

**NHS 24
BOARD MEETING
30 OCTOBER 2025
ITEM NO 10.3
FOR ASSURANCE**

**WORKFORCE QUARTERLY REPORT
(Quarter 2 July - September 2025)**

Executive Sponsor:

Dr Jacqui Hepburn, Deputy Chief Executive and Director of Workforce

Lead Officer/Author:

Marnie Westwood, Associate Director of Workforce

Action Required:

The NHS 24 Board is asked to note the workforce report in terms of progress made in quarter 2 (July to September 2025).

The NHS 24 Board is asked to be assured that the Workforce Directorate in collaboration with all other Directorates continue to make progress in delivering the Workforce Strategy 2022-2026 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. Of noting for this quarter:

- Clinical Supervisor establishment target was met in August 2025; focus now is on maintaining the 185 WTE target with ongoing recruitment.
- Q2 turnover was 1.29% (85 heads), with voluntary turnover making up 1.10% (72 heads) of that total.
- The ODLL team delivered a series of roadshows across main centres to raise awareness of our services and connect directly with frontline staff. It gave colleagues an opportunity to meet the team, explore learning and development opportunities and complete our digital skills survey.
- NHS 24 participated in a national exercise to identify and review statutory e-learning modules, with a view to creating an initial nine national modules, to create a Once for Scotland standard for e-learning. These modules are set for launch in 2026.
- Work was completed to identify the NHS 24 roles that would be defined as 'business critical', for the first time. The findings have been embedded into our annual talent and succession planning cycle, to help contingency planning and adapt to evolving service demands.
- Attendance Task Force and Action Plan launched in September 2025, the action plan is structure across three horizons with the focus currently on horizon one, with a target completion date of end of October 2025. Th
- The CC/CRM Training Plan has been delivered by the Training and Practice Education Team whilst they have concurrently delivered Core Training Programme.

Governance process:

Presented to the EMT in October 2025, Area Partnership Forum, Board for noting and onward submission to Staff Governance Committee in November 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
- NHS Scotland Recovery Plan 2021-2026
- NHS 24 Corporate Strategy
- NHS 24 Workforce Strategy and Plan

Strategic alignment and link to Corporate Delivery Plan activity:

This paper aligns to Corporate Delivery Plan:

- Activity 6.1 - Deliver sustainable workforce and plan our workforce to meet service requirements through attracting and retaining people.
- Activity 6.2 - 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 6.3 - Deliver an inclusive culture that supports our people's health and wellbeing.

Key Risks:

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

- **Risk 003946** - There is a risk that NHS 24 are unable to fully support all health, and wellbeing needs of staff due to pace and scale of change and growth of the organisation.
- **Risk 008869** - 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 from this update paper.

Equality and Diversity:

NHS 24 Workforce Strategy and Plan 2022-2025 has been impact assessed, and a Workforce ED&I Plan developed and progressed. The implementation of the Workforce Strategy is underpinned by a commitment to the nine protected characteristics of the Equality Act 2010 and the human rights principles of FREDa. This framework ensures that all staff are:

- Well-informed and involved in decisions affecting them
- Appropriately trained and developed.
- Treated fairly and consistently.
- Provided with a safe and supportive working environment.

In practice, this means that organisational policies, workforce strategies, and operational changes are routinely assessed for their impact on equality and human rights. For example:

- **Disability and Neurodiversity:** Adjustments to working patterns, digital systems, and communication methods are reviewed to ensure accessibility and inclusion.
- **Pregnancy and Maternity:** Flexible arrangements and safeguarding measures are embedded to support expectant and new parents.
- **Age, Gender, and Gender Reassignment:** Workforce initiatives are designed to avoid bias and promote equal opportunity across all age groups and gender identities.
- **Other Protected Characteristics:** While no direct barriers may be identified, inclusive language, diverse representation, and equitable access remain central to governance and planning.

To uphold these standards, NHS 24 has embedded the following mechanisms:

- **Equality Impact Assessments (EIAs)** across all major workstreams including policy development, training, and service transformation.
- **Inclusive governance structures** such as the Area Partnership Forum and Staff Governance Committee, which monitor progress and escalate concerns where needed.

1. RECOMMENDATION

- 1.1 The NHS 24 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 2025 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 2022-2026. Some key insights from the report worth highlighting are:

Highlights:

- Rolling year turnover continues to decline and is now at 12.74%, exceeding the Workforce Strategy KPI target.
- Attrition for Clinical Supervisors has dropped significantly, now at its lowest since June 2022.
- Following a successful submission, we received Disability Confident Leader status in September 2025 which is valid for a further 3 years.
- Gained SCQF Inclusive Employer accreditation, this demonstrates our commitment to aligning all advertised roles to an SCQF level.
- Year 2 Workforce Data and Digital workplan has concluded with 96% of all year 2 tasks complete. The outstanding year 2 task is being progressed with key stakeholders with a view to conclude by the end of the calendar year.
- Essential Learning compliance is at 93%, above the 90% target, with all directorates meeting or exceeding this.
- Last year's excellent iMatter results for NHS 24 were exceeded. The 2025 Response Rate: 82% (up 6% on previous year), the 2025 Employee Engagement Index: 79 (up 2 points on previous year) and the 2025 Action Planning submission: 95% (up 3% on previous year)
- The NHS 24 Leadership Development Programme has been selected as finalist for the 'Learning and Development of the Year' category. Winners will be announced in mid-November, and the whole team are proud of the recognition received for the programme.
- Workforce transitioned our People First ticketing system successfully to SysAid in August 2025, and we have seen a smooth launch with over 300 tickets submitted and responded to within agreed KPIs.
- A successful implementation of Phase 2.2 of Once for Scotland Workforce Policies took place this quarter:
- Our Podcast channel "People Matters" has been launched which is designed to provide quick, accessible guidance on key areas of people management. Each episode is short and focused, making it easy to find the support quickly.
- Stability index for new starters improved from 67% in Q1 to 69% in Q2.
- CC/CRM Training Plan Phase 2 nearly complete, with high competence and confidence scores among staff.

