

**NHS 24**  
**BOARD MEETING**  
**27 FEBRUARY 2025**  
**ITEM NO 10.2**  
**FOR ASSURANCE**

**WORKFORCE QUARTERLY REPORT**  
**(Quarter 3 October – December 2024)**

**Executive Sponsor:**

Dr Jacqui Hepburn, Deputy Chief Executive and Director of Workforce

**Lead Officer/Author:**

Marnie Westwood, Head of Resourcing and Planning

**Action Required:**

The Board is respectfully requested to note the workforce report in terms of progress made in quarter 3 (October – December 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 Key Performance Indicators (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.

- The refresh for year 3 Workforce Strategy and Plan is complete. The refreshed plan and evidence base alongside KPI scorecard was presented to NHS 24 Board in December 2024.
- NHS 24 are now an accredited Real Living Wage Employer.
- The annual review of essential learning is underway, with a focus on evaluating module content and upholding quality standards. A benchmarking exercise has been completed and recommendations for NHS 24 will be presented to EMT in January 2025.
- A short life working group including Trade Union and Professional Body representatives had been involved in the soft launch of Phase 2.2 of eight refreshed Once for Scotland Workforce Policies under equalities, foundation, and employment contract categories. During the soft launch phase, the group familiarised themselves with the new and updated policies and processes to ensure NHS 24's readiness for full launch in February 2025. Communication and Engagement plans will progress in 2025.

**Governance process:**

Presented to the EMT in January 2025 for noting and onward submission to Staff Governance Committee and Board in February 2025.

This report contains high level workforce information for the attention of the Executive Management Team and Staff Governance Committee. 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 Workforce Strategy and Plan 2022-2025 has been impact assessed, and a Workforce ED&I Plan developed and progressed.

## 1. RECOMMENDATION

1.1 The Board is asked to note the information presented within the Q3 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 October – December 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 17%, exceeding the Workforce Strategy KPI of 20%.
- Completion rates for H&S eLearning for Q3 was 95.2% continuing to remain above target of 90%.
- Following approval, the People Services team has worked with service delivery to develop a 'new' end to end Flexible Working process with automation. The new process will enhance legal compliance around timescales, improve consistency, and elevate the quality of outcomes for staff, while also mitigating potential risks. This will launch in January 2025.
- Achievement, through collaborative efforts, of CCA Version 8 Accreditation with zero non-conformities. The commitment to staff engagement, leadership development and a supportive culture were all highlighted as the greatest strengths of NHS 24.
- The extended Service Delivery window for appraisal closed on 30 November, following a significant focus to support progress. Each directorate individually and the organisation collectively surpassed the 75% target for Year 2 reaching 80% compliance.
- Successful launch of Case Management Directors Dashboards enhancing visibility to data and key performance indicators. This visibility enables leaders to quickly access case management data to support our drive to enhance manager accountability, ultimately improving timescales and outcomes.

### Continued development:

- Working collaboratively with Service Delivery colleagues to introduce a new Band 5 role and a test of change with Paramedics undertaking Clinical roles, part of the wider transformational roles work.
- The Clinical Supervisor establishment continues to increase and reached 138.5 WTE at end of December 2024. Ongoing recruitment predicts that we will reach 145 at end of January, then 161 end of February with us reaching and exceeding the target of 175 WTE with forecasting showing we will be at 180 WTE by end of March 2025. This is in line with funding allocations

Scottish Government who expect us to reach 175 WTE by end of 24-25 and then reach the target 185 WTE in 25-26 and maintain that level.

- Development and refinement of workforce related actions for inclusion in the NHS 24 Anti-Racism Action Plan. Actions will be presented for approval through governance routes in Q4.
- Work is progressing well with our ICT colleagues as we take steps to replace the existing system to build an in-house ticketing system using Sysaid. Weekly meetings are in place to ensure that actions and build stages are monitored and reviewed. Phase 1 of the build was complete in December, and we are aiming to have Phase 2 signed off by the end of January.

