GPTW) Plan is the overarching NSS People Plan which will underpin the aims of our **new** core NSS Strategic Objective of Workforce Sustainability which is describes as:

> **A diverse, knowledgeable and skilled workforce deployed in an environment where the organisation is adaptable to the changing lifecycle of employees and deliver leadership and behaviours reflecting the values of NHS Scotland.**

Our objective is to deliver 90% of the key deliverables contained within the NSS Workforce and Great Place to Work plan.

The GPTW plan covers an initial period of 12 months; 1 April 2022 to 31 March 2023 only and has been endorsed in partnership through the NSS Partnership Forum and Staff Governance Committee's, with the feedback from the NSS iMatter results from staff informing the key areas of delivery and our targets for the year.

Whilst aiming to maintain the levels of experience across all of the key aims in respect to the Staff Governance Standard, for 2022/23 there will be a focus on development and improving the areas of Well Informed and Involved in Decisions.

The key aims of the Plan are as follows:

1. **Actively encourages engagement and involvement of all employees**
2. **Trains and supports all employees to do their role whilst providing development opportunities**
3. **Treats all employees with dignity and respect**
4. **Promotes a culture of safety health and wellbeing for all**
5. **Consistently applied workforce policies, people treated fairly**
6. **An attractive benefits package which supports retention of a highly skilled workforce**

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

In light of the new strategic workforce objective, we have made a commitment to review and refresh the NSS Workforce Strategy, and the NSS Workforce Plan. The NSS Workforce Plan will also be incorporated and covers a number of key deliverables and targets to enable NSS to deliver against its wider business, financial and sustainable objectives with a focus on leadership, culture, values and behaviours to deliver workforce sustainability.
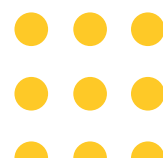
SBU Workforce plans highlight an increase in workforce, recruitment, well-being, large number of service transformation and organisational change programmes across NSS, which need to be prioritised and delivered. The high level key commitments to enable HR to support delivery of the NSS and SBU workforce plans and Great Place to Work Plan are described below:

Key HR Commitments

- Ensuring digital first and data driven approach, alignment & review of our services, including a refresh of current & future platforms.

- Delivery of local SBUs/NSS Workforce Plans, refreshed strategy and projections.

- Support the implementation of the Future Ready programme for NSS & effective hybrid approach in HR.

- Implementation of L&D and OD Service Review plans including Leadership & Management Development Youth strategy.

- Support the delivery of service redesign and org change programmes across NSS.

It should be noted that these commitments are further supported by a range of key actions which will feature in the NSS Workforce Plan (Appendix Two).
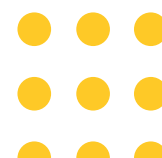
Staff Governance Targets

The targets agreed in respect to the outcome of iMatters and Staff Governance Standards has been agreed in partnership as follows:

Key Outcomes	2022/23
Response Rate	74%
Employee Engagement Index	78%
% of Action plans completed	90%

Staff Governance Standard	2022/23
Well Informed	80%
Appropriately trained and developed	80%
Involved in decisions	73%
Treated Fairly and Consistently; with dignity and respect, in an environment where diversity is valued	79%
Provided with a continuously improving and safe working environment, promoting health and wellbeing of staff etc	79%

NHS NSS have agreed a range of focussed actions to support the delivery of the above targets and these are identified under the Staff Governance key areas. It should be noted that a more detailed action plan is attached as Appendix One.

Well Informed/Involved in Decisions

- Introduce all NSS Board Members to staff via all staff communication.
- Explain roles and responsibility of Board members and difference of Non-Executive and Executive Board members.
- NSS performance Dashboard to be made available to all staff.
- Provide a summary of NSS Partnership Forum key areas of discussion and agreements to all staff on a regular basis.
- Deliver Chief Executive and Employee Director Stay Connect Sessions.
- Provide regular communications on key areas of delivery including Covid 19 update for staff.
- SBU Town hall meetings via Digital First Approach and where appropriate face to face.
- Develop digital approach to Partnership Working Training.
- Implement revised organisational change and TUPE toolkits.
- Consult with all staff on any changes to NSS Workforce Policies.

Appropriately Trained and Developed

- All staff to have objectives and PDPs set via TURAS appraisal.
- Staff undertake requirements for all Statutory and Mandatory training.
- Develop Early Careers Strategy proposals with focus on frameworks for Modern Apprentices and Graduate Apprentices.
- Embed digital first approach to HR Policy Training.
- Revised Workforce Support Programme for staff impacted by Organisational Change and Redeployment.
- Design and implement NSS Digital Skills Gap Analysis and Assessment frameworks.
- Implement Corporate and Local Induction Programmes for all new staff and line managers.
- Roll out the E&D Digital Training Module.