Continued development:

- We continue to look to integrate of digital solutions for workforce across all areas of the employee lifecycle and reporting.
- Expanding digital skills training, with MS Teams, SharePoint, and Copilot identified as priority areas.
- Launching new leadership development programmes, including the Emerging Leaders Programme and scoping a Digital Leadership Programme for 2026.
- Enhancing the Core Training Programme and transforming training environments to support flexible, self-directed learning.
- Year 2 directorate Culture and Wellbeing Action Plans are in progress and Q2 updates are being collated.
- With four cohorts of different leadership development programmes taking place in Q4, a lot of activity is ongoing for planning and scheduling; refresh of materials; engagement; and pre-course work including psychometric reports, 360-degree feedback and 1:1 coaching sessions.
- Appraisal completion is below target (53.8%), but the window has been extended for frontline staff due to digital transformation. All other directorates have achieved 90% completion.
- Supporting organisational-wide projects including estate sustainability, information governance, security, and hybrid working.
- Advancing the Anti Racism Action Plan, with a public launch aligned to Black History Month.
- Supporting staff wellbeing through updated Culture and Wellbeing Action Plans and ODLL interventions.

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 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

NHS 24 OFFICIAL

	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

T&PE

Quarter 2

July – September 2025





SPOTLIGHT

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. The group 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.

The establishment target for Clinical Supervisors was successfully met in August 2025. The focus now shifts to maintaining the 185 WTE target, with ongoing advertising and interviews to ensure all frontline skillsets are sustained.

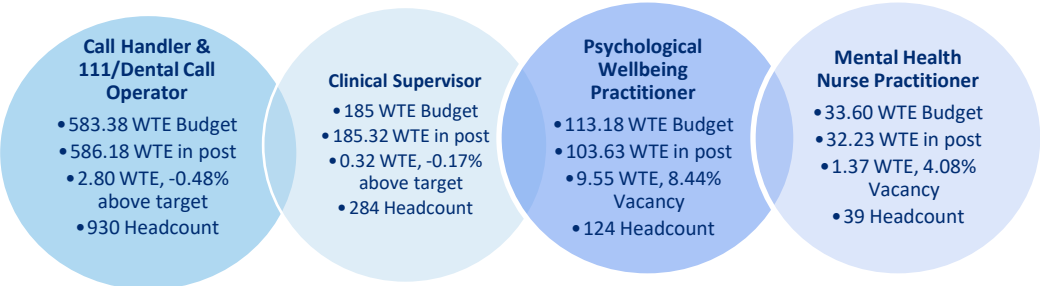
The group continue to review the use of temporary contracts including agency, fixed term, secondments on a monthly basis alongside staff on the redeployment register to ensure that there all are being managed appropriately via the monthly movement sheet meetings with Directors. As part of the Workforce Digital Transformation plan we are currently looking at a standard temporary contract tracker in order to have ‘one source of the truth that will automate reminders to managers when contracts are due to end.

HIGHLIGHT

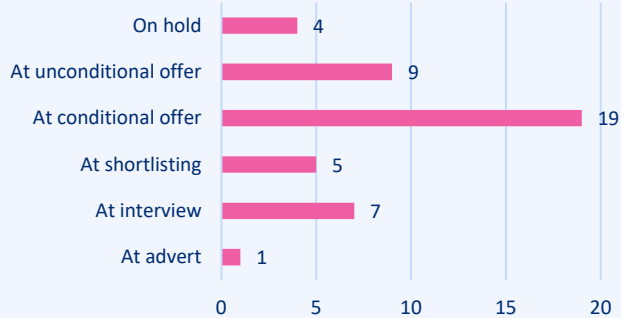
- Nursing staff vacancy % saw a **decrease** of 0.80% in Q2 from 4.35% in Q2 to 3.55%.
- Other Clinical staff vacancy % saw a **decrease** of 1.96% in Q2 from 17.07% in Q1 to 15.11%.
- Non-Clinical Frontline staff vacancy % saw an **increase** of 2.97% in Q2 from 0.13% in Q2 to 3.10%. This increase corresponds with increased funding within Mental Health and Breathing Space from Scottish Government.

The staffing and vacancies reported are inclusive of posts that are funded non-recurringly. The majority of vacancies are against NHS 24 scaling up urgent care on the basis on non-recurrent funding which is anticipated to be adjusted in year to reflect the actual WTE.

*Headcount and WTE include agency staffing as at 30th September 2025 (6 Heads, 6 WTE)



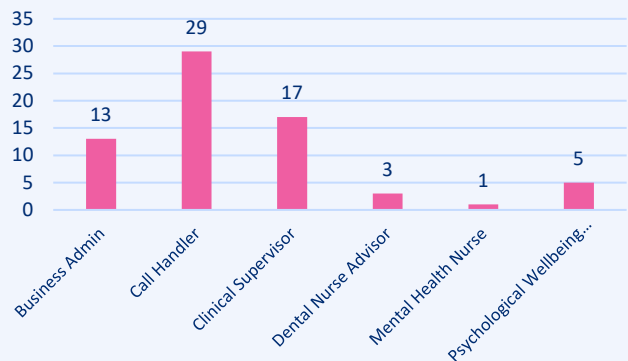
RECRUITMENT:



In Q2 Workforce and the Workforce Planning Group received **38** RAFs for consideration. There are currently **45** 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 **68** new employees in Quarter 2.