#### 4. ENGAGEMENT

4.1 Appropriate engagement has taken place with all key stakeholders and all line managers now have access to the workforce data for their teams via the monthly manager dashboards. This information in turn informs and allows 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 There is a suite of KPIs in place for measuring the success and identification of areas for improvement for all five strategic objectives of the Workforce Strategy. The KPIs are a measure of how workforce is aiding and contributing to the success of NHS 24 and were reported at our end of Year 2 position. A full benefit realisation for all Workforce activity for the previous two years has been completed, as below:

Priority	Direct Benefit
Improved Recruitment and Retention	Increased organisational capacity by increasing headcount
	Reduced recruitment costs through reducing attrition
	Reduced recruitment costs by bringing senior recruitment in-house
	Increased organisational capacity by reducing vacancy rate
	Increased diversity of workforce
Improved Culture, Learning and Wellbeing	Increased HR productivity by reducing time spent on HR queries
	Increased organisational capacity by increasing attendance at work
	Increased HR capacity through removal from Stage 1 and 2 meetings
	Increased organisational capacity by reducing case management numbers
	Increased safety of working environment, reducing personal injury claims
	Increased organisational capacity through improved mental health support
	Increased organisational capacity through reducing Essential Learning requirements in line with other NHSS Boards

**7. NEXT STEPS**

7.1 A workforce update report is provided quarterly to EMT, APF, Staff Governance Committee and NHS 24 Board.

# Workforce Quarterly Report

ODLL

R&P

PS

Quarter 3  
October – December 2024



# Quarter 3 Workforce Establishment

Key workforce information on NHS 24's establishment



\*Headcount and WTE include agency staffing as at 31<sup>st</sup> December 2024 (4 heads, 4 WTE)

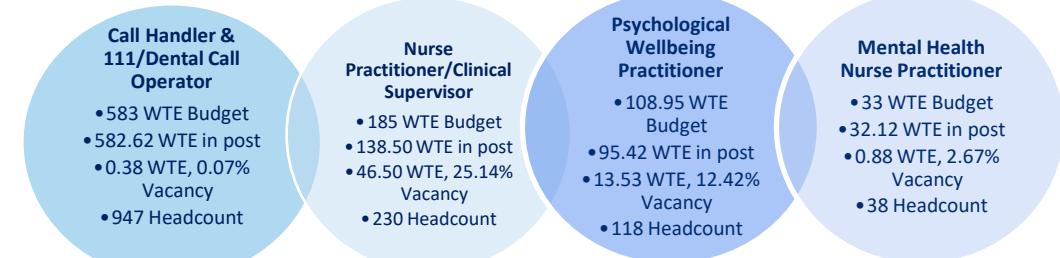
## SPOTLIGHT

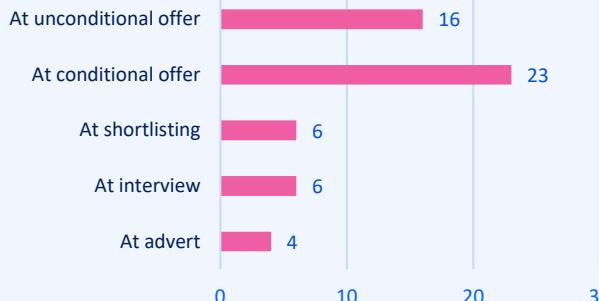
Vacancy management is scrutinised monthly as part of Scottish Government efficiency requirements. Part of this work is to report on management of headcount in central functions job family to pre pandemic levels. This will be managed through our establishment control processes.

The revised Workforce Planning Group is established and working well. The Workforce Planning Group exists to provide oversight and scrutiny of vacancy management and changes to posts/teams/structures on behalf of the Executive Management Team. They will ensure the establishment control process is followed when making changes to posts, budgeted WTE, bands attached to posts and job purpose (including reporting lines, job title and type of work undertaken). The Workforce Planning Group will also ensure there is an integrated approach to workforce planning across the Board, scrutinising, and identifying the workforce implications of strategic and operational plans and new programmes of work.

## HIGHLIGHT

Nursing staff vacancy % saw a **decrease** of 1.54% in Q3.

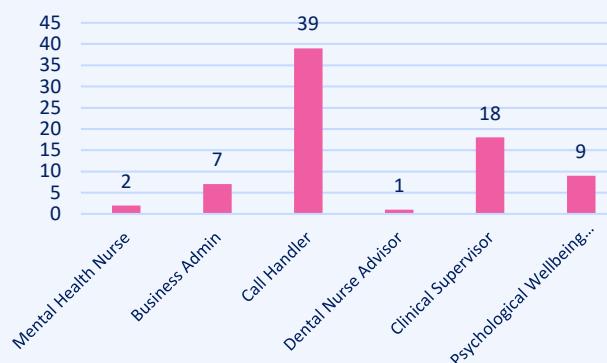


**RECRUITMENT:****In Q3 Workforce and the Workforce Planning**

Group received 31 RAFs for consideration. There are currently 55 jobs in the recruitment process at varying stages. These jobs are a mix of Corporate and High-Volume Recruitment for Frontline. The above graph shows how many jobs are at each stage of the Recruitment process.