Treated Fairly and Consistently

- Implement Values Based Recruitment.
- Embed Equality and fairer Scotland Duty Impact Assessment process across NSS.
- Implement Race Equality Strategy.
- Deliver Equal Pay Gap Report and Equality Mainstream Report.
- Implement remaining Once for Scotland Policies using e-learning packages.
- Implement Hybrid Working Protocol fully ensuring regular reviews and changes are taken into consideration fully including EQIA approach.
- Review Confidential Contact process ensuring feedback from pilot is taken on board.
- Continue to support, develop and engage with the staff equality networks to help shape and inform policy and practice in NSS.

Provided with a continuously improving and safe working environment, promoting health and wellbeing of staff, patients and wider community

- Implement the NSS Wellbeing Framework across all key strands.
- Review NSS Wellbeing Hub.
- Further populate and promote; Physical Wellbeing, Stress and Mental Health, Wellbeing Self Care, Menopause, Drug, Alcohol and Tobacco awareness.
- Occupational Health & Safety support, advice and guidance for staff and line managers.
- Review NSS Safety Working Group Hub.
- Promote DSE, Working at Home and Working in office environment guidance and support.
- Ensure Risk Assessments are carried out in relation to building reviews and Covid requirements.
- Ensure that Healthy working lives services are equally accessible to all staff.

Provides a total benefits package that is attractive and supports retention of highly skilled workforce

- Review the NSS Recognition Framework to ensure they remain relevant
  - Long Service Awards
  - Excellence Awards
  - Retirement Support including training
  - Identify any proposed new recognition schemes.
- Review the NSS Staff Benefits Framework.

Workforce Themes and Targets

Workforce Theme	2022/23
iMatter Completion Rate	>90% 13 Sept
Sickness absence	<4%
Staff turnover	7-10%
Appraisal compliance	90%
PDP compliance	90%
Objective setting compliance	90%
Statutory and mandatory training	90%
Annual leave utilisation	25% per quarter
RIDDOR	<4
Accidents and incident rate	<30.42

iMatter completion rate

- Staff will complete iMatter will be completed in July.
- Managers and teams discuss the outcomes of the survey.
- Team action plans and storyboards will also be completed by September.

Sickness Absence

- Absence management sessions.
- Trigger reports.

Turnover

- HR will provide the exit interviews analysis that are reported in the People Report.

Recruitment

- Develop an attraction strategy by March 2023.
- Early careers strategy by March 2023.

Mandatory/Statutory Training

- Statutory and mandatory training reported on the people report.

Turas Appraisal

- HR will provide the compliance data.
- HR provide learning and development opportunities.
- Communications to all staff on time frames for all mid year, end of year and objective setting for guidance along with appropriate guidance for staff.

Turas Learn

- Support the transition of all content to Turas learn.
- Report on compliance on all mandatory and statutory training.
- Communicating to all staff on mandatory and statutory training.

Annual Leave Utilisation

- On a quarterly basis we will have to ensure that staff are utilising 25% of annual leave. Reported via the people report.
- Regular communication to staff to remind them to take annual leave

RIDDOR accidents and incidents

- Reported monthly via the Occupational Health, Safety Advisory Committee and People Reports.
- All RIDDOR reportable events will undertake a full root cause analysis via a formal investigation and any supporting requirements / actions will be implemented by local management.

Accidents and Incident Rate

- Reported monthly via the Occupational Health, Safety Advisory Committee and People Reports.
- Regular communication to staff to remind of the importance to report incidents and accidents and occupational ill health.

Monitoring the Great Place to work Plan

Delivery plans and actions outlined in the GPTW plan will be monitored and reported throughout 2022/23 to the appropriate NSS governance committees.

We typically use iMatter survey targets and measures to determine staff experience and performance against the staff governance standard.

In order to monitor progress against other remaining targets and actions as set out in this plan, this will also be undertaken via the following methods:

- The Annual iMatter Webropol report which will provide the final outcomes of the iMatter survey

- HR People Report which monitors key workforce performance targets on a monthly basis.

- Mid-Year and End of Year Reviews which measures key workforce objectives.