September Turnover

1.14%, 25 heads

-0.28%, -6 heads

Voluntary Turnover

1.09%, 24 heads

Quarter 2 Turnover

1.29%, 85 heads

+0.31%, +20 heads

Voluntary Turnover

1.10%, 72 heads

Rolling year Turnover

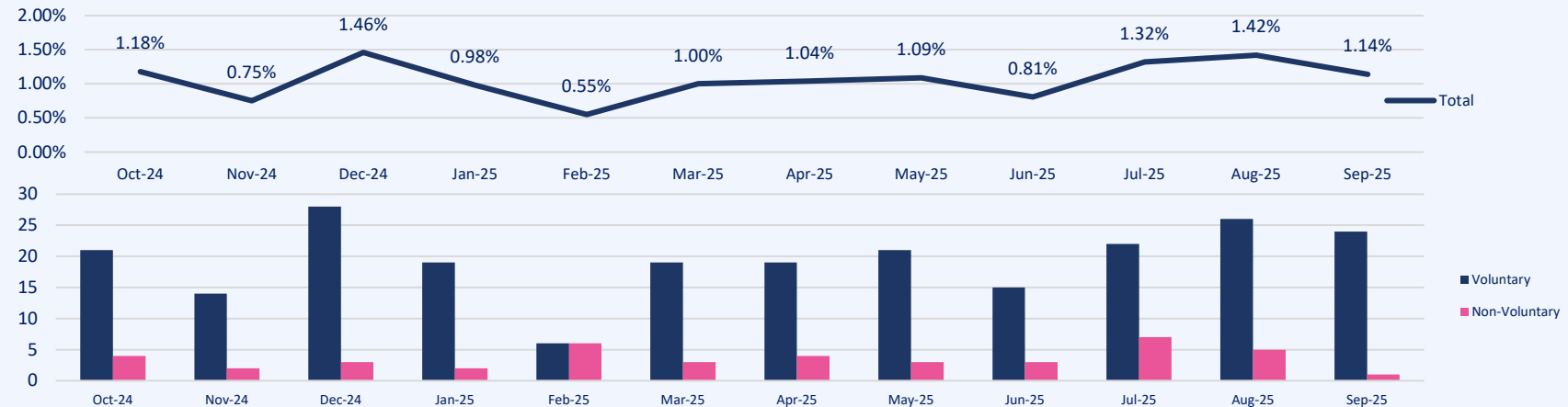
12.74%, 277 heads

-5.59%, -108 heads

Voluntary Turnover

10.76%, 234 heads

TURNOVER



INSIGHTS:

This quarter turnover is broken down to show the total figure and a voluntary turnover figure which refers to those staff who have chosen to leave NHS 24 (not including those who have either retired, finished FTC or been dismissed).

As with previous quarters the most common leaving reason was **new employment** (45.9%, 39 heads), although this is an **increase** of 11 heads from Q1 (43%). Of those who left for new employment, 66.67% went to **another NHS board**. Q2 saw a decrease in the use of **unknown/did not answer** as a leaving reason falling from 20% in Q1 to 16.5% in Q2.

Of those that left, the highest proportion of leavers was within the **0 to 12 hours** grouping for contracted hours (30 Heads, 7.83% of staffing), this is higher the Q1 figure (18 heads, 4.65% of staffing). The **average length of service** of leavers within Q2 was 3.95 years, a similar average to Q1 (3.87 years).

Quarterly Highlights

- Headcount is at **2201**, 1567.89 WTE with part time staff accounting for 70.92%.
- **Rolling turnover** continues to decline and is now **12.74%**, exceeding the Workforce Strategy KPI target for year 3 of 17.5%.
- **Clinical Supervisor** turnover fell from 30.24% in September 2024 to 19.50% in September 2025—a **decrease of 10.74%**. This is the lowest reported attrition for this skillset since June 2022.
- **Call Handlers** are at 586.18 WTE against an establishment of 583.38 WTE, we are also operating with an additional 32.15 WTE through additional hours and overtime.
- For **Clinical Supervisors** we are at 185.32 WTE, with an additional 7.61 WTE through additional hours and overtime.
- Completion rates for **H&S elearning** for Q2 was **93.6%** continuing to remain above target of 90%.
- Recruitment has commenced for the **Armed Forces Paid Placement** role. The identified candidate will be offered a 6-month paid placement funded by NES.
- An **internal audit** of NHS 24's Recruitment, Retention and Succession Planning has concluded with an overall rating of "**Effective**" and all areas highlighted as green which is rare, recognising the strength and structure of our current processes. These findings reflect the hard work and commitment of teams across the organisation to ensure we attract, support, and retain the best people.

Quarterly Activity

- **Attrition groups** both nationally and locally continue to make progress to reduce Clinical Supervisor attrition. The group have reviewed and updated the 3/6/9-month check in questionnaires to include further feedback from Nurses on the new CPD.
- The new digital **Exit Interview process** was launched in September 2025 which will support the continued attrition work.
- Recruitment for **Held in Mind** is progressing well with all approved vacancies and identified candidates for **Clinical Associate in Applied Psychology** (CAAP) roles.
- Year 2 **Workforce Data and Digital workplan** has concluded with 96% of all year 2 tasks complete. The outstanding year 2 task is being progressed with key stakeholders with a view to conclude by the end of the calendar year. For Year 3 (1 October 2025 – 30 September 2026) 12 projects have started.
- Following a successful submission, we received **Disability Confident Leader** status in September 2025 which is valid for a further 3 years.
- The Disability working group commenced the build of the **Disability Hub** which will be rolled out in October 2025.
- Hosted **12 internal events** and **attended 7 external events** with a focus on promoting NHS 24 careers including work with DWP, Colleges/Schools/Universities, Kings Trust and general jobs fairs.
- Gained **SCQF Inclusive Employer** accreditation, this demonstrates our commitment to aligning all advertised roles to an SCQF level.



