Workforce data

orce data institutions can									
80	core 1	Score 2	Score 3	Score 4 Sc	ore Current activity	Planned activity and timeframe(s)	Lead	aroun(s)	Key performance indicator
orce data An	nalyse workforce data to apport workforce planning of to meet lend	Identify gap areas that need to be addressed (e.g., persistent inservables, attack new	Workforce data Analyse workforce data to support workforce planning and to meet legal requirements of anuality reportion.	As 2 and 3, but also use data to develop and contribute to clear employability objectives with local partners (e.g., through local employability restreembire) in a smoot clearly and and	NHSS, currently provide and analyse workforce data to support local and national workforce planning, and to meet legal requirements of equality reporting, in development of latest published workforce plan, population projection data was used to find about future service demand and workforce plan, population projection data was used to incompleted by the property of the property o	NHSS, continues to use and analyse it's estaining workforce data to support planning, decision making and deployment of staff resources through regular reporting, such force daubboards and providing workforce heights to support local workforce planning. Estaining equality maintenancing report covers period 2021-102-102. Interfore it is anticipated as 2 year programs update report will be required this year (2021) Control. Remarkment have been sention of make with commonly relief to the control of	Information and Planning team,	NHSL Workforce Planning Group is responsible for	Worldone Equality Monitoring Report and Gender Equal Pay Analysis, in NHS Lucarishins Francisco Process
100	quirements of equality porting	gaps/gender pay gaps and staff absence)	Analyse workforce data (e.g., recruitment and absence data).	underrepresented or marginalised groups into employment.	website requirements, as each service was provided with demographics for their service in addition to Lanakahire projections up to 2025 Information from NHS Scotland Jobbsin system, combine with local data (e.g. funded establishment and vacancy levels is used to identify hard to fill and re-advertised costs. Analysing this information provides evidence based insights for future workform	new target set by SG for 2023/24 number of international recruits.	reporting to Head of HR - Workforce, are	overseeing the development of this	Report 2021-23. Reporting of the Workforce Equality Monitoring Report
		Identify gap areas that need to be addressed (e.g., persistent	Identify gap areas that need to be addressed (e.g.,	Alongside a clear action plan, benchmark and monitor success, and have adopted 'stretch targets' within annual plans	planning and recruitment initiatives, to focus on targeted recruitment approaches for areas with recurring high vacancy levels and/or hard to fit posts NHSL's Widening Access and Employability Stratogy was approved by CMT in March 2023. The strategy focuses on NHS Lararishine's responsibilities as an Archor cognisation – Employer Piller and future workforce planning. Some of the		leads for analysing workforce	year workforce plan and accompanying	n into Staff Governance Committee and Quarterly updates on Workforce
		inequalities, ethnic pay gaps/gender pay gaps and staff	persistent inequalities, ethnic pay gaps/gender pay gaps and staff absence) As 2, but also actively analyse		Scottish Government Polices/Action Plans It supports are: Child Poverty Action Plan		information to support local	action plan and risk The group are also	ks. Deliverables within Annual Delivery Plan.
		absence)	workforce data alongside local demographics.		No one left Sehind Fair work		secritorce planning and identify	responsible for signing of annual	
			Have a clear action plan on: • targeting recruitment opportunities towards		Corporate Parenting Development of NHSL's Widering Access and Employability Strategy - A key component of which is developing pathways into NHS employment brough providing a number of employability		gaps/hard to fill	updates to the workforce plan and	4
			underrepresented groups, or those at risk of poverty what is needed to retain and develop staff within the		In itsiavas including modess, graduata and foundation apprenticiatiops, in addition to offering per-employment programmen including Nickalant and NHS Demonstrator Project, which provide individuals with the ability and experience required to go or and work within NHS NHSL continue to expire opportunities to increase the number of new joiners to the Lamerkahler via international records. In conjunction with Center for Workforce Quiply and mit the targets set by SG for 2022/23 number of international records.		targeted recruitment	quarterly updates of workforce	on .
			underrepresented groups As 2 and 3, but also use data t	0	reduction, in conjunction with Centre for Victionice Supply and that the target set by 50 for 202223 humber of international recruits.		workforce team are	Annual Delivery Pts	an.
			with local partners (e.g., through local employability marhambins) to surpost disadvantared				absence reporting, equality monitoring		
			underrepresented or marginalised groups into				and gender gap analysis reporting.		
