# WORKFORCE

## Strategy and Plan 2022-2025

**NHS 24**

**3**

**Our 3 Year Plan** 2024 Refresh

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# 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

# 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 | Y3 | We will measure progress by |
|---|---|---|---|
| We will plan our future resourcing requirements through effective workforce planning | Revising the end to end organisational change process to include organisational change and job design to support **Service Transformation** | X | 1. Production and implementation of Annual and 3 Year Workforce Plan including demand and supply gap decreases in line with National NHS Workforce models |
| | Developing and Delivering organisational change activity in ICT (including BT Managed Services), Nursing and Care and other Directorates to support **Digital Transformation** and **Service Transformation** | X | 2. Decreases in fixed term contracts with over two years' service |
| | Implementing the merger of the Strategic Workforce Planning Group and Establishment Control Group to create one group who identify and anticipate workforce needs and challenges to support **Service Transformation** | X | 3. Reduction in time displaced employees spend in redeployment pool<br><br>4. Number of organisational changes delivered<br><br>5. Job evaluation matching meets 8 week target |
| We will develop programmes for care experienced, veterans, minority ethnic groups and others | Monitoring and progressing employability measures in line with Anchor Strategy and national measures to meet public sector equality duties | X | 1. Decrease in the % gender pay gap<br><br>2. Increased % of applications received from minority ethnic groups |
| | Supporting the delivery of the Year 2 revised E,D&I Action Plan and engaging with diversity and inclusion specialist organisations to focus on race/age/social mobility including delivery of the actions in anti-racism plan | X | 3. Increased % of employment opportunities for minority ethnic groups and young people to build talent pipelines<br><br>4. Increase in retiree returners from within and out with NHS 24 |
| | Signing the Armed Forces Covenant and becoming accredited by the Defence Employer Recognition Scheme | X | |
| We will develop a modern and streamlined model for recruitment and attraction | Rolling out new recruitment model across other skillsets and specialist roles, aligning to the NHS 24 Values and Behaviours Framework to support **Service Transformation** | X | 1. Reduction in time to recruit and join from 2021 baseline |
| | Creating a hiring manager hub for all skillsets including interview question banks aligned to the NHS 24 Values and Behaviours Framework | X | 2. Meeting and maintenance of recruitment and establishment targets including new roles introduced |
| | Developing and implementing a revised Recruitment and Selection Policy | X | 3. Decreasing agency spend from 2021 baseline |
| | Developing and implementing a revised Use of Disclosure Scotland Policy | X | 4. Increased % conversion rate from number of applications received to those shortlisted to successful after interview |
| | Continuously reviewing recruitment process performance, present recruitment dashboards, and implement changes to the recruitment process | X | |

| Aim | We will achieve this by | Y3 | We will measure progress by |
|---|---|---|---|
| We will develop a modern and streamlined model for recruitment and attraction | Scoping and piloting efficient and effective temporary staffing models and alternative contractual arrangements to support **Service Transformation** | X | |
| | Leading recruitment action plan to ensure NHS 24 meets budgeted establishment figures (with a focus on clinical recruitment) | X | |
| | Evaluating the success of the new recruitment model for Call Handlers and Clinical Supervisors to ensure we are hiring right first time and curbing attrition | X | |
| We will retain the workforce we have worked hard to recruit | Focusing on reducing any pay gaps experienced by staff and gaining the Real Living Wage Accreditation | X | 1. Reduced % of attrition from 2021 baseline<br><br>2. Improved stability index from 2021 baseline<br><br>3. Improved completion rates of Exit Interviews and findings actioned |
| | Developing ongoing actions to target areas of high attrition (focus on clinical) | X | |
| We will develop and apply high quality workforce analytics and insights | Continuing to develop and apply high quality workforce analytics and insights through further development of dashboards and ensuring there are clear definitions of measures/KPIs | X | 1. Improving workforce key performance indicators from 2021 baselines<br><br>2. Increased use of workforce dashboards<br><br>3. Increased number of staff using self-service |
| | Promoting a digital culture where Workforce Directorate embrace new technology through workforce digital solutions and a digital-first mindset, by delivering Year 2 of the Workforce Data and Digital Action Plan | X | |
| | Ensuring decision making is based on high quality management information in terms of predictive and prescriptive analytics e.g. scenario planning and projections to support **Service Transformation** | X | |
| | Expanding and embedding the work on benefit realisation to evidence delivery of the Workforce Strategy | X | |
| We will explore the development of new job roles and multidisciplinary skillsets | Supporting the organisation to transform roles by scoping future non-clinical and clinical staffing models with clearly defined career pathways for the 111 service based on remote clinical triage to support **Service Transformation** | X | 1. Increased number of new roles with more flexibility (cross professional, specialist and cross organisational boundaries)<br><br>2. Reduced % of attrition from 2021 baseline |

