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| **NSS 5 PILLARS OF OUR WORKFORCE JOURNEY ACTION PLAN**NSS 5 Pillars logo: Plan, Attract, Train, Nurture |
| **PILLAR** | **ACTION** | **LINKED PLANS** | **DELIVERABLE DATE** | **ACTION OWNER(S)** | **PROGRESS** |
| Plan | Submission of refreshed 3- year local SBU Workforce Plans and projections | NSS ADPNSS Recovery PlanNSS Financial PlanNSS Workforce PlanGPTW Plan | Q2 (2022 onwards - annually) | SBU Directors/HRBPs |  |
| Plan | Refreshed 3-year NSS Workforce Plan and projections | NSS ADPNSS Recovery PlanNSS Financial PlanGPTW PlanNSS Workforce Plan | Q4 (2023 onwards – annually) | HR |  |
| Plan | External publication of the NSS Workforce Plan | NSS Workforce Plan | October 2022 (annually thereafter) | HR/NSS Comms Team |  |
| Plan | Develop NSS Clinical Workforce Plan | NSS Workforce Plan | December 2022 | Clinical |  |
| Plan | Further enhancing our workforce data insights platform | NSS ADPNSS Workforce Plan | March 2023 | HR |  |
| Plan | Develop and implement 6 step Workforce planning e-modules | NSS Workforce Plan | Q4 2023 | HR |  |
| Attract | Implement objectives from the Early Careers Strategy across NSS | ADPNSS Workforce PlanNSS recovery planGPTW PlanFair Pay ScotlandNSS Early Careers strategy  | Q4 2023 | HR & SBU Leads |  |
| Attract | Align the strategy to the Scottish Government’s national initiative – Young Persons Guarantee in Scotland for 16 to 24 year olds | NSS Workforce PlanGPTW Plan | Q4 2023 | HR |  |
| Attract | Support business needs and support the wider organisation in identifying and closing future skills gaps | NSS Workforce PlanGPTW Plan | Q4 2023 | HR & SBUs |  |
| Attract | Become a Centre of Excellence for Early Careers | NSS Workforce PlanGPTW Plan | Q4 2025 | HR |  |
| Attract | Deliver a corporate framework for the delivery of Modern Apprentices | NSS Workforce PlanGPTW Plan | Q4 2023 | HR |  |
| Attract | Develop and implement an NSS attraction strategy | GPTW PlanNSS Workforce Plan | Q4 2023 | HR |  |
| Attract | Develop a suite of selection tools via Jobtrain | ADPNSS Workforce Plan | Q4 2025 | HR |  |
| Attract | Development of the NSS Career website | NSS Workforce Plan | Q4 2023 | HR/Comms |  |
| Attract | Review and Develop HR Connect Recruitment content | NSS Workforce Plan | Q4 2023 | HR |  |
| Attract | Review of our social media strategy  | NSS Workforce Plan | Q4 2023 | HR/Comms |  |
| Attract | Achieve disability accreditation | NSS Workforce PlanGPTW Plan | Q4 2024 | HR |  |
| Attract | Increase number of appointments for candidates with a disability by working with GCIL and other disability inclusion partners | NSS Workforce PlanGPTW Plan | Q4 2024 | HR |  |
| Attract | Further develop Hiring for Success managers e-learning module | NSS Workforce Plan | Q4 2023 | HR |  |
| Attract | Implement candidate experience feedback | NSS Workforce Plan | Q4 2023 | HR |  |
| Attract | Roll out Values Based Recruitment | NSS Workforce PlanGPTW Plan | Q4 2023 | HR |  |
| Attract | Implementing changes to Home Office requirements for Visa/Immigration | NSS Workforce Plan | Q4 2023 | HR |  |
| Attract | Veterans strategy and developing stronger links with veterans recruitment | NSS Workforce PlanGPTW Plan | Q4 2023 | HR |  |