**STARTERS:**

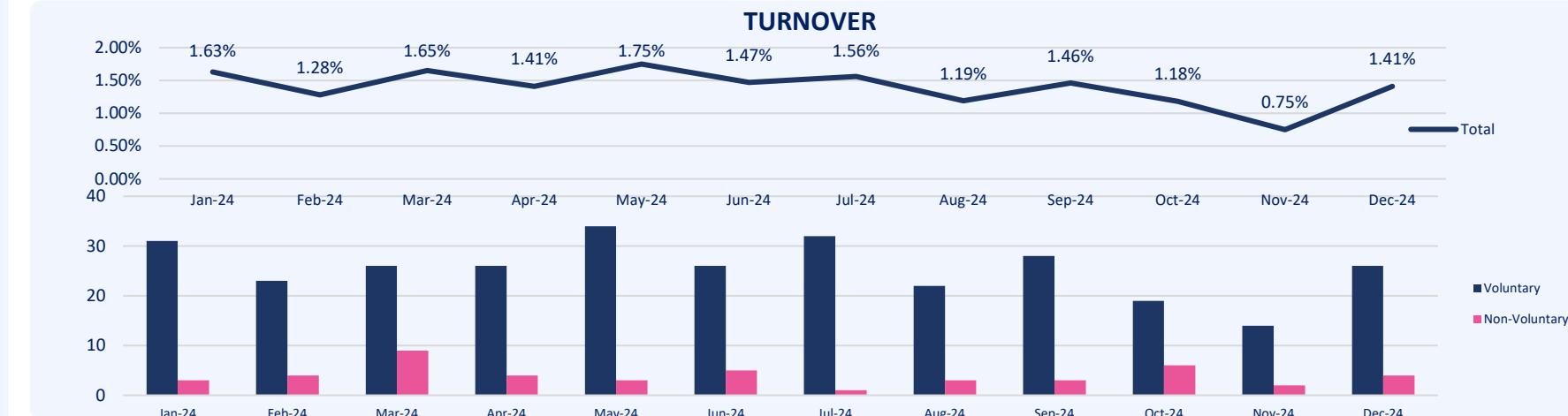
NHS 24 recruited 76 new employees in Quarter 3.



**December Turnover**  
**1.41%, 30 heads**  
**-0.33%, -6 heads**  
**Voluntary Turnover**  
**1.32%, 28 heads**

**Quarter 3 Turnover**  
**1.11%, 71 heads**  
**-0.40%, -25 heads**  
**Voluntary Turnover**  
**0.98%, 63 heads**

**Rolling year Turnover**  
**17.06%, 361 heads**  
**-2.47%, -25 heads**  
**Voluntary Turnover**  
**14.84%, 314 heads**

**INSIGHTS:**

This quarter turnover has been broken down, providing not only the total figure but also a Voluntary Turnover figure which refers to those staff who have chosen to leave NHS 24 (so not including those who have either retired, finished a FTC or been dismissed).

As with previous quarters the most common leaving reason was **new employment** (42.3%, 30 heads), although this is a decrease of 4.7% from Q2 (47%). Of those who left for new employment, 66.6% went to **another NHS board** which is an increase of 21.6% from Q2 (45%). Q3 saw 9 frontline staff retiring, including 3 Call Handler's, 3 Clinical Supervisor's, 2 Senior Charge Nurse's and 1 Breathing Space Advisor.

**SPOTLIGHT:**

Q3 saw a 2.47% **decrease** in rolling year turnover along with a 0.40% **decrease** from Q2.

## Quarterly Highlights

- Headcount is at 2132, 1495.57 WTE with part time staff accounting for 70.86%.
- Rolling turnover continues to decline and is now **17%**, exceeding the Workforce Strategy KPI of 20%.
- Recruitment to key skillsets continues to take priority and is progressing well. As at end of December 2024 **Call handlers** remained high at 582.62 just under the establishment of 583 WTE. Recruitment campaigns will ensure this target is met and maintained from January onwards.
- Clinical Supervisors** continue to increase and reached 138.5 WTE at end of December 2024. Ongoing recruitment predicts that we will reach 145 at end of January, then 161 end of February with us reaching and exceeding target getting to 180 WTE by end of March 2025. In line with funding allocations Scottish Government expect us to reach 175 WTE by end of 24-25 and then reach the target 185 FTE in 25-26 and maintain that level.
- Working collaboratively with Service Delivery colleagues to introduce a new Band 5 role and a test of change with Paramedics undertaking Clinical roles, part of the wider **transformational roles** work.
- Completion rates for **H&S elearning** for Q3 was **95.2%** continuing to remain above target of 90%.

