

**NHS 24
BOARD MEETING
31 OCTOBER 2024
ITEM NO 10.3
FOR ASSURANCE**

**WORKFORCE QUARTERLY REPORT
(Quarter 2 July – September)**

Executive Sponsor:

Dr Jacqui Hepburn, Deputy Chief Executive and Director of Workforce

Lead Officer/Author:

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Action Required:

The Board is respectfully requested to note the workforce report in terms of progress made in quarter 2 (July - September 2024).

The Board is asked to be assured that the Workforce Directorate in collaboration with all other Directorates have made significant progress which is demonstrated with the majority of our KPIs meeting or exceeding target.

Key Points for the Board to consider:

The KPIs for each of the key strategic workforce objectives demonstrate the successes of the various workforce initiatives developed and embedded.

- Workforce Plan Year 3 refresh questionnaire meetings took place with all Directors across July/August. The outputs have been reviewed and will be incorporated into the Workforce Strategy Year 3 refresh.
- The Establishment Control Panel and the Strategic Workforce Planning Group were merged to form the new Workforce Planning Group. The group meets once a month to focus on strategic workforce planning and deeper dives into resourcing issues or staffing models.
- A joint Recruitment Action Plan has been agreed in collaboration with Service Delivery for the Clinical Supervisor skill set focused on meeting establishment target by March 25. This covers attraction, shortlisting, interviewing, and onboarding.
- iMatter 2024 response rates and action planning hit an NHS 24 high of 76% and 92% respectively, with efforts noted by Scottish Government and insights sought on NHS 24's approach.
- The 37-hour reduced working week was implemented for all staff across the organisation by the 30th of September 2024 following significant engagement with staff. Scottish Government have been informed of this ensuring NHS 24's compliance with the agreed backstop date of 30th November 2024. Evaluation of the implementation has also been submitted to NES to ensure lessons learned are captured for next phase of implementation.

Governance process:

The Q2 Workforce Report was presented to the Executive Management Team in October for noting and will be presented to Staff Governance Committee in November.

This report contains high level workforce information for the attention of the Executive Management Team, Staff Governance Committee and Board. Comprehensive reports are still produced and monitored by the Workforce senior team and are available for any member of the Executive Management Team, Staff Governance Committee, or the Board on request. Our aim is to produce the right level of detail for governance purposes with more detailed reporting (weekly/monthly) to operational management teams.

Strategic alignment and link to overarching NHS Scotland priorities and strategies:

Information on NHS 24's workforce allows NHS 24's governance committees to make informed decisions, which support achieving the resetting of our culture, creating capacity, capability and confidence in our people and teams. Workforce is a recognised Ministerial Priority therefore by continually reporting on progress ensures that NHS 24 can effectively demonstrate performance reporting on progress against workforce targets.

National Workforce Strategy for Health and Social Care in Scotland, namely the Pillar 'Train':

- We must support our staff with the skills and education to deliver Health and Social Care services.

Strategic alignment and link to Corporate Delivery Plan activity:

This paper relates to the following corporate activity in relation to the Workforce portfolio:

- Activity 3.1 Deliver sustainable workforce and plan our workforce to meet service requirements through attracting and retaining people.
- Activity 3.2 Ensure the organisation has effective leaders and managers that 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.
- Activity 3.3 Deliver an inclusive culture that supports our people's health and wellbeing.
- NHS 24 Corporate Strategy Strategic Aim – Provide a workplace in which our people can thrive.

Key Risks:

The content of this paper acts as mitigation against strategic risk:

- RI-0008869 - There is a risk that NHS 24 will not promote an environment in which its people can thrive if it does not plan for, attract, and develop a sustainable workforce.

Financial Implications:

Currently, there are no financial implications to highlight.

Equality and Diversity:

NHS 24 is required to comply with the aims of the Public Sector Equality Duty.

1. RECOMMENDATION

- 1.1 The Board is asked to note the information presented within the Q2 Workforce Performance Report, which serves as an update on the progress made against the Workforce KPIs

2. TIMING

- 2.1 This report provides metrics and analysis for the months July - September 2024 and includes historic trend information for comparison.