Enhanced Learning and Development and Effective Leadership and Management

Statistics related to learning and development within NHS 24



LEADERSHIP DEVELOPMENT PROGRAMME SPOTLIGHT

Currently in focus:

One Leading for Impact and two Leading with Courage cohorts will commence delivery in January 2026, with pre-course work already underway. These cohorts will support those who are newly in post or were unable to join previously.

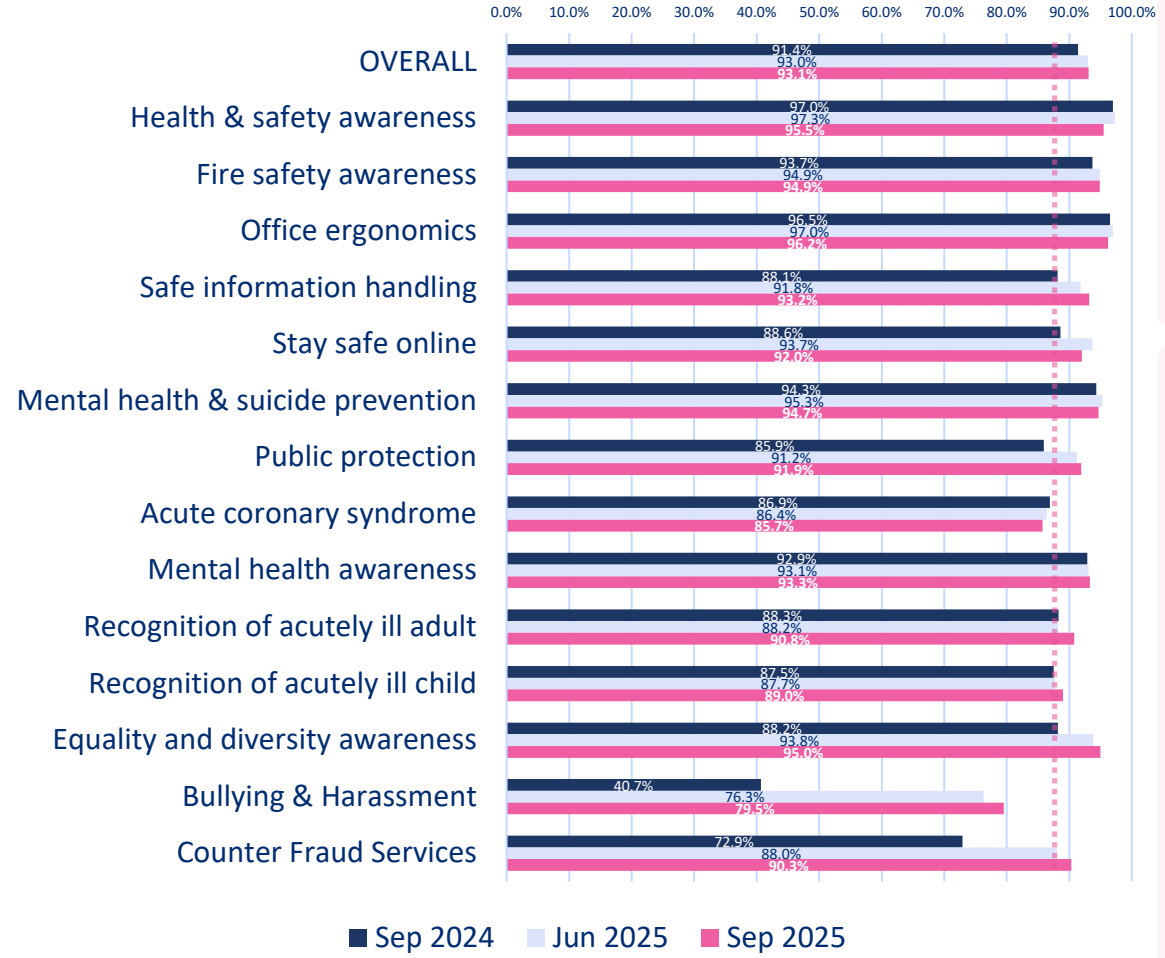
Our extensive evaluation data and delegate feedback helped identify aspects for continuous improvement, and these have been embedded for the benefit of future participants. The evaluation cycle will remain ongoing, to ensure that the offering continues to meet the requirements of NHS 24 leaders.

A new “Emerging Leaders Programme” is being created for new and aspiring leaders, and will complement and align with existing programmes, to eventually offer a leadership development pathway. A pilot programme will commence in Q3, with participants from various directorates. Following evaluation, the programme will be fully launched in 2026.

Future focus:

We are scoping a Digital Leadership Programme, to equip leaders with the mindset and capabilities needed to navigate an increasingly digital health and care landscape. A digital mindset for leaders – characterised by curiosity, adaptability and strategic thinking – will be essential to lead transformation, foster innovation and ensure our services remain person centred and future ready. Research is underway, and will produce recommendations for programme structure and content, for delivery in 2026.

TURAS | Learn



ESSENTIAL LEARNING (% complete and current)

This suite of modules are to be completed (and recompleted) every 1-3 years. Some modules are role-specific.

ESSENTIAL LEARNING SPOTLIGHT

The **overall compliance level for Essential Learning** is sitting at **93%**. This is **3%** above the target of **90%**.