- Quarterly progress updates from Subject Matter Experts on actions identified in Appendix One.
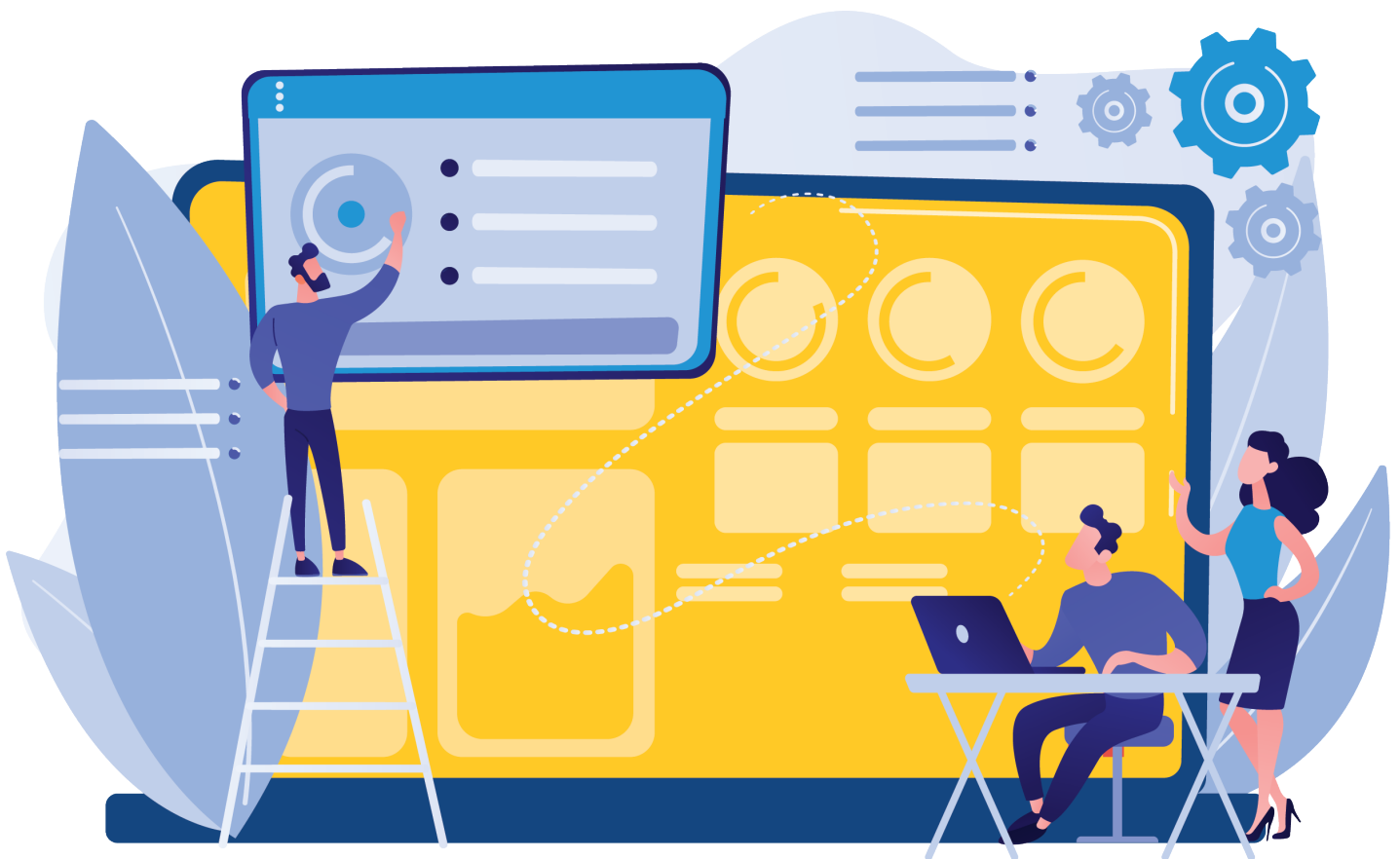
Action Plan

Appendix One

Key Deliverable	Task to achieve delivery	SBU responsibility	Deadline for Delivery
Well Informed/Involved in Decisions	Introduce all NSS Board Members to staff via all staff communication	SPST	Quarter 4
	Explain roles and responsibility of Board members and difference of Non-Executive and Executive Board members	SPST	Quarter 4
	NSS performance Dashboard to be made available to all staff	SPST	Quarter 4
	Provide a summary of NSS Partnership Forum key areas of discussion and agreements to all staff on a regular basis	SPST	Quarter 1 to Quarter 4
	Deliver Chief Executive and Employee Director Stay Connect Sessions	SPST	Quarter 1 to Quarter 4
	Provide regular communications on key areas of delivery including Covid 19 update for staff	HRWD SPST	Quarter 1 to Quarter 4
	SBU Townhall meetings via Digital First Approach and where appropriate face to face	All SBUs	Quarter 1 to Quarter 4
	Develop digital approach to Partnership Working Training	HRWD	Quarter 2
	Implement revised organisational change and TUPE toolkits	HRWD	Quarter 4
	Consult with all staff on any changes to NSS Workforce Policies	HRWD	Quarter 1 to Quarter 4