| Train | Transition to TURAS Learn in partnership with NES inc review and build of new modules | ADPNSS Workforce PlanGPTW Plan | Q4 2022/23 | HR/NES |  |
| Train | Delivery of Leadership and Management Development Training | ADPGPTWNSS Workforce Plan | On-going | HR |  |
| Train | Implement Cyber Security mandatory for all eLearning package. | NSS Workforce Plan | Q4 2023 | HR/DaS |  |
| Train | Training further JE Panel members across NSS | ADP | Q4 2023 | HR/SBUs |  |
| Train | Digitalisation of skills mix and gap analysis and assessment frameworks | ADPNSS Workforce PlanGPTW Plan  | Q4 2023 | HR/SBUs |  |
| Train | Undertake Board Diagnostic Tool | NSS Workforce Plan | Q4 2023 (annually) | NSS Board/HR |  |
| Train | Educate managers of KSF requirements | NSS Workforce Plan | Q4 2024 | HR/All |  |
| Train | Review and refresh approach to enhancing capability framework | NSS Workforce Plan | Q4 2023 | EMT/HR |  |
| Train | Continue to prepare for the NMAHP Development Framework | NSS Workforce Plan | Q4 2023 | Clinical/HR |  |
| Train | Staff undertake requirements for Statutory and Mandatory training >90% | GPTWNSS Workforce PlanSBU Objectives | On-going | All SBUs |  |
| Train | All NSS staff have objectives, PDPs and Appraisals >90% | GPTWNSS Workforce PlanSBU Objectives | Annual | All SBUs |  |
| Employ  | Implementation of Flexible Location Policy | ADPNSS Workforce Plan | Q4 2023 | HR |  |
| Employ  | Once for Scotland Policies | NSS Workforce PlanGPTW Plan | On-going | HR |  |
| Employ  | Implementation of associated pay awards | NSS Financial PlanNSS Workforce Plan | Q4 2023 (annual) | Finance |  |
| Employ  | Implementation of the Interim Retire and Return Policy | NSS Workforce Plan | Q3 | HR |  |
| Employ  | Implement an approach to career pathways across NSS | NSS Workforce Plan | Q4 2024 | HR |  |
| Employ  | All NSS staff have objectives, PDPs and Appraisals >90% | GPTWNSS Workforce PlanSBU Objectives | Annual | All SBUs |  |
| Employ  | Hybrid Working Protocols | ADPNSS Workforce PlanGPTW Plan | Q4 2023 | HR |  |
| Nurture | Implement the NSS Well-being framework across all key strands | ADPGPTW PlanNSS Workforce Plan | Q4 2023 | HR |  |
| Nurture | Review of NSS Well-being Hub | NSS Workforce PlanGPTW Plan | Q4 2023 | HR |  |
| Nurture | Further populate the Well-being hub and include Physical well-being, Stress and mental health, well being self care, Menopause, Drug, Alcohol and Tobacco awareness | GPTW PlanNSS Workforce Plan | Q3 2022 | HR |  |
| Nurture | Implementing Imatter survey and SBU/NSS action plans | ADPGPTW PlanNSS Workforce Plan | Q1/2 2023 | All SBUs |  |
| Nurture | Review of Overtime across NSS | Financial PlanNSS Workforce Plan | Q4 2023 | All SBUsFinance |  |
| Nurture | Reviewing annual leave utilisation across NSS (25% per quarter) | GPTW PlanNSS Workforce Plan | Quarterly Review | All SBUs |  |
| Nurture | Embed Equality and fairer Scotland Duty Impact Assessment Process across NSS | GPTW PlanNSS Workforce Plan | Q4 2023 | SPST |  |
| Nurture | Safe Staffing Legislation | GPTW PlanNSS Workforce Plan | Q4 2023 | HR |  |
| Nurture | Review the NSS Recognition Framework to ensure they remain relevant | GPTW PlanNSS Workforce Plan | Q3 2022 | HR |  |