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

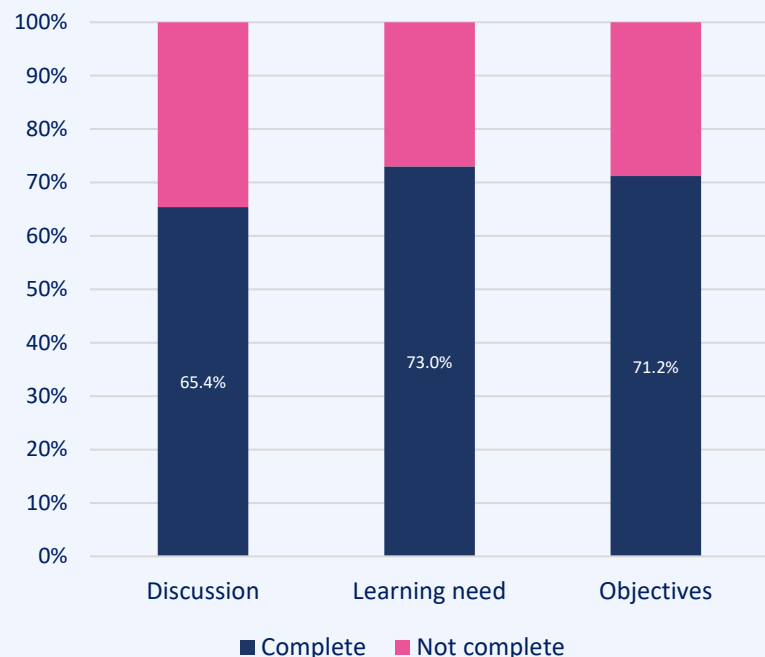
M365 BENCHMARKING EXERCISE

An organisation wide survey on digital skills and confidence has completed, to establish a baseline and define areas in which to target upskilling most effectively. Analysis of results has identified MS Teams, SharePoint, and Copilot as priority areas, as well as an appetite to understand the role of AI in the future.

To address the skills gaps, the following approach is planned for Quarters 3 and 4:

- Series of live, online drop-in sessions on dedicated M365 tools (these will be recorded).
- Promotion of relevant training run by M365 Skills Hub and the Knowledge, Information, and Data Network (KIND) Network
- Offer consultations with managers to discuss digital skills gaps in specific teams and tailor suitable upskilling plans.
- Build engagement on the N24 Digital Champions Network to encourage peer support and sharing of good practice.
- Provide regular, bite sized video and written “hints and tips” via Team Talk and relevant channels.
- Feedback sought after live sessions and consultations to allow for refinements.

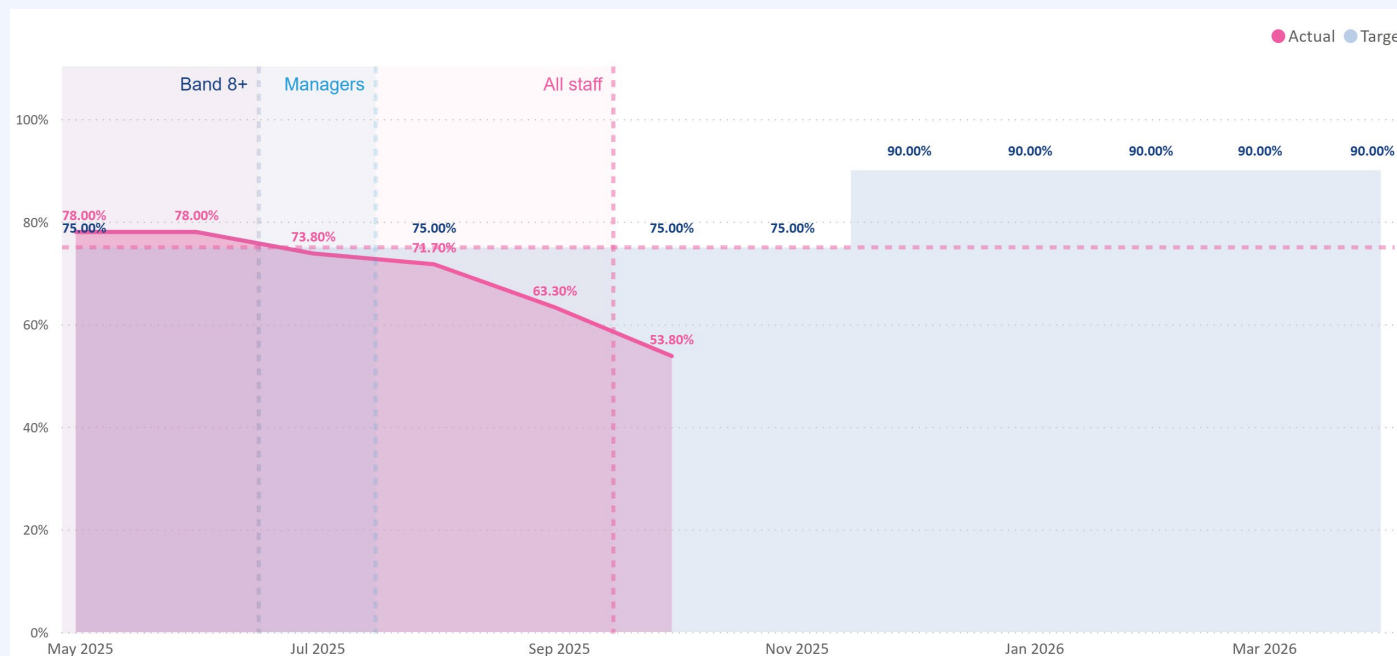
TURAS | Appraisal



APPRAISAL COMPONENTS

In the 2025/26 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 2, 53.8% of staff had completed all 3 of the required appraisal elements. Whilst this is below target, the Appraisal window has been extended to 31st March 2026 for frontline colleagues, in recognition of the ongoing digital transformation project. All directorates not as actively involved in the transformation work have achieved 90% completion.