			Alongside a clear action plan, benchmark and monitor				The Employability Team, reporting to		
			success, and have adopted 'stretch targets' within annua	4			Head of HR - Employment		
							Services are leads for implementing		
itment		I					employability		I
				ximise scope for local people to secure good jobs Score 4 Sc	Owner with	Planned activity and timeframe(s)	t mat	Governance	V
ods of Mi	leet legal requirements	Make some additional efforts	As 2, plus have clear job descriptions that welcome	As 3, plus extensively use innovative strategies (alongside	Widering Access and Employability Strategy endorsed by CMT in February 2023 Includes:	Pharmed activity and constraint(s) Review recruitment policies in line with future national PIN and Once for Scotland Directives ensuring that appropriate legislative changes are captured. Participate in 3 National SG task and finish groups	HR Director	nmun(s) Staff Governance	Measure(s) of progress will be
of pre	leet legal requirements Equality Act 2010 reverting against slawful discrimination	(e.g., community outreach or using innovative channels to	all applicants, advertised in accessible formats and a wide range of outlets, removal of information from	partners) to reach potential candidates from underrecresented or disadvantaged groups (e.g., ring-	Working with partners to target employability opportunities to key vulnerable groups beyond secondary school settings; Agreeing employability commitments for each Directorate with a support infrastructure provided by HR;	looking at JobTrain, qualification requirements for entry level posts and engagement of NHS boards with Local Empirability Partnerships.	Lorraine Scott	group	developed as a part of the Employability Strategy - targets for
uni	nlawful discrimination	advertise certain jobs) to draw attention to roles from	applications to avoid bias	underrepresented or disadvantaged groups (e.g., ring- fenced jobs, valuing fived experience' within job roles, promoting work experience opportunities and innovative	 Seeking opportunities to further develop employer anchor role including offering employability posts such as NHS Demonstrator as supernumenary to support skills development and offer guarantee of interview once job ready. 	Continue international recruitment initiatives within the Board.			number in the strategy for year one only 23/24
		a wider pool of candidates	Other efforts have been made [e.g., becoming a Disability Confident Employer scheme (Leader 3)]	and inclusive interview techniques).	 Maximizing apportunities for employability through the Monklands Replacement Programme Commencement of a pilot project in Autumn 2022 with RCN(Scotland) and Armed Services cadet scheme to test Numing cadets as a means to engage 16-14 year olds with healthcare careers with 	Demonstrator programme phase 2 will start in September 2023-March 2024 and will have a focus on parents. Continue to rollout employability programmes to vulnerable groups in lone with the strategy. Consider ring finced role, guaranteed interviews and innovate recruitment practices including outreach. Infrastricture and budget required around placements.			
			Combiny Combine Employer actions (Combin 3)	Targets are set for diversity in recruitment at all levels then monitored and reported on.	a focus on nursing but not limited to nursing. Participated in the Kickutart employability programme between February 2022 and August 2022 which creates new jobs for 16 to 24 year olds who at at risk of long term unemployment. A proactive approach was taken to advertise opportunities through local community group networks and to adopt a more informal process to recruitment to	Working with Clasgow City Region and local authority colleagues, opportunities for joint working and sources of funding are being considered.			
					support angagement or vurnitures groups. Note, is taking part in a demonstrator programme as part of the Child reverse reasonal between years. Note canadament and a recount nectural and Selection Policy in place which is designed to promote equality of opportunity in the process of attracting, recruitment and selection of staff and covers all aspects of the Equality Act 2010, NHSL.	Planning session for Care Experienced event for September 2023			
				Regularly assess impact of workforce policies on key groups (e.g., conducting a health inequality impact assessment should be considered)	An example of this includes our Job Interview Custantees Scheme which example of this includes our Job Interview Custantees Scheme which makes that if candidates have a disability and meet the essential clients called within the person specification, they will be appropriately the person specification that the person specification will be appropriately the person specification that the person	•			
				AND AND DE CONSIDERED)	candidates into hard to fill vacancies from outside the United Kingdom. NHSL has an Employability course that has been naming for approx. 14 years, these individuals are out forward by DWP for our Employability course for Healthcare Reserved Workers.	h			
					Partnership with New College Lamarkshire. There is an interview, on successful completion these individuals complete training finally with the college then with NHSL around specific clinical training requirements, this is followed by a placement in a clinical area, successful completion results in being employed on NHSL's staff bank. People reclaimed with the Division Traini who have a received on NHSL's staff bank.				