## Quarterly Activity

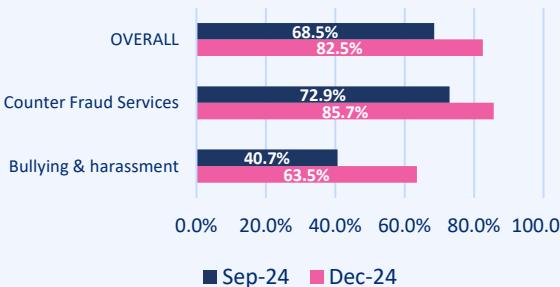
- We are now an accredited **Real Living Wage Employer**.
- The **refresh for year 3 Workforce Strategy and Plan** is complete. The refreshed plan and evidence base alongside KPI scorecard was presented to NHS 24 Board in December 2024.
- Year 2 Workforce Data and Digital workplan** is underway. The 3-year plan consists of 66 tasks, 26 of which are complete, 14 are on track, 3 are delayed and 23 not started yet. The plan runs until October 2026. Work underway includes:
  - Data, digital and product capability audit for the Workforce Directorate in the first instance.
  - Automated processes for Individual stress risk assessment; Reasonable adjustment requests; Retire/returnee automation.
  - Co-pilot TOC participation (18 licences within WF).
  - Establishment Control dashboard.
  - Recruitment KPI dashboard.
- A SLWG has been set up to review the **end-to-end DSE process**. DSE completion rates are monitored via the Directorate Culture and Wellbeing Action Plans.
- There is a **Strategic Workforce Workplan**. Key workstreams being progressed in Q3 and Q4 and monitored via this group include:
  - An evaluation of Part-Time Workforce and 12-Hour Contracts.
  - Develop a corporate workforce planning and forecasting approach.
  - Review of our existing Bank.

# Enhanced Learning and Development and Effective Leadership and Management

Statistics related to learning and development within NHS 24

## TURAS | Learn

### TRANSITIONAL MODULES



Following a national benchmarking exercise to align NHS 24 more with other NHS Boards reporting on these 2 transitional modules began in April 2024.

### CORE TRAINING PROGRAMME

Details of sessions run by the Practice Education team.