New staff (< 1 year service) and those currently on extended absence (LTS/Mat leave etc) are automatically filtered out of Appraisal reporting. Those reaching 1 years' service during the reporting window are included in the figures at that point even though they may not complete all components until the relevant Appraisal window opens.

Quarterly Highlights

- **iMatter:** Last year's excellent iMatter results for NHS 24 were exceeded again in 2025. This maintains consistent improvements in staff experience and workplace culture, with the high completion in action plans a clear demonstration of commitment to ongoing improvement across the organisation:
 - 2025 Response Rate: 82% (up 6% on previous year)
 - 2025 Employee Engagement Index: 79 (up 2 points on previous year)
 - 2025 Action Planning submission: 95% (up 3% on previous year)
- Several 'team stories' for iMatter from across directorates were submitted, following a request from Scottish Government to share our good practice. The national iMatter 2025 report will be published in November 2025.
- **Business Critical Roles:** Work was completed to identify the NHS 24 roles that would be defined as 'business critical', for the first time. The definition of these roles is intended to safeguard organisational resilience and future readiness. The findings have been embedded into our annual talent and succession planning cycle, to help contingency planning and adapt to evolving service demands.
- **Anti Racism:** A positive feedback session on the NHS 24 Anti Racism Action Plan took place in September 2025 with Scottish Government. The progress made to date drew positive comment from the national team, with strong staff engagement and the wider demonstrable commitment to equality and inclusion specifically highlighted. The plan will publicly launch in October 2025, aligned to Black History Month.
- **HR Network National Award nomination:** the NHS 24 Leadership Development Programme has been selected as finalist for the 'Learning and Development of the Year' category. Winners will be announced in mid-November, and the whole team are proud of the recognition received for the programme.

Quarterly Activity

- **Protected Learning Time Project:** NHS 24 participated in a national exercise to identify and review statutory e-learning modules, with a view to creating an initial nine national modules, to create a Once for Scotland standard for e-learning. These modules are set for launch in 2026, and work is underway to support adoption of these with the Training Quality Assurance Committee.
- **C&W plans:** Year 2 directorate Culture and Wellbeing Action Plans are in progress and Q2 updates are being collated. Consistent themes of personal learning and development; team connection; and wellbeing are observed across teams. The action plans also supported engagement with iMatter action planning.
- **ODLL interventions:** We have delivered two tailored OD interventions to teams experiencing challenges, with a third currently underway. These interventions are designed to support team development and enhance collaborative working.
- **ODLL Roadshows:** The ODLL team delivered a series of roadshows across main centres to raise awareness of our services and connect directly with frontline staff. It gave colleagues an opportunity to meet the team, explore learning and development opportunities and complete our digital skills survey.
- **Leadership Development:** With four cohorts of different leadership development programmes taking place in Q4, a lot of activity is ongoing for planning and scheduling; refresh of materials; engagement; and pre-course work including psychometric reports, 360-degree feedback and 1:1 coaching sessions.

SICKNESS ABSENCE

9.06%	8.83%	9.37%
Rolling	Quarter 2	September
+0.63% ↑	+0.79% ↑	+0.42% ↑

Overall, Q2 has seen an **increase** in absence since the previous quarter (+0.79%).

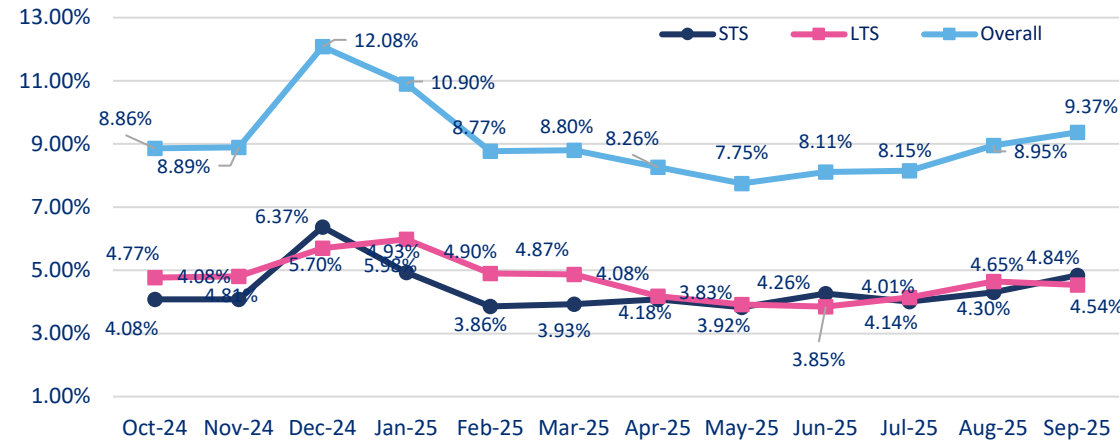
Long Term Absence has **increased** since Q1 to 4.54% from 3.85% in Q1. This is an **increase** of 0.69%. **Short term absence** has also **increased** in Q2 to 4.84% from 4.30% in Q1. Details of the new Attendance Task Force being established to focus on this is highlighted on the next slide.