					this course. Project Search students are helped to gain employment within the organisation as well as out with, the average employment outcomes for this project is 70%. 3 students were supported into		1	l	
					employment via the Young Persons Guarantee funding in Feb 23 with NHSL as a result of working closely with Council partners. Bit annual careers fayers have been delivered with approx XCO young people in attendance. Began face face in March 2023 again. There is a website - Next Gen that offers insight into medical		<u> </u>	<u></u>	
of No iship and rience offer App	o or minimal action.	Standard offer, but with some extra allowances (e.g., for	Apprenticeships offered at least National Living Wage, with wage progression reflecting role and experience.	As 3, but pay Real Living Wage or above and with same terms and conditions as wider staff.	Range of programmes supported including: Modern Apprentice; Care Academy; Project Search; GCIL (two year programmes aimed at disabled graduates); Employment Courses (run in conjunctor with New College Lamartshire).	Extend apprectionable employment initiatives within NHSL as part of the Widening Access and Employability Strategy and work with a wider range of stakeholders to support addressing inequalities through these programmes.	Lorraine Scott	Workforce planning group	Measures of progress will be developed as a part of the Employability Strategy
orience offer Apr	oprentices paid at ational Apprenticeship inimum Wage level	travel) and wage progression over time.	Organisation has an ethos of investment in future	Diverse and innovative routes for attracting and recruiting	The reach of our vacundes is also extended through print media; online recruitment platforms; and, social media outlets. Apprenticeably offers are also promoted through work experience opportunities and career fayers.	This will also include offering apprenticable opportunities for internal staff as part of personal development. As noted above this will require a supportive infrastructure baild around these posts. Foundation Apprecrationships are planning in Creative and Digital Media and Engineering for the academic year 23/24/	1	(or Employability	
141	Inimum Wage level	Organisation offers work experience, but no specific policy or promotion in place	workforce, and commitment to quality on- and off-job training and mentoring.	candidates into employability programmes (e.g., part-time apprenticeships offered) and positions targeted towards	NHSL have been recruiting modern apprentices in administration into vacancies for the last few years and there has been successful recruitment to pharmacy technician apprentices recently through the national Pharmacy Programme. Currently recruiting to a cohort of Modern Apprenticeships in in Business Administration, Social Services and Healthcare, IT frameworks and		1	group if this is established)	
		policy or promotion in place	Foundation, modern and graduate apprenticeships	The section of the se	Communications, start date 21st August, 24 young people expected to starts in August 23. 9 estating staff started Graduatis Apprinticeships last year and a further 7 are due to start in August 23. Currently there are 14 existing staff completing MAs in Social Services and Health Care		1	l	
			reograms into workerous panning, and specimes in recruitment literature as recognised qualifications.	those undertaking work experience.	and 2 in bitumess Ammerston. In August 23, 3 course; sear was sent upsearing you swill in mercanical engineering and pursoning. Foundation Apprentionablys took place in NYSS, in the least academic year in Social Services and Healthcare and Business administration. A present there are 6 people on graduate apprenticeships in NMSS, and 15 HISC support worker apprentions. NYSS, won healthcare employer of the year at the insugural New College Lanarishin.				
			Work experience opportunities actively promoted and pa	t Success is clearly celebrated and there is ongoing work with	Apprentionable Awards 2022.				
			o notoria parring	with these roles.	cohorts planned. In addition to this NMS L was not two plots alse for the RCN Prince of Wales Cadel scheme, supporting 14 young people between ages of 16 and 24 to gain work expensions through a 20 hour obscered within healthcare environments.				
				Actively ensure health is not a barrier to employment and progression (e.g., by identifying the profile of apprentices.					