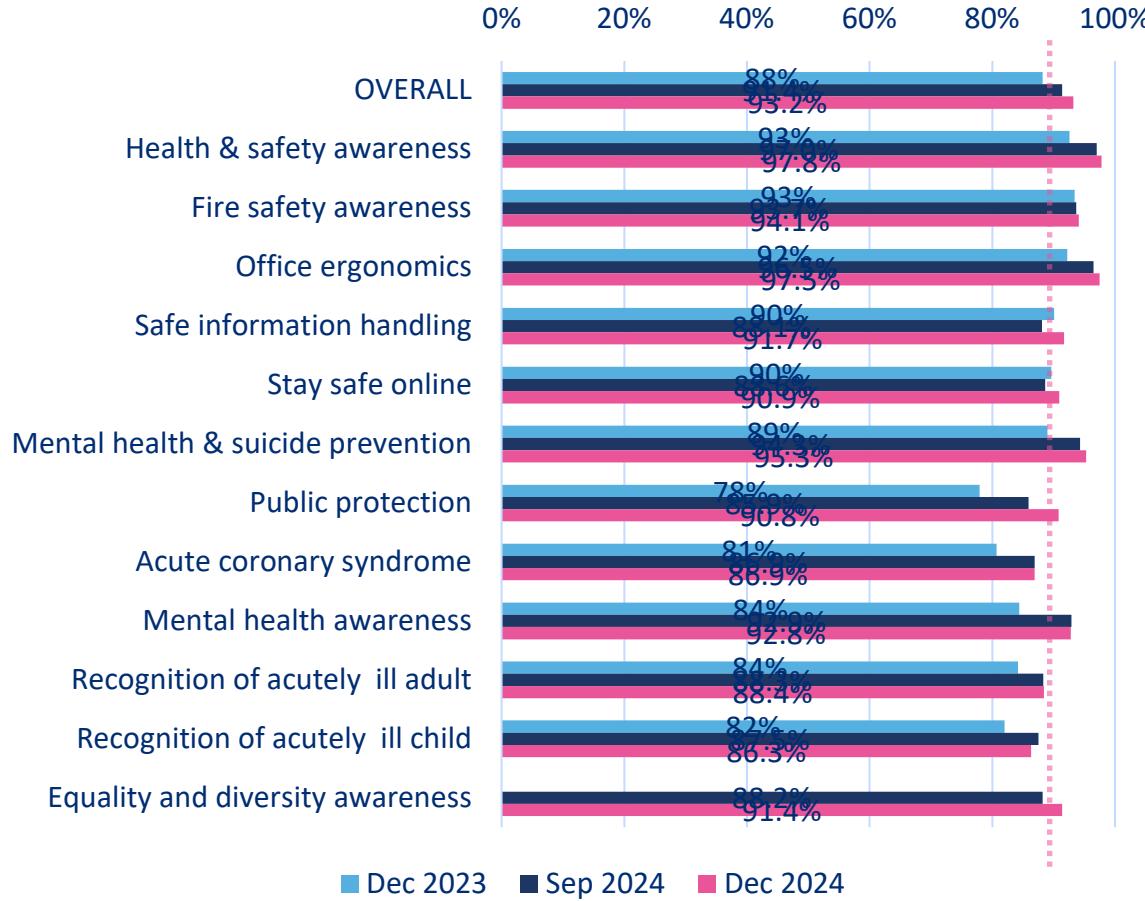
#### 13 training groups

Call Handler's (5), Clinical Supervisors (6) and Mental Health Hub (2)

#### 93.06% completed training

67 of 72 staff completed the initial training process which is an **increase** from Q2 (73.08%)

## TURAS | Learn



#### ESSENTIAL LEARNING (% complete and current)

This suite of modules are to be completed (and recompleted) either every year or every 2 years. Some modules are role-specific.

The **overall compliance level for Essential Learning** is sitting at **93.2%**. This is **3.2%** above the target of **90%**.

All individual directorates meet or exceed the **90% compliance level target**.

The current batch of transitional modules have an overall compliance level of **82.5%**.

### SPOTLIGHT

This section shares details of key learning and development currently in focus.

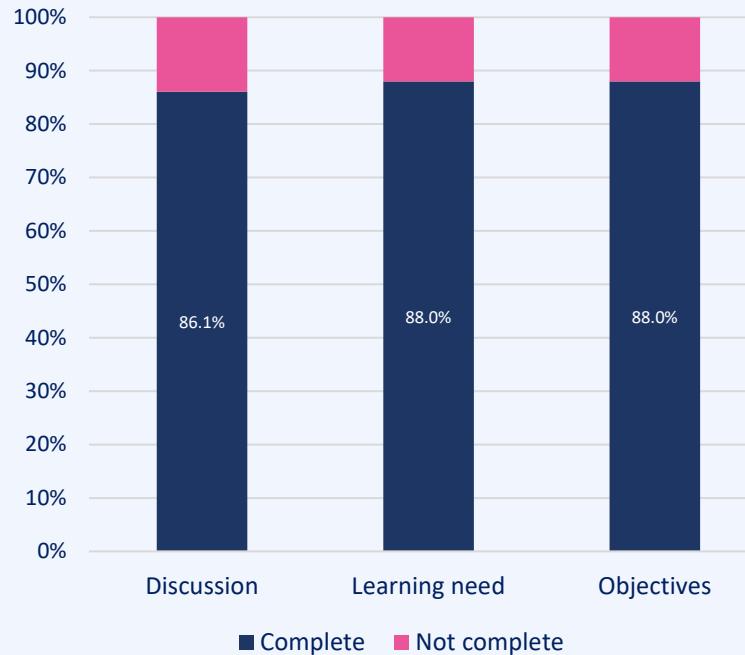
### LEADERSHIP DEVELOPMENT PROGRAMME

**90%** of Leading with Courage delegates have **commenced** their programme, **45%** of delegates have already **completed** the programme.

**100%** of Leading for Impact delegates have **commenced** their programme, **74%** of delegates have already **completed** the programme.

