WORKFORCE 3

Strategy and Plan 2022-2025

NHS 24

Our 3 Year Plan **2023 Refresh**

FOREWORD

I am delighted to present the NHS 24 Workforce Strategy for 2022 to 2025. This strategy sets out an ambitious vision for our future and a route map to its achievement, building on the solid foundations of the last 20 years.

It is an important milestone as we recover from COVID 19 and NHS 24 cements its place within the health and social care system in Scotland.

Looking back over the last two years, it is clear that the pandemic has had a significant impact on health and social care in Scotland which is likely to continue for years to come. It has led to government and health and social care priorities changing, and with this, new approaches to the way our communities access care. Added to this, there have been advancements in healthcare innovation, the significant growth of digital health technologies and the potential for increased use of artificial intelligence, machine learning and robotics. This context is challenging, but it has renewed our determination to prioritise our work to reduce health inequalities, to work seamlessly across boundaries, to utilise technology to provide our patients with omni channel access to the latest and most effective digital healthcare. I know that to deliver our ambitions our people are the key driver to success. I would like to thank them for all their hard work, dedication, and commitment over the last two years. Particularly how they have stepped up to develop new services, taken on new roles and responded to the pressures of moving to a 24/7 service.

Looking forward to 2025 it is important that we create an organisation that is flexible and has the agility to respond effectively to new challenges and opportunities. I believe that the publication of our three-year strategy provides a clear path to ensuring our organisation is responsive, our culture is inclusive, our people feel valued and engaged and are equipped with the right skills to deliver the best digitally enabled care in Scotland 24/7.

I look forward to working with our colleagues across NHS 24, our trade unions, and our external partners to deliver this strategy.

With thanks and best wishes.

Chief Executive

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Sustainable workforce

We will plan our workforce to meet service requirements through attracting and retaining people from the communities we serve

Aim	We will achieve this by	Y2	Y3	We will measure progress by
We will plan our future resourcing requirements through effective workforce planning	• Continuously monitoring our establishment through the Establishment Control Panel who will report any changes to the Strategic Workforce Planning Group and then annually to the Staff Governance Committee	X	X	• Production of Annual and 3 Year Workforce Plan including demand and supply gap decreases in line with National NHS Workforce models
	• Introducing a 12-month forecasting model followed by a 3-year forecasting model	X	X	• Monthly Directorate reports on establishment and movement in place • Decreases in the percentage of fixed term contracts with over two years' service • Reduction in time displaced employees in redeployment pool • Job evaluation matching meets 8-week target
We will develop and apply high quality workforce analytics and insights	• Ensuring decision making is based on high quality management information in terms of predictive and prescriptive analytics e.g., scenario planning and projections	X	X	• Improving workforce indicators from 2021 baselines • Increasing use of workforce dashboards
	• Developing and embedding digital HR tools and processes to improve the workforce experience and enhance operational performance through data-driven, automated practices	X	X	• Increasing numbers of staff using self-service
	• Developing a roadmap that guides the digital transformation of manual HR processes	X	X	
	• Encouraging a digital culture where the Workforce directorate, all employees and managers embrace new technology through workforce digital solutions and a digital-first mindset	X	X	