				volunteers or trainees and monitoring the number that identify as disabled or with a long-term health condition)					
working and No	o policy in place and any	Some flexibility offered for some	Flexible working more widely spread, specific male	Flexible working opportunities and family-friendly policies	NHS Langefahire staff have had a right to request flexible working policy in place since 2016, which meets the legislative requirements and is subject to request review. Only recently we have	Choe for Scotland policy to be developed for hybrid and home working which will support a good work-life balance where services are able to support this way of working and this will support progression to leaved 4.	HR Director	Human Resources	For Uptake data on flexible working is not
adjustments in	o policy in place and any stances of flexibility are plated and 'earnt'	staff, but discretionary and not applied evenly across	to open up more jobs to be quality part-time and	Flexible working opportunities and family-friendly policies explicitly advertised within all new jobs.	SET consistent and the set of a spirit in separate balls entrapped to your seas. SET, don't entry this hypother represents and adaptive speak made. Set of season is not produced to this varied that the spirit in separate balls and settle produced by the spirit in season is set of season in the spirit in season in the spirit in season is set of season in the spirit in season in the spirit in season is set of season in the spirit in season in the spirit in season is season in the spirit in in t	level 4.			readily available therefore work will be undertaken to consider what evidence
Flo	easonable adjustments e offered to those with eath conditions when	applied evenly across organisation and/or roles	account working	Opportunities to offer reasonable adjustments specifically promoted during recruitment, ensuring those with a disability or long-term health condition are encouraged to apply.	compressed working weeks, annualised hours. This right is open to all staff at all grades however this is not monitored and reported.	As part of the NHS Demonstrator project, particular focus will be given to flexible working hours requests that meet the needs of working parents.			can be considered to demonstrate flexible working across all levels of the
are bes	w offered to those with			long-term health condition are encouraged to apply.	Managers are encouraged to consider flexible working options at point of recruitment where appropriate.				organisation.
nei	iomany			Specific policy to use a wide range of fissible working tools, applied at all levels to attract and progress the best talent,	3				
-	iossary			Specific policy to use a wide range of fieldble working tools, applied at all levels to attract and progress the best takent, advertised at the point of hire, monitored and targeted.	3				
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Tan	DESSERY			Specific policy to use a wide range of finishie servicing tools, applied at all services to abstract and programs the best takent, advantaged as the point of this, monitored and begated. Copping analysis to identify those with disabilities or long-form health conditions and essues they do not fail out of employment does to their health.					
Pari	iosisary								
nstitutions can	n pay the Real Livin	ng Wage and support po	ople with fair conditions	Opping analysis to identify those with disabilities or long-term health conditions and desure they do not fall out of employment doe to their health.	•		Lead	Governance	Key performance indicator
Sc	n pay the Real Livin		ople with fair conditions	Opping analysis to identify those with disabilities or long-term health conditions and desure they do not fall out of employment doe to their health.	3 Former authory	Placened activity and timefurmic(s) The soft benefits with ore in quested frough Chaster Charge and Cyle Health Board.	Load Gillan Archbald	Governance errornée: Sais Governance	Key performance indicator Benefit scheme ujokak by grade
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Sc	n pay the Real Livin		opie with fair conditions Sizes 3 Az 2, also haveling setago practically and regularly communication to all any in seal for long-late Sizes and the to holde specific cleaners to the havelit lose and the seal of the seal of the seal of the seal of the seal Sizes and the seal of the seal of the seal of the seal Sizes and the seal of the seal	Copping analysis is steely those with disabilities or long-lawn hash conditions and easure threy do not field out of employment days to that health and the second three three three three three Scott 4	Surrout altholity Among of find frameline or confinite including	Passend activity and Similarania(s) The safe handle software approach frough Coulor Caugar and Cojes Health Start.	Lead Gillan Archibald	Covernance enounce Staff Covernance Group	Key performance indicator Benefit scheme uptake by grade
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management	No or limited provision in place for developing or preparing skill by progress into leadership and management positions management positions Limited or no provision in plu	Systems and opportunities in place for developing learning, particularly security, application is ad-hoc projection and hoc projection is ad-hoc projection in ad-hoc projection in place feat work principles in place	Assertance of result for teachering and drawagement of years already and a second control of the improve landering with us conjugate and of leadering and the second control of the second control of second control second control of second control second control of second control second control of second control second control of second control second control of second control of second control of second	Sea out of this past of basicarily plot of meraphrenis is had been seen described and all seales of the organization and all seales of the organization. See all the second of them is a focus on engage-design print, and the second of them is a focus on engage-design print, and the second of them is a focus on engage-design print, seen, confidence, within any organization print, and any office of the second of the second of the second organization of the second organization or segment printers. Representations to see all reduces to hand on the second organization or segment of the second organization or segment organization or segment of the second organization or segment organization or segment or second organization or segment or second organization or segment organization	Well Considers profes believe the evaluation of the second	Recognising that augmitant number of fees in backership roles (SCVI Transhader and done) have come at a pasted of unprecedends challenge, work in being develocif to support the submit with restreaming of the leadership and reseguence requires Edition.	