# Inclusive culture

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

| Aim | We will achieve this by | Y3 | We will measure progress by |
|---|---|---|---|
| We will provide ongoing Case Management support for leaders and managers | Conducting quarterly audits to enhance consistency of advice offered and drive policy compliance | X | 1. Monitoring of People First system data to ensure enquiries are being addressed at the appropriate level

2. Establishing and publishing Case Management KPIs aligned to Once for Scotland policies |
| | Further developing and embedding the use of Case Management KPIs | X | |
| | Ensuring policy support, guidance and training is in place for line managers | X | |
| | | X | |
| | Reviewing Tier 2 and Tier 3 compliance levels of the HR Advisory model | X | |
| | Expanding use of Case Management module to inform MI systems for reporting and analysis | X | |
| We will implement a new suite of Once for Scotland policies | Creating and publishing guidance and FAQs increasing ability to self serve | X | 1. Reporting on the number of Once for Scotland Policies Implemented

2. Ensuring 90% of managers trained in new policies

3. Increasing compliance % of flexible working applications which meet legal timeframes

4. Moving 100% of staff to 36.5hr (pro rata) working week (excl maternity etc.) |
| | Implementing the new suite of Once for Scotland policies in partnership, including engagement plan with staff and managers | X | |
| | Training of managers in new policies | X | |
| | Continuing to review all policies and communicate them to staff | X | |
| | Implementing a national flexible working process, ensuring compliance with legislative timescales | X | |
| | Delivering the second phase of the reduced working week | X | |
| We will implement our Wellbeing Strategy and Action Plan | Delivering the refreshed Wellbeing Strategy and Plan, to ensure continued alignment with 2024 Workforce Strategy and Plan refresh | X | 1. Increasing staff awareness of Wellbeing Strategy through established staff engagement channels including Regional Partnership Forums

2. Monitoring of Staff Pulse Survey results

3. Monitoring of CCA Audit results |
| | Developing a new three year Wellbeing Strategy and Action Plan for Autumn 2025 | X | |
| We will create a digitally enabled HR Advisory Model for our core workforce processes | Designing in collaboration with ICT an in-house digital workflow system (SysAid) | X | 1. Monitoring of number of staff trained on future SysAid workflows

2. Launching full HR Advisory Service Model |
| | Scoping and designing chatbot technology for HR policy to enhance self-service for managers and staff | X | |
| We will ensure Attendance Management support and advice is available for all | Providing strategic oversight and review of all attendance management cases in conjunction with line managers | X | 1. Training compliance maintained >90%

2. Monitoring attendance and attrition KPI's

3. Increased engagements with absence section of Managers Dashboards |
| | Conducting Once for Scotland Attendance Management Training (online or in person) | X | |
| | | X | |

| Aim | We will achieve this by | Y3 | We will measure progress by |
|---|---|---|---|
| We will enable a values led culture informed by our people | Conducting 2025 iMatter and support action planning | X | 1. Increased iMatter response rate year on year |
| | Concluding Corporate Directorate workshops to embed the new NHS 24 Values and Behaviours Framework | X | 2. Increased iMatter EEI score year on year |
| | Delivering 'Our Culture Matters' Programme | X | 3. Increased % completion of Cultural Alignment Programme |
| We will deliver a safe working environment | Delivering Annual Health and Safety Action Plan with a strong focus on preventing stress in the workplace | X | 1. Reducing % of slips, trips and falls from 2021 baseline; |
| | Taking a holistic approach to managing stress through Health and Safety, Wellbeing, Case Management and looking at it through a healthy mind's perspective, with a focus on safe working conditions and safe staffing levels | X | 2. Improved stress survey results<br><br>3. Reductions in number of successful personal injury claims<br><br>4. Benchmarking Health and Safety (H&S) standards and performance against other high performing organisations;<br><br>5. Increased number of Confidential Contacts |