Key Deliverable	Task to achieve delivery	SBU responsibility	Deadline for Delivery
Appropriately Trained and Developed	All staff to have objectives and PDPs set via TURAS appraisal	All SBUs	Quarter 4
	Staff undertake requirements for all Statutory and Mandatory training	All SBUs	Quarter 4
	Develop Early Careers Strategy proposals with focus on frameworks for Modern Apprentices and Graduate Apprentices	HRWD	Quarter 2
	Embed digital first approach to HR Policy Training	HRWD	Quarter 3
	Revised Workforce Support Programme for staff impacted by Organisational Change and Redeployment	HRWD	Quarter 3
	Design and implement NSS Digital Skills Gap Analysis and Assessment frameworks	HRWD	Quarter 4
	Implement Corporate and Local Induction Programmes for all new staff and line managers	HRWD	Quarter 3
	Roll out the E&D Digital Training Module	SPST	Quarter 3
Treated Fairly and Consistently	Implement Values Based Recruitment	HRWD	Quarter 3
	Embed Equality and fairer Scotland Duty Impact Assessment process across NSS	SPST	Quarter 3
	Implement Race Equality Strategy	SPST	Quarter 3
	Deliver Equal Pay Gap Report and Equality Mainstream Report	SPST HRWD	Quarter 3

Key Deliverable	Task to achieve delivery	SBU responsibility	Deadline for Delivery
	Implement remaining OfS Policies using e-learning packages	HRWD	Quarter 2
	Implement Hybrid Working Protocol fully ensuring regular reviews and changes are taken into consideration fully including EQIA approach	HRWD/SPST	Quarter 1
	Continue to support, develop and engage with the staff equality networks to help shape and inform policy and practice in NSS	SPST	Quarter 1 to Quarter 4
Provided with a continuously improving and safe working environment, promoting health and wellbeing of staff, patients and wider community	Implement the NSS Wellbeing Framework across all key strands	HRWD	Quarter 3
	Review NSS Wellbeing Hub	HRWD	Quarter 2
	Further populate and promote; Physical Wellbeing, Stress and Mental Health, Wellbeing Self Care, Menopause, Drug, Alcohol and Tobacco awareness	HRWD	Quarter 3
	Occupational Health & Safety support, advice and guidance for staff and line managers	HRWD	Quarter 1 to Quarter 4
	Review NSS Safety Working Group Hub	HRWD	Quarter 4
	Promote DSE, Working at Home and Working in office environment guidance and support	HRWD	Quarter 1

Key Deliverable	Task to achieve delivery	SBU responsibility	Deadline for Delivery
	Ensure Risk Assessments are carried out in relation to building reviews and Covid requirements	HRWD	Q1 –Q4 to Quarter 4
	Ensure all Healthy working live services are equally accessible to all staff	HRWD	Q1 –Q4 to Quarter 4
Provides a total benefits package that is attractive and supports retention of highly skilled workforce	Review the NSS Recognition Framework to ensure they remain relevant o Long Service Awards o Excellence Awards o Retirement Support including training o Identify any proposed new recognition schemes	HRWD	Quarter 3
	Review the NSS Staff Benefits Framework	HRWD	Quarter 1 to Quarter 4

Appendix 2

Ensuring digital first and data driven approach, alignment and review of our services, including a refresh of current and future platforms.

- Prepare for PHS shared service renewal &SAS/NES SLAs Inc. review of current costing model
- Transition of all forms to ServiceNow, and Cohort upgrade Inc. self service referrals, along with process reviews linked to Allocate
- Review of HR Connect, recruitment tools and capabilities
- Expansion of data insights of our people and performance of HR
- HR/Finance alignment to enable further governance, establishment control, and enhanced insights of our workforce

Delivery of local SBU/NSS Workforce Plans, refreshed Strategy and projections.

- Submission of SBU WF Plans including initial WF projections
- Submission of final NSS WFP/Strategy and Projections to SG
- Delivery of the Wellbeing framework and GPTW plan

## Implementation of Future Ready programme for NSS and effective hybrid approach in HR.

- Implementation of Flexible Location Policy
- Hybrid Working Protocols
- Implement HR requirement for wider future ready programme

Implementation of L&D and OD Service Review plans including Leadership and Management Development.

- Transition to TURAS Learn in partnership with NES including review and build of new modules
- Implementation of a reviewed L&D service
- Delivery of Leadership and Management development training
- Youth strategy
- Digitalisation of a skills matrix and gap analysis

Support the delivery of service redesign and organisational change programmes across NSS.

- Support the delivery of a large number of change programmes across NSS
- Supporting a large number of Job evaluation reviews across NSS
- Training further JE Panel members across NSS
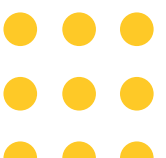
HR skills matrix, gap analysis and development plan in line with CiPD/Professions framework.

Ensure that all clinical and technical competencies are identified.

- HR Skills Gap analysis
- Development of an overall HR L&D Plan to include all technical and clinical competencies are identified
- Implementation of the CiPD Professions framework

Controls in place to support governance of the above include EMT, NSS Partnership Forum, SG, SGC, WPTC, COG, HR SMT/OMT and HR Partnership Forum.

great
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