INSIGHTS

North Contact Centre has seen an **increase** in absence from last quarter (+2.98%). **East Contact Centre** has **decreased** in absence from last quarter (-2.29%). **Clyde Contact Centre** and **Cardonald Contact Centre** have both seen **increases** in absence in Q2.

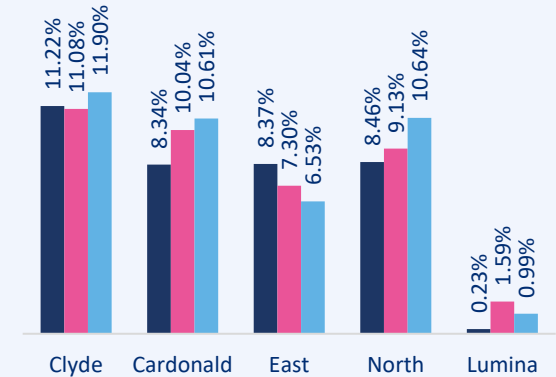
Anxiety/stress/depression continues to see the highest level of absence within NHS 24.

SICKNESS ABSENCE BY MONTH



SICKNESS ABSENCE BY LOCATION

■ Jul-25 ■ Aug-25 ■ Sep-25



Current Active Cases

23

New Cases in Q2

37

Cases Closed in Q2

57

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. Specifically, Grievance and Bullying & Harassment Investigations.

There continues to be a focus on early intervention and how we utilise this in a case management.

Quarterly Highlights

- We transitioned our **People First ticketing system** successfully to **SysAid** in August 2025, and we have seen a smooth launch with over 300 tickets submitted and responded to within agreed KPIs.
- A successful implementation of Phase 2.2 of **Once for Scotland Workforce Policies** took place this quarter: Gender-Based Violence, Facilities Arrangements for Trade Unions and Professional Organisations, Personal Development Planning and Performance Review (PDPR), Employment Checks, Fixed Term Contracts, Secondment, Redeployment . New Guides: Reasonable Adjustments, Sexual Harassment.
- A **Lessons Learned** session was independently facilitated to review a complex Bullying and Harassment complaint. Feedback and suggestions were compiled to improve working practice and employee experience. An action plan has been developed and will be implemented over the next quarter.
- In collaboration with our **Partnership** colleagues, a **Levelling Session** took place which focused on Long Term Sick cases, and how we can improve our process and practices when managing long term absence.
- Our **Podcast** channel “**People Matters**” has been launched which is designed to provide quick, accessible guidance on key areas of people management. Each episode is short and focused, making it easy to find the support quickly. Our podcasts offer: **Clear explanations** of policies and processes, **Practical hints and tips** and **Additional guidance** to help manage with confidence and consistency.
- **Management Training Sessions** have been delivered nationally on a variety of topics including Bullying and Harassment, Attendance, Grievance, Capability and Commissioning Manager.

Quarterly Activity

- Over the past quarter, the People Services Team has been focused on delivering the newly established **Attendance Task Force** and **Action Plan**. This initiative was shaped during an August workshop that brought together key stakeholders from Service Delivery, Workforce, and Partnership groups. The resulting **Action Plan** is structured across three **horizons**. Currently, all teams are actively progressing through **Horizon 1**, with a target completion date set for the end of October.

Key Horizon 1 activities include: Implementation of an **alternative duties process** to support colleagues on long-term sick leave. Establishing clear **expectations for dashboard usage and utilisation** by line managers. Launching a comprehensive **attendance communication plan** to ensure consistent messaging and engagement. As the plan advances, we will continue to provide updates through our quarterly reporting cycle.
- **Reduced Working Week** Further guidance has been issued by **STAC** regarding the calculation of mark-time protection, which requires a review of our current implementation. The revised guidance states that reference periods for protection calculations should be agreed in partnership. Once this agreement is in place, work will begin to determine whether any staff have experienced an overall financial detriment. Where a shortfall is identified, the difference will be reimbursed. A **partnership agreement** has also been reached on the implications of reduced hours, with the aim of minimising the number of contracted hours that are directly aligned to existing hour groups.
- The team continues to support organisational wide projects including **Estate Sustainability, Information Governance and Security**, and **Hybrid Working**



Training and Practice Education

Summary of progress made against stated team targets and KPIs



CORE TRAINING PROGRAMME

Target: Increase number of frontline staff successfully completing core induction

Call Handlers

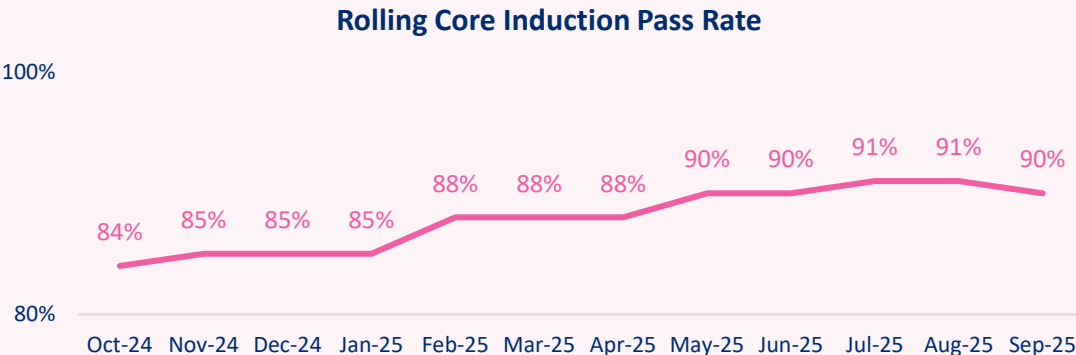
An **increase** of 1% from Q1 (86%) to Q2 (87%).

Clinical Supervisors

A **decrease** of 1% from Q1 (94%) to Q2 (93%).

