

<p>NHS 24 BOARD MEETING</p> <p style="text-align: right;">22 JUNE 2023 ITEM NO 11.3 FOR ASSURANCE</p> <p style="text-align: center;">WORKFORCE PERFORMANCE REPORT (Quarter 4 January – March 2023)</p>	
Executive Sponsor:	Jacqui Hepburn, Director of Workforce
Lead Officer/Author:	Jacqui Hepburn, Director of Workforce
Action Required	The NHS 24 Board is asked to note the workforce report.
Key Points for this Committee to consider	<p>This report provides the Board with an update on areas of workforce focus for Quarter 4. It provides analysis of workforce information to inform decision making in relation to the workforce and in addition identifies any workforce issues. The HR metrics collated in this report are derived from the NHS Scotland HR Management Information System (eESS) and are reported real-time.</p> <p>This report contains high level workforce information for the attention of the 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.</p> <p>Our aim is to produce the right level of detail for governance purposes with more detailed reporting (weekly/monthly) to operational management teams.</p>
Governance process	The Workforce Report is presented to the Executive Management Team prior to its presentation to the Staff Governance Committee and the Board.
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 against workforce targets.
Key Risks	Any risks identified with our workforce performance will be monitored through our Strategic and Corporate Risk Registers.
Financial Implications	Currently, there are no financial implications to highlight.
Equality and Diversity	NHS 24 are required to comply with the aims of the Public Sector Equality Duty. Work is underway for our annual equalities report to look at our workforce data and reported by the relevant protected

	characteristics and pay gap information for the period Oct 21 – Sept 22.
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1. RECOMMENDATION

The Board is asked to discuss and note the information contained within the Workforce Performance Report and any actions identified to be taken forward.

2. TIMING

2.1 This report provides metrics and analysis for the months July – Sept 2022 and includes historic trend information for comparison. The Workforce Performance report is now aligned with financial quarters as agreed, which are:

Q1 – April to June

Q2 – July to September

Q3 – October to December

Q4 – January to March

3. BACKGROUND

3.1 To support workforce management across NHS 24 the importance of accurate workforce information and intelligence to better understand both the current and future workforce is recognised. We had implemented a new approach to workforce establishment control and reporting from May 2022. Stakeholders from across Workforce and Finance meet with Directors monthly to review and update their Establishment movements sheets to ensure they are a true reflection of their structure. An output from this meeting is now a monthly Vacancy Report is presented to the Establishment Control Panel to review and discussed from an organisational standpoint.

3.2 The NHS 24 Workforce Strategy and action plan were approved and published in October 2022. This paper is produced quarterly to identify and monitor key workforce trends including workforce figures by staff cohort, recruitment activity, attendance rates, workforce turnover, completed appraisals and health and well-being. This information will in turn inform and allow us to monitor progress made against the action plan.

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.

5. FINANCIAL IMPLICATIONS

5.1 Currently, there are no financial implications to highlight

Workforce quarterly report

Quarter 4
January – March 2023



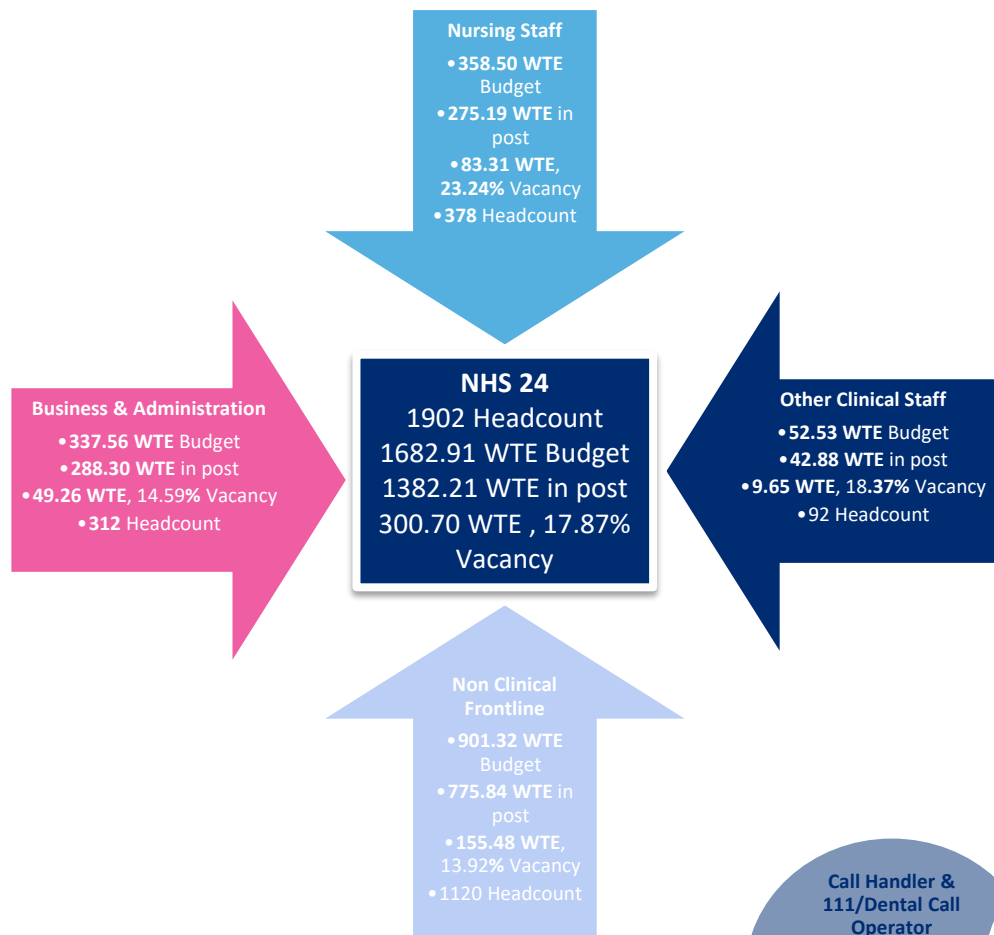
Workforce Strategy & Plan 2022-25



Quarter 4 Workforce Establishment



Key workforce information on NHS 24's establishment



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 basis on non recurrent funding which was anticipated and will be adjusted in year to reflect to actual WTE.

SPOTLIGHT