Kinty Cale	Staff Governance Committee Staff Governance	Amediar reporting Evidence of communication methods ward to engage shelf with leaders
principles Supportive workin		within some parts of the organisation.	Organisation is aware of and has plans to complete Fair Work Convention Self-Assessment Tool and develop action plans as a result	work principles, providing an effective voice, opportunity, security, fulfirms and respect. Alen to act as a role model and ambassador, filastrating commitment to practice—leading by exemple. Regularly shave information, interring, solvices and support to other organisations; including offering shaft time and expertise to sensite organisations;	including tags any and seat is partnership with and promise Nath Leastellains in far Distribution. Hashib Improvement are biding with Clasgous Cig Plagain to Eleasting of the and Healthy work hashes were.			Committee	
		ental and physical he	alth through things like facilities, po	olicies, culture and advice					
Feature	Score 1	Score 2	Score 3	Score 4	core Current activity	Planned activity and timeframe(s)	Lead	Governance group(e)	Key performance indicator
physical and mental health, wellbeing and realisince	Standory health and saddly requirements in place	Health, safely and wellbeing uncluded in indiction and monitored mediated and indiction and monitored control and indiction and	encourage exercise, access to mental health support and a positive/pleasant work environment). Monitor near misses, accidents and staff absences (e.g., mental health and musculoskeletal) so issues can be	As 3, with hash and ordering plotted and out contributed of the contribute in place. Organization companies officers 15 singles and has policies for the contributed of the contributed of the contributed of the contributed of the contributed of the contributed on the dark of the contributed on the forest process. Association of the contributed on the forest contributed on the contributed on the contributed on the forest process for the contributed on the contributed of the contributed of the contributed on the contributed of the contributed of the contributed on the contributed of the contributed of the theory of the contributed on the contributed of the contributed of the contributed on the contributed on the contributed on the contributed on the contributed on the contributed on the contributed on the contributed on the contributed on the contributed on the contributed on the contributed on the contributed and associated for each of the contributed on the contributed on the contributed on the contributed on the contributed on the contributed and associate the contributed on the contributed on the contributed on the contributed on the	Fol Completion with the Name & Edition Controlled As Extending Pulsing Selected & Conservantal Selected Associated Associ	Buf Windburg before consistent with hold of one hospital plane. Subburg entity and impact to be reported with old if promounce orbitatorizes.	Eddin Dochurly Gillan Archibald	Salf Heath and Well	Measures wilded to strategy Installar reporting
Working with local Anchor institutions of		ocal employers and empl	ovability partners to collectively develop to	ocal opportunities and strategies to support local	mployment				
	Score 1	Score 2	Score 3		core Current activity	Planned activity and timeframe(s)	Lead	Governance	Key performance indicator
1.13 Working with other local partners	No or limited involvement, with other local employers	Engage and work with local employability partners and third sector organizations through appropriate networks (e.g., via Local Employability Partnership), however, lo date, outcomes and opportunities created have been limited	(e.g., through Local Employability Partnership or similar), accessing funding and contributing to strategic opportunities. Develop strategies alongside further education establishments to ensure workforce is developed to meet	As 3, and actively engage in activities alongside local partners. Promote and demonstrate beat practice in a local area, suggesting with other book employers to these beat practice and there shared employers despitions with oracle partners. Take invocation approaches to method and share invocation and experience with their armal organisations, for example, othering trillowerployability and/ors, beining or working with annual businessess within the purply chain.	George with baself C colleges in both or desired sensing sensing passenges in engagement of larged and an in Authors agreed to 1 CTM and taking the PRC and contained solution in the Your 2 and containing and an internal containing and the CTM COSE, ONLY No. College Lacestonia, and Lacestonia College, NUSAM, AVOID, and contained and the CTM COSE, ONLY NO. College Lacestonia, and Lacestonia College, NUSAM, AVOID, and contained and the CTM COSE, ONLY NO. College Lacestonia College, NUSAM, AVOID, and contained and the CTM COSE, ONLY NO. College Lacestonia College, NUSAM, AVOID, and the CTM COSE, a	programmes.	Lomaine Scott (employability) Peter McCrossam (Care Assdern) Margot Russell, Becky Moran and Nicola Ozatolay	arcours)	