# 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 | Y3 | We will measure progress by |
|---|---|---|---|
| We will conduct an organisational review of training and digital skills | Conducting an annual review of Essential Learning | X | 1. Increased learning hours against 2021/22 baseline<br><br>2. 95% new staff attendance at Corporate Induction<br><br>3. Reduction in learning needs gap year on year from 2021/22 baseline survey<br><br>4. Learning programmes rated highly >85% |
| | Researching, designing and conducting a survey and Digital Learning Needs and Confidence Analysis (in conjunction with NES Skills Library) and addressing gaps through a programme of digital literacy and product education to support **Digital Transformation** (including BT Managed Services and Data Warehouse) | X | |
| | Develop and Deliver in partnership with Practice Education the Training Plan for CC/CRM to support **Digital Transformation** | X | |
| 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 | 1. Increased requests for consultancy from 2021/2022 baseline<br><br>2. Evaluation of solutions effectiveness >85% |
| 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 | 1. Increased number of Apprenticeships, work/employability placements, internships, care experienced staff and other protected characteristics from 2021/2022 baseline<br><br>2. Increased internal mobility |
| | Scoping and building Career Framework for Workforce Directorate | 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 | Y3 | We will measure progress by |
|---|---|---|---|
| We will design and implement a Talent Management and Succession Planning approach | Conducting Talent Identification and Succession Planning on annual basis | X | 1. Completion of talent and succession plans for senior manager and executive roles<br><br>2. Identification of nominations on an annual basis for national leadership development programmes |
| | Identifying through Talent Identification and Succession Planning processes, the right staff to attend national leadership development programmes | X | |
| We will develop and deliver leadership and management programmes at all levels | Delivering NHS 24 Middle Leaders Programme - Leading with Courage | X | 1. 90% of eligible managers attend Management Essentials Programme on a rolling basis and Level 1 evaluations rating highly (>85%)<br><br>2. 90% of eligible leaders attend Middle/ Senior Leaders Programme on a rolling basis and Level 1 evaluations rating highly (85%) |
| | Delivering NHS 24 Senior Leaders Programme - Leading for Impact | X | |
| | Delivering NHS 24 Management Essentials Programme | X | |
| | Scoping and designing 'Introduction to Leadership', aligned to Leadership Development Programme | X | |
| | Scope a programme of work which will support minority ethnic staff to maximise their potential and progress into senior roles | 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 | Y3 | We will measure progress by |
|---|---|---|---|
| We will continue to build and consolidate our working relationship with Trade Unions | Monitoring and implementing the Workplan for Area Partnership Forum, and refreshed in June 2025 | X | 1. Monitoring and reporting on Trade Union attendance at meetings<br><br>2. Monitoring completion of APF Workplan commitments and timescales<br><br>3. Monitoring compliance of Facilities Time Agreement |
| | Conducting Area Partnership Forum Self Assessment to inform actions in consolidated APF Workplan | X | |
| We will develop and implement an internal engagement strategy and plan | Deliver internal communications plan to support the **Digital Transformation Programme** | X | 1. Increase in iMatter response rate year on year<br><br>2. Increase in iMatter EEI score year on year<br><br>3. Improving staff Pulse Survey results<br><br>4. Increased positive feedback from staff measured through regular pulse surveys including work on Digital and Service Transformation<br><br>5. Monitoring of the OAG action plan |
| | Deliver multi-channel programme of internal communications that promotes a values-led culture and provides a range of opportunities for staff to keep informed and engaged including actions to support **Service Transformation** and **Digital Transformation** | X | |
| | Developing and implementing a strategy and plan for regular staff engagement including actions to support **Service Transformation** and **Digital Transformation** | X | |
| | Developing and implementing the Organisational Assurance Group action plan to support Digital Transformation | X | |
| We will build strong and effective external collaborations and partnerships | Collaborating with NHSS Boards on Case Management Training and Support approaches | X | 1. Increased number of NHS 24 collaboration activities from 2021/2022 baseline<br><br>2. Increased number of partnerships built from 2021/2022 baseline |
| | Collaborating with Scottish Ambulance Service (SAS) and NES | X | |
| | Seeking opportunities to engage with wider public, private and third sectors in mutually beneficial co-design and co-delivery activities, to share best practice and resources | X | |

# Workforce Strategy and Plan 2025-2028

| Aim | We will achieve this by | Y3 | We will measure progress by |
|---|---|---|---|
| Develop 3 Year Workforce Strategy and Plan 2025-2028 | Engaging and consulting key stakeholder on Strategy and Plan development | X | 1. Approved and published Workforce Strategy and Plan |
| | Scoping and building Strategy and Plan | | |
| | Approval of Strategy and Plan via appropriate governance route(s) before publishing in Nov 2025 | | |