Aim	We will achieve this by	Y2	Y3	We will measure progress by
We will develop a modern and streamlined model for recruitment and attraction	• Implementing and embedding the new recruitment model following strategic review of recruitment	X		• Reductions in time to recruit and join from 2021 baseline
	• Delivering on ambitious hiring targets in a rapidly changing environment	X	X	• Recruitment targets met and maintained
	• Developing and maintaining a competency framework for key skill sets	X	X	• Reduction in vacancies against 2021 baseline
	• Fully utilising e-recruitment system for applicants and building talent pipelines to recruit for potential	X	X	• Decreasing agency spend from 2021 baseline
	• Embedding the Jobtrain to eESS interface	X		• Increased % conversion rate from no of applications received to those shortlisted to successful after interview
	• Continuously reviewing promotional material and microsite content for key skillsets	X	X	
	• Increasing use of social media and job boards to target specific groups	X	X	• Strong employer brand to recruit into call handler, nursing, and mental health hub roles
	• Recruiting, developing and coaching a pool of hiring managers and recruitment ambassadors	X		
	• Continuously reviewing recruitment process performance, present recruitment dashboards, and implement changes to the recruitment process	X	X	
We will develop programmes for care experienced, veterans, minority ethnic groups and others	• Continually updating knowledge on ED&I and looking outwards to understand the systemic barriers to ED&I	X	X	• Trending decrease % in the gender pay gap
	• Implementing recommendations from equality impact assessments	X	X	• Increased % of applications received from minority ethnic groups
	• Developing and implementing new routes into employment through working with diversity, equity and inclusion specialist organisations and other public sector bodies	X	X	• Increased % of employment opportunities for minority ethnic groups and young people to build talent pipelines
	• Building links with schools, colleges, and universities to promote careers with NHS 24	X	X	• Increase in retiree returners from within NHS 24 and out with NHS 24
	• Providing more opportunities for secondments, student placements, associates, internships, apprenticeships, shadowing, and volunteers	X	X	
	• Developing and implementing a Retire Return Programme	X	X	

Sustainable workforce

Aim	We will achieve this by	Y2	Y3	We will measure progress by
We will retain the workforce we have worked hard to recruit	• Implementing phase 3 of the attrition improvement action plan	X	X	• Reduction in staff turnover from 2021 baseline
	• Promoting the Retiree Returners scheme and explore how to encourage retirees from other Boards to NHS 24	X	X	• Improving stability index from 2021 baseline
	• Implementing a helicopter view of attrition from the road map identifying all the different areas to be incorporate into attrition analysis	X	X	• Exit interviews improved and findings actioned
	• Providing opportunity for feedback on staff experience in first 12 months	X	X	
	• Scoping and designing clear pathways and roles that are visible to staff and embedded into regular development processes to retain staff		X	
We will explore the development of new job roles and multidisciplinary skillsets	• Exploring (and testing, where possible) potential for new job roles and rotational roles with territorial boards	X	X	• Increasing number of new roles with more flexibility (cross professional, specialist, and cross organisational boundaries)
	• Investing in modern apprenticeships and 'grow our own' initiatives and other strategies to open opportunities for those at various stages of their career	X	X	• Reducing % of attrition from 2021 baseline
	• Enabling internal mobility through hybrid and multi skill role development aligned to business change	X	X	

Inclusive culture

We will develop a culture of inclusion that supports our people's health and wellbeing

Aim	We will achieve this by	Y2	Y3	We will measure progress by
We will deliver a safe working environment	• Maintaining the approach to Health and Safety across Workforce, Estates and SST to enable effective system of assurance and developing a plan to manage Health and Safety effectively (including KPIs)	X	X	• Reduction of % of slips, trips and falls from 2021 baseline
	• Recruiting and training confidential contacts and agreeing a communications plan to raise staff awareness	X	X	• Improving stress survey results
				• Reducing number of successful personal injury claims
	• Creating an environment where employees feel 'safe to speak truth to power' driving actions that lead to a values-led organisation	X	X	• H&S (Health & Safety) standards and performance are comparable when benchmarked against other high performing organisations
	• Taking a holistic approach to managing stress through Health and Safety, Wellbeing, Case Management and looking at it through a healthy minds' perspective with a focus on safe working conditions and safe staffing levels	X	X	• Increased number of confidential contacts
We will implement our Wellbeing Strategy and Action Plan	• Refreshing the Wellbeing Strategy and Plan to align with key themes identified through the wellbeing survey	X		• Increase staff awareness of Wellbeing Strategy through established staff engagement channels
	• Delivering the refreshed Wellbeing Strategy and Plan	X	X	• Increasing staff engagement activity with wellbeing support services
				• Monitoring trends in absence and attrition
We will ensure Attendance Management support and advice is available for all	• Ensuring all managers have completed the Once for Scotland Attendance Management training (online or in person)	X	X	• Training compliance maintained >90%
				• Attendance and Attrition
	• Fully implementing Tier 0/1 of the HR Advisory (People First) model across the organisation to support transition to self-service	X		• Increased engagements with People First
	• Developing Tier 2 and 3 of the HR Advisory (People First) model	X	X	• Auditing queries adherence to agreed escalation routes