Mental Health Hub

An **increase** of 3% from Q1 (97%) to Q2 (100%).



NEW START STABILITY INDEX

Target: Increase stability for Call Handlers, Clinical Supervisors and MHH staff (% of staff still in position after their first year)

Call Handlers

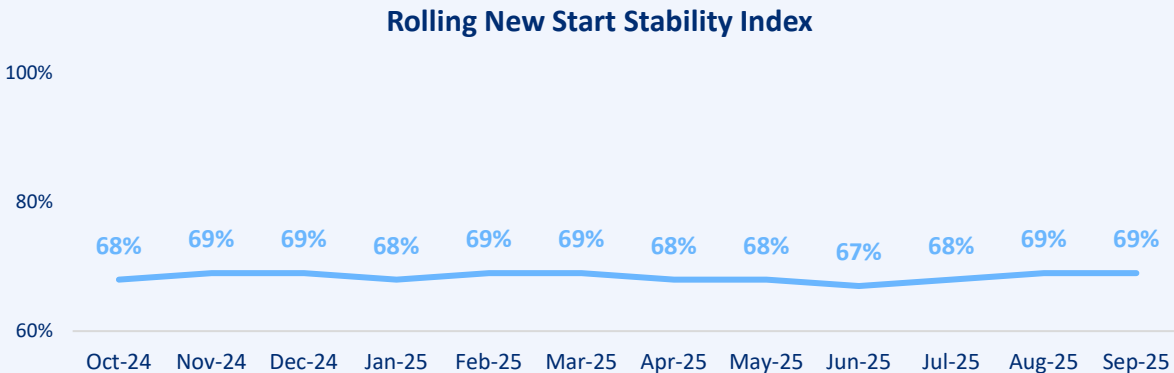
A **decrease** of 2% from Q1 (66%) to Q2 (64%). **baseline 71%*

Clinical Supervisors

An **increase** of 12% from Q1 (67%) to Q2 (79%). **baseline 62%*

Mental Health Hub

An **increase** of 1% from Q1 (75%) to Q2 (76%) **baseline 71%*



CC/CRM TRAINING PLAN

Target: Training delivered to 100% of in-scope staff

• Phase 1 (Pilot)

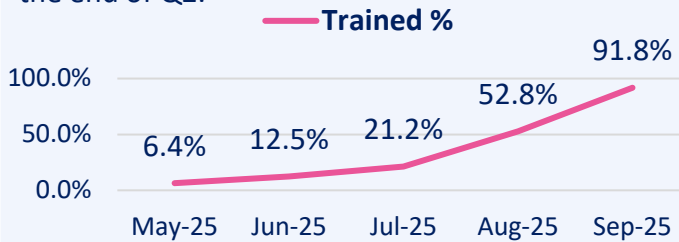
120 of 120 (100%) of staff in scope were trained by end of Q1.

• Phase 2a (Mental Health Hub)

159 of 160 (99.38%) staff in scope were trained in Q2.

• Phase 2b

1272 of 1410 (90.21%) staff in scope were trained at the end of Q2.



Graph above shows % trained combining all 3 phases.

Target: Average of staff competence and confidence score > 90%

Phase 1
Staff Competence
100%
Staff Confidence
97.8%

Phase 2a
Staff Competence
100%
Staff Confidence
99.9%

Phase 2b
Staff Competence
100%
Staff Confidence
98.5%

Quarterly Highlights

- **Core Training Programme** - data comprised of three key frontline skillsets: Call Handler; Clinical Supervisor and Mental Health Hub (PWP & MHNP) and is baselined as of end of Mar 2025. Targets are to end of Mar 2026.
- **Core Training Programme** - Target in 2025/26 is to increase Core Training Programme pass rate from rolling baseline of 88% to a sustained 92%.
 - Pass rate has remained high and stable at 90% which was same as Q1.
- **New Start Stability Index** – Target in 2025/26 is to increase current rolling stability for combined frontline skillsets from baseline 69% to 71%.
 - Stability has improved in Q2 from 67% in Q1 to 69%.
- **Transformation Plan** - 2025/26 Year 1 DTP and Training and Practice Education Transformation Delivery Plan 24% complete.
- **CC/CRM Training Plan** - Phase 2 Training will be complete as of 2nd Oct 2025. Current evaluation shows 100% competent sign off and 98.5% confidence level. Phase 3 planning underway.
- Overall, 1551 of 1690 staff have been trained in the new CC/CRM as of end of Q2.

Quarterly Activity

- **Core Training Programme and New Start Stability Index** - Post Core Training Programme, target is to retain frontline skillsets we have worked hard to recruit and train. Currently stability is a consistently stable picture, however focus will continue to be on the call handler skillset as this is a decreasing picture.
- **Transformation Plan** - Key focus has been Priority 1 - Train our workforce to competently and confidently use our new generation technology (CC/CRM), however steady progress has been made with 24% of the plan now complete. Ongoing design work on a sandbox solution to replace the current training environment. This enhanced solution will support self-directed learning and integrated assessment capabilities. By digitally transforming the Core Training Programme, it will introduce greater flexibility into the delivery model and improve the overall staff learning experience.
- **CC/CRM Training Plan** – Has been delivered by the Training and Practice Education Team whilst they have concurrently delivered Core Training Programme meaning the organisation has been able to maintain its target staff establishment. By working collaboratively with Service Delivery colleagues, the abstractions for training have been carefully planned to ensure no material impact on performance and therefore our service to the patients of Scotland.
- Cutover to new systems training commenced on 6th October 2025, meaning new start staff will be trained on the new CC/CRM and not SAP.