Statistics related to learning and development within NHS 24

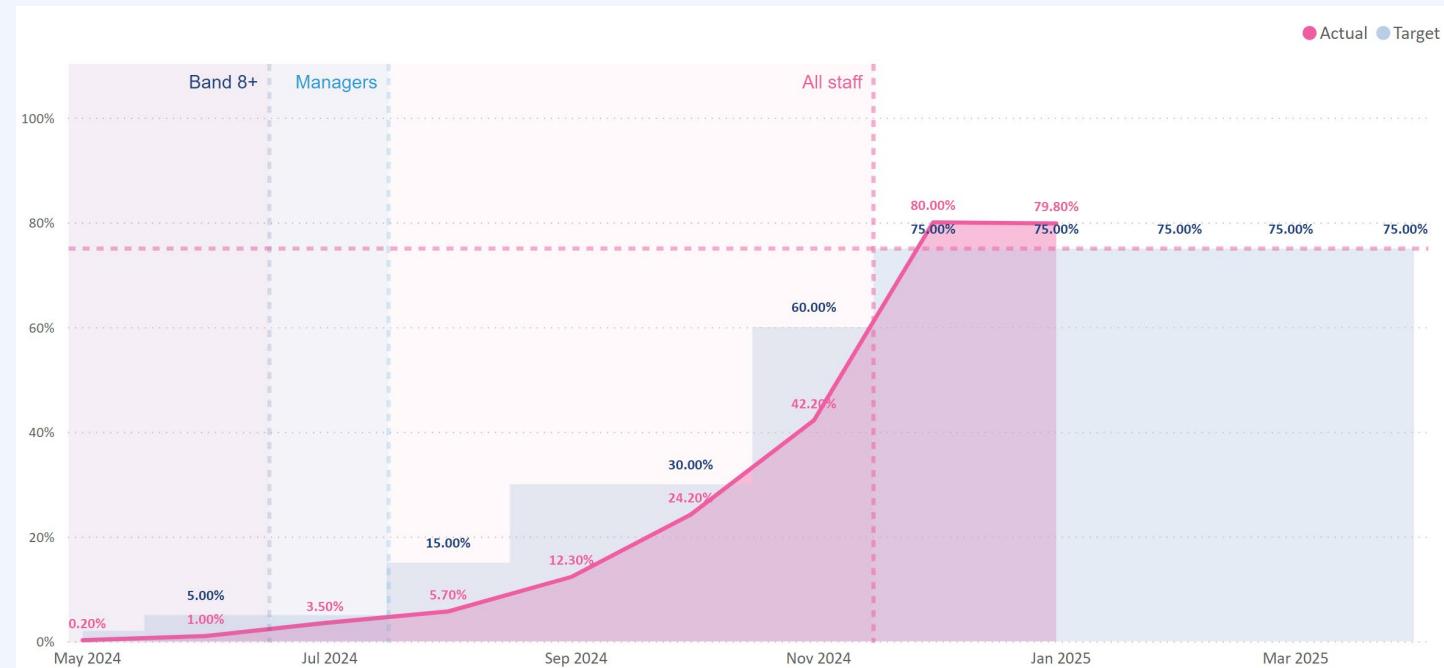
## TURAS | Appraisal



## APPRAISAL COMPONENTS

In the 2024/25 appraisal window (April to March), all 3 components are required for a complete appraisal: A discussion, setting objectives and completing a PDP.

The above chart reflects the percentage of staff that have completed the individual components of the appraisal process.



## APPRAISAL COMPLIANCE

At the end of quarter 3, **79.8% of staff** had completed all 3 of the required appraisal elements. This is **4.8% above** the target of **75%**.

New staff (< 1 year service) and those currently on extended absence (LTS/Mat leave etc) are automatically filtered out of Appraisal reporting.

## Quarterly Highlights

- **Essential Learning:** The Board's target of 90% was achieved in July 2024 and has been maintained or exceeded for six months.
- **Leadership Development Programme:** Evaluations show an average programme effectiveness score of 91.5% (target 85%). Self-assessment scores of 30 leadership competencies taken pre and post learning show increases across the board; this is mirrored in 360-degree feedback scoring.
- **Appraisal:** The extended Service Delivery window closed on 30 November, following a significant focus to support progress. Each directorate individually and the organisation collectively surpassed the 75% target for Year 2.
- **iMatter 2024:** Release of iMatter national results showed that NHS 24 has performed extremely well comparatively, yielding the highest results of a national patient facing board in the areas of action plan completion, response rate and “good place to work”.
- **Culture and Wellbeing:** Achievement, through collaborative efforts, of CCA Version 8 Accreditation with zero non-conformities. The commitment to staff engagement, leadership development and a supportive culture were all highlighted as the greatest strengths of NHS 24.