Aim	We will achieve this by	Y2	Y3	We will measure progress by
We will provide ongoing Case Management support for leaders and managers	• Fully Implementing Tier 2 and 3 of the HR Advisory (People First) model to ensuring enquiries are escalated to appropriate level	X	X	• Monitoring People First system data to ensure enquiries are being addressed at the appropriate level.
	• Conducting internal audits to enhance consistency of advice offered.	X	X	• Establish and publish Case Management KPI's aligned to Once for Scotland policies.
	• Implementing Case Management module of People First	X	X	
	• Conducting a full review of the Case Management process and implementing identified improvements	X	X	
We will implement new suite of Once for Scotland policies	• Reviewing policies and procedures and communicating changes effectively	X	X	• Policy Training and CPD sessions for staff and managers evaluating highly (>85%)
	• Creating and publishing guidance, FAQs on the changes and application of the policies	X	X	• Tracking number of policy interventions utilised
				• Conducting periodic audits on compliance
We will create a digitally enabled HR Advisory Model for our core workforce processes	• Reviewing and updating all core HR and Terms and Conditions processes	X		• All core HR and Terms and Conditions processes have been reviewed and updated.
	• Researching, scoping and implementing digital workflow system (including ticketing system)	X		• Staff trained and aligned to proposed workflows
	• Implementing the workforce staffing structure to align with new workflow system and providing appropriate training	X		• Organisational Change exercise complete
				• Contractual changes implemented
				• Full HR Advisory Service Model launched
We will enable a values led culture informed by our people	• Conducting annual iMatter and support action planning	X	X	• Year on year % increase iMatter response rate
	• Delivering the Cultural Alignment Programme	X	X	• Year on year % increase iMatter EEI score
	• Conduct Workshops across the organisation to embed the new NHS 24 Values and Behaviour Framework	X	X	• % completion of Cultural Alignment Programme
We will ensure all learning and development meets public equality duties	• Widening accessibility of products (including a range of formats and delivery methods)	X	X	• Equality Impact Assessment recommendations are implemented
				• Learning and training materials available in different formats

Enhanced learning & development

We will deliver practice education and training through leveraging technology, modernising, and extending opportunities for continuous professional development

Aim	We will achieve this by	Y2	Y3	We will measure progress by
We will conduct an organisational review of training and digital skills	• Curation of digital playlists for learning	X	X	• Increased learning hours against 2022 baseline
	• Digitalisation of the NHS 24 Training Prospectus	X	X	• 95% of new staff attend Corporate Induction
	• Annual review of Essential Learning	X	X	• Reduced learning needs gap year on year from 2021 baseline survey
	• Researching, designing and conducting a survey and Digital Learning Needs and Confidence Analysis (in conjunction with NES Skills Library)	X	X	• Evaluation of solutions are rated highly (>85%)
We will introduce an internal consultancy process	• Creating and maintaining a repository for identified and common solutions (off the shelf) and communicating consultancy offering to organisation	X	X	• Increased requests for consultancy from 2021 baseline • Evaluation of delivered solutions rate highly (>85%)
	• Evaluating and reviewing solutions	X	X	• ODLL Team are fully upskilled in basic consultancy practice
We will scope, design, and build career frameworks	• Designing, building and implementing an early careers framework to provide opportunities in partnership to meet our obligations as an Anchor Institution	X	X	• Increase in number of Apprenticeships, work/employability placements, internships, care experienced staff and other protected characteristics from 2021 baseline
	• Designing, building and implementing career paths for key skills sets linked to areas of skills shortages (including nurses)	X	X	• Internal mobility is increased from 2021 baseline • Increased attendance for identified pathway roles from 2021 baseline
	• Supporting the development of a contemporary Clinical Practice Education and Development Framework	X	X	

Effective leadership & management

We will support our leaders and managers to role model values and behaviours which enable an inclusive and supportive environment and strengthens their capacity and confidence to engage, develop and challenge staff to deliver excellence

Aim	We will achieve this by	Y2	Y3	We will measure progress by
We will develop and deliver leadership and management programmes at all levels	• Implementing and evaluating Management Essentials Programme (MEP) for frontline managers	X	X	• 90% of specified Managers attend programme within 18 months with Level 1 evaluations highly rating MEP (>85%)
	• Delivering NHS 24 Middle Leadership Development Programme 'Leading with Courage'	X	X	• Evaluations highly rate Middle Leaders, Senior and EMT Programmes (>85%)
	• Delivering Senior Leadership Programme 'Leading for Impact'	X	X	• Leadership CPD is well attended – each session reaches min 70% capacity
	• Facilitating Executive Management Team Leadership Development Programme	X	X	
	• Providing Leadership Development Framework Programmes with wraparound CPD resources	X	X	
We will design and implement a Talent Management & Succession Planning approach	• Conducting Talent Identification and Succession Planning on an annual basis	X	X	• All senior manager and executive roles have talent and succession plans
	• Identify through Talent Identification and Succession Planning process the right staff to attend national leadership development programmes	X	X	• Nominations identified on an annual basis for national leadership development programmes
	• Deliver a High Potential Development Programme (Management Training Scheme in partnership with NES)	X	X	• MTS Trainee successfully completes the 3-year MTS Programme
We will scope, design, build and implement a Coaching & Mentoring Framework	• Designing, building and implementing a Coaching approach and Mentoring Framework	X	X	• 90% of identified coaching and mentoring needs are met
	• Launching NHS 24 Mentoring Programme	X		• 90% of identified line managers up to and including Band 7 complete the Manager as Coach MEP Module
We will reinvigorate and drive improvements in Appraisal	• Refreshing Appraisal resources	X		• Year on year increased % in full appraisal completion from 2021 baseline (9%)
	• Embedding appraisal as an enabler within the Cultural Alignment Programme	X	X	

Collaboration & engagement

We will work in collaboration with our Trade Unions and across health and social care, with further and higher education, public, private and third sector bodies to share best practice and deliver 'Once for Scotland' approaches

Aim	We will achieve this by	Y2	Y3	We will measure progress by
We will continue to build and consolidate our relationship with Trade Unions	• Reviewing Area Partnership Forum self-assessment findings and implementing recommendations	X	X	• Monitor and report on Trade Union attendance at meetings • Monitor completion of work plan commitments and timescales • Monitor compliance of Facilities Time Agreement
	• Creating and implementing a work plan for Area Partnership Forum	X	X	
We will develop and implement an internal engagement strategy and plan	• Developing and implementing a strategy and plan for regular staff engagement	X	X	• Feedback sessions outputs • Focus groups outputs • Surveys completed and actions delivered
	• Re-establishing staff experience groups and wider engagement activities	X		
We will build strong and effective external collaborations and partnerships	• Collaborating with Scottish Ambulance Service (SAS) and NES	X	X	• Increased number of NHS 24 collaborations and increased number of partnerships built from 2021 baseline
	• Further develop links with Employability Partnerships, schools, colleges and universities	X	X	
	• Further develop links with the third sector to reach excluded or marginalised groups	X	X	

Monitoring our Progress

Strategic Priority	Baseline (31st March unless stated)	Target 2025	Monitoring & Success Indicators
Strategic Priority 1: Sustainable Workforce	**Attrition** 26.28% **Workforce characteristics** Gender: Male (23.17%) Female (76.8%) **Ethnic Group:** African (0.58%) Asian (1.73%) Don't Know (2.52%) Mixed or Multiple Ethnic Group (0.42%) Other Ethnic Group (0.16%) Prefer not to say (8.23%) White – Irish (1%) White – Other (1.36%) White – Other British (11.06%) White -Scottish (72.96%)	• Year on year reduction • Year on year improvements toward 50/50 balance • Year on year improvements particularly around race	• % reduction in attrition by skillset • Our workforce makeup in relation to all protected characteristics is representative of the communities we serve (taken from census data when available in 2022) • Recruit and retain approved budgeted establishment
	Disability: Yes (9.59%) No (83.49%) Don't Know (4.40%) Prefer not to say (2.25%) **Transgender:** Yes (0.16%) No (69.44%) Don't Know (26.57%) Prefer not to say (3.83%)	• Year on year increase disabled staff (est. disabled population in Scotland is 1/5th as of 2021) • Year on year increase in transgender staff	
	Sexual Orientation: Heterosexual (64.36%) Gay/Lesbian/Bisexual (5.29%) Don't Know (26.24%) Prefer not to say (3.83%) Other (0.10%) **Religious Belief:** Buddhist (0.21%) Christian – Other (3.93%) Church of Scotland (14.62%) Don't Know (25.21%) Hindu (0.26%) Muslim (0.52%) Roman Catholic (14.36%) Sikh (0.31%) No Religion (35.06%) Other (1.05%) Prefer not to say (4.45%)	• Year on year increase in LGBT staff • Year on year improvement in workforce mix of religious belief profile	
	Age Profile: 16-29 (18.97%) 30-39 (25.94%) 40-49 (22.85%) 50-59 (34.11%) 60+ (8.41%) **Stability index** *84.84% **Workforce Headcount** *2022	• Year on year increase in 16-29 age profile • Year on year increase in stability • Year on year increase toward Scottish Government approved WTE target	

Strategic Priority	Baseline (31st March unless stated)	Target 2025	Monitoring & Success Indicators
Strategic Priority 2: Inclusive Culture	**Actual gender pay gap:** -£0.85 **Actual race pay gap:** - £0.16 **Actual disability pay gap:** - £1.36 **iMatter Response Rate (2021):** 57 **iMatter EEI Score** *74 **Staff Absence:** Sickness – 8.41% Covid – 5.13%	• Year on year improvements • Year on year improvements • Year on year improvements • Year on year improvements • < 8.75% on a rolling basis	• Increased % of staff whohave protected characteristics • Reduction in gender, race and disability pay gap • Increased % in iMatter response score • Increased % in EEI score • Increased % of staff attending work
Strategic Priority 3: Enhanced Learning and Development	**Mandatory Training:** 60% **Core Induction Training:** *82%	• Increases year on year towards agreed target of 90% (allowing for non-available staff) • Increase year on yearnumbers of new starts completing core induction successfully	• Increased % of learners completing mandatory training • Increased % of new starts completing initial training
Strategic Priority 4: Effective Leaders and Managers	**Number of managers trained at all levels against yearly target:** 0 **Numbers of leaders/managers assessed against talent framework against yearly target:** 7 **Numbers of roles with succession requirements assessed:** 0	• Increases year on year • All EMT and Senior Mangers assessed against talent framework • All EMT and Senior Manager roles assessed for succession	• Increased % of managers completing Management Essential Programme • Increased % of leaders and managers assessed against talent framework • Increased % of senior manager and executive roles with talent and succession plans
Strategic Priority 5: Collaboration and Engagement	**Number of courses/ programmes delivered in collaboration or partnership:** 1 **Number of 'Once for Scotland' interventions/approaches delivered:** 11 *Baseline 30/09/2023	• Increases year on year in line with workforce priorities • Increases year on year in line with 'Once for Scotland' roll out	• Increased number of courses/programmes delivered in partnership etc • Increased number of interventions/ approaches delivered through 'Once for Scotland'