3. BACKGROUND

- 3.1 Overall the contents of the report demonstrates that we continue to progress towards achieving our strategic objectives as set out in our Workforce Strategy and Plan 2022-2025. Some key insights from the report worth highlighting are:

Highlights:

- Rolling Turnover continues to decline and is now 18%, exceeding the Year 2 Workforce Strategy KPI target of 20%.
- Year 1 of the Data and Digital plan concluded with 91% of tasks complete with the remainder rolling into Year 2 which is now in progress.
- Following the launch of the new 'Living the Values' Assessment platform for Call Handler and Clinical Supervisor skill sets our quarterly candidate experience rating survey shows that 8.06/10 are likely to speak positively about their assessment experience.
- All directorates have met or exceeded the 90% essential learning target in Q2, which has contributed to NHS 24 maintaining the target for three consecutive months.
- The 2023/24 appraisal window closed at the end of Q2 for all directorates excluding Service Delivery, with all 7 out of the 8 directorates meeting the 90% target.
- A Director dashboard on Case Management has been developed to drive improvements in timescale compliance. It highlights potential hotspots or cultural trends as well as placing managers back at the centre of case management, supported by robust management information through the dashboard.

Continued development:

- Work has commenced with ICT to take steps to move 'People First' to a new ticketing system 'Sysaid.' This is an opportunity for review and improvement. The group are looking at learnings and user experience over the past 12 months as part of this work.
- The appraisal window has been extended to 30th November for Service Delivery colleagues, currently 32.6% have completed their end year discussion, 26% with objectives set and 24% with a Personal Development Plan for the year ahead. Targeted support has been put in place with Appraisal Champions trained across centres, drop-in sessions offered for troubleshooting and support and regular communications provided across multiple channels.
- The People Service Team continue to work with Service Delivery to improve the process for Flexible Working applications.
- In Q2 Clinical Supervisor attrition has increased above target (10.34 WTE). In addition, there were 5.53 WTE promoted to Senior Charge Nurse roles which has reduced the overall establishment. The Clinical Supervisor Recruitment

Action Plan is progressing with Service Delivery which covers attraction, shortlisting, interviewing, and onboarding.

4. **ENGAGEMENT**

- 4.1 Appropriate engagement has taken place with all key stakeholders and all line managers now have access to their workforce data for their teams via the monthly manager dashboards. This information will in turn inform and allow us to monitor progress made against the Workforce Strategy.

5. **FINANCIAL IMPLICATIONS**

- 5.1 Currently, there are no financial implications to highlight.

6. **MEASURABLE BENEFITS**

- 6.1 The below table details all KPI's Workforce Directorate committed to tracking and achieving through delivery of key actions in the Workforce Strategy and Plan. The high-level benefits derived from delivery of these KPI's shall be reported through a more detailed separate Benefits Realisation update paper.

Strategic Priority	Metric
Sustainable Workforce	Reduce staff turnover
	Improve stability index
	Increase workforce headcount
	Increase ethnic diversity
	Increase level of disabled staff
	Increase in level of 16–29-year-old staff
	Reduce gender imbalance by increasing male staff numbers
	Increase in staff known as identifying as transgender
	Increase level of LGBT staff
Inclusive Culture	Reduce gender pay gap
	Reduce absence levels
	Reduce race pay gap
	Reduce disability pay gap
	iMatter response rate
Enhanced learning and development	Increase level of essential learning compliance
	Increase in new starts completing initial training
Effective leadership and management	Increase level of managers completing MEP
	Increase level of EMT and senior managers assessed against talent framework
	Increase level of EMT and senior managers assessed for succession
	Full appraisal completion*
	Leadership programme commencements: Leading with Courage
	Leadership programme commencements: Leading for Impact
Collaboration and engagement	Increase number of staff experience groups held
	Partnerships Established
	Once for Scotland policies implemented

* Phased window approach began 1 April 2024. NHS 24 require completion of all 3 elements (data to 31/03/24 included).

7. **NEXT STEPS**

- 7.1 A workforce update report is provided quarterly to EMT, APF, Staff Governance Committee and Board.