## Quarterly Activity

- **Essential Learning:** The annual review is underway, with a focus on evaluating module content and upholding quality standards. A benchmarking exercise has been completed and recommendations for NHS 24 will be presented to EMT in January.
- **Management Essentials Programme:** Cohort 20 completed in November with an overall effectiveness rating of 88% (target 85%). Additional sessions are planned for February to ensure regular access for new managers.
- **Leadership Development Programme:** Delivery of both courses will continue throughout Q4, following a pause for festive freeze. Leading with Courage: 90% of delegates commenced; 45% have completed. Leading for Impact: 100% of delegates commenced; 74% have completed.
- **Anti-racism:** development and refinement of workforce related actions for inclusion in the NHS 24 Anti-Racism Action Plan. Actions will be presented for approval through governance routes in Q4.
- **Directorate Culture and Wellbeing Action Plans:** Q2 report on progress complete with all directorates progressing well with their individual plans. Q3 updates are sought at the end of December and an overall progress report and paper will be produced after the completion of Year 1.

# Inclusive Culture

Statistics related to absence and case management within NHS 24



## SICKNESS ABSENCE

Attendance continues to be a focus for Service Delivery. Long Term absence has **increased** since Q2 (+1.23%), Short Term absence has also **increased** (+0.63%). Assurance can be offered that **early intervention** is in place.

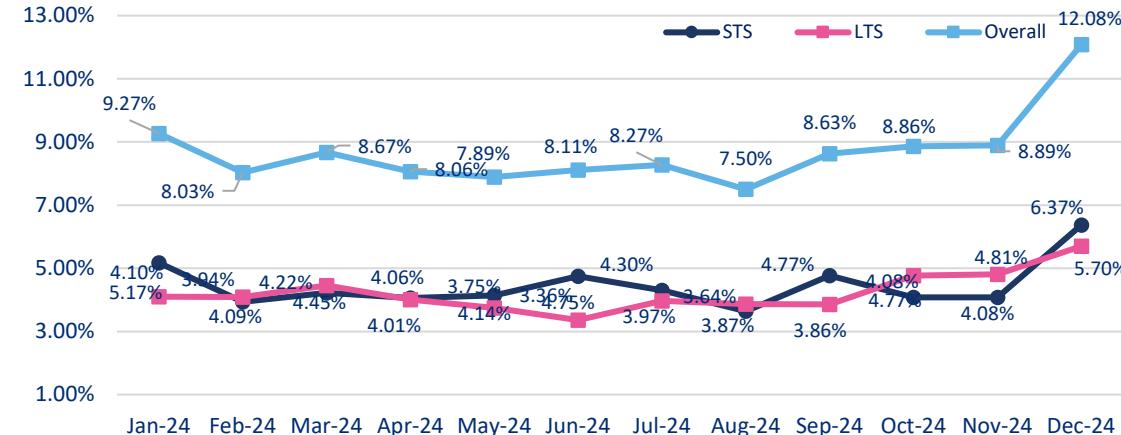
Quarter 3 has seen an **increase** in absence since the previous quarter (+1.87%).

## INSIGHTS

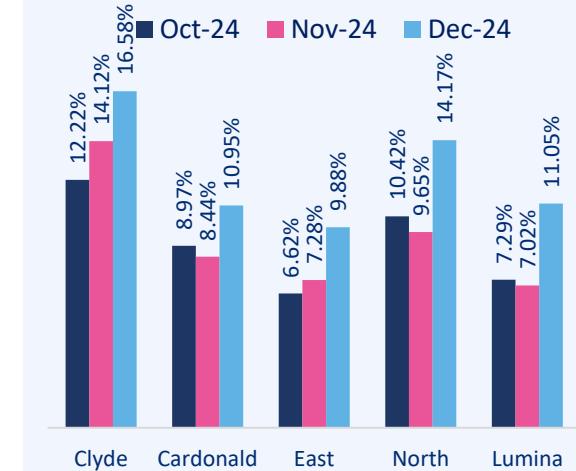
**Clyde Contact Centre** has seen the highest absence **increase** from last quarter (+3.59%). The **Senior Charge Nurse** skillset seen a 3.97% **increase** in absence from Q2 (5.88%) to Q3 (9.85%).

**Anxiety/stress/depression/other psychiatric illnesses** accounted for the **highest percentage** of absence hours lost in Q3 (60.46%). However, **Gastro-intestinal problems** had the **highest number** of instances (442).

## SICKNESS ABSENCE BY MONTH



## SICKNESS ABSENCE BY LOCATION



## CASE MANAGEMENT

Current Active Cases

27

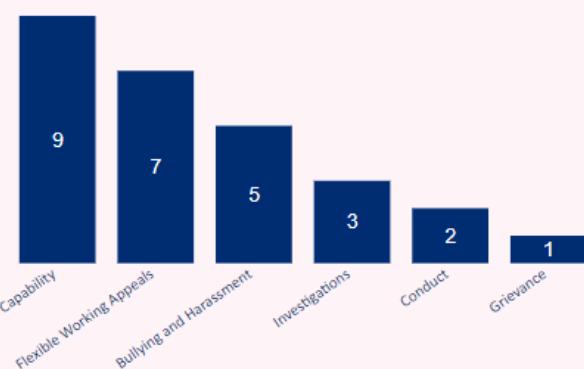
New Cases in Q3

26

Cases Closed in Q3

41

Current Active Cases by Policy



## HIGHLIGHT

The team are currently supporting a number of **complex employee relations cases** across the full suite of Once for Scotland policies. Positive to note that a significant number of cases were closed in Q3, an **increase** of 15 from Q2 (26).

**New start absence** remains a concern, and cases are being expedited where appropriate. The notable **high level** of absence at Clyde has been consistent. One third of this absence is staff who are over 50 in age and the management team are taking action to support the ageing workforce. Cough/Cold Flu and Chest Respiratory related seen the biggest increase in absence reason in December.

## Quarterly Highlights

- Following a successful organisational change process, the implementation of the 'new' **People Services Structure** from 1<sup>st</sup> November 2024. The 3-tier advisory model introduced by this structure is designed to enhance our service and optimise the expertise available within the team more effectively.
- Successful launch of Case Management **Directors Dashboards** enhancing visibility to data and key performance indicators. This visibility enables leaders to quickly access case management data to support our drive to enhance manager **accountability**, ultimately improving timescales and outcomes.
- The team welcomed the opportunity to present our **Staff Governance Committee** with an overview of the People Services Team. The presentation provided insights into the depth, volume and complexity of case work, and showcased the touch points.
- Following approval, the team has worked with service delivery to develop a 'new' end to end **Flexible Working process** with automation. The new process will enhance legal compliance around timescales, improve consistency, and elevate the quality of outcomes for staff, while also mitigating potential risks. This will launch in January 2025.
- Phase 1 of the **reduced working week** transition was successfully completed by 30<sup>th</sup> November 2024. Consultation with STAC is ongoing in relation to clarity on marked time protection and annual leave/public holiday implications which will support the development of internal guidance. Phase 2 implementation is planned to take place from 1<sup>st</sup> April 2025.
- Successful **Organisational Change** implementation to move the ICT team to a new structure, supporting the Digital Transformation Programme. This transition is now fully operational and was executed smoothly, with no challenges encountered, ensuring seamless integration.

## Quarterly Activity

- Once for Scotland Workforce Policies:** A short life working group including Trade Union representatives have been involved in the soft launch Phase 2.2 of the eight refreshed policies under equalities, foundation, and employment contract categories. During the soft launch phase, the group familiarised themselves with the new and updated policies and processes to ensure NHS 24's readiness for full launch in **February 2025**. Communication and Engagement plans will progress in 2025.
- Ticketing System:** Work is progressing well with our ICT colleagues as we take steps to replace the existing system to build an in-house ticketing system using **Sysaid**. Weekly meetings are in place to ensure that actions and build stages are monitored and reviewed. Phase 1 of the build was complete in December, and we are aiming to have Phase 2 signed off by the end of January.
- As part of the **Estates and Sustainability** plan following decision to close floors in Lumina, People Services developed **guidance and information** to ensure staff were **well-informed** about the impending changes and their implications.
- Absence dashboards:** are being developed further to implement **RAG Status** for all managers. This should increase management accountability and highlight teams that require support. It is anticipated these will launch in January 2025.
- Stress at Work:** A short life working group was established to review stress at work cases. Positively, it identified that work related stress cases remain low. The group reviewed and updated the Stress and Wellbeing policy and have created a streamlined digital form for ease of use and tracking.
- Shift Review Evaluation Group:** provided and analysed **case management** data that will be used to identify staff who could participate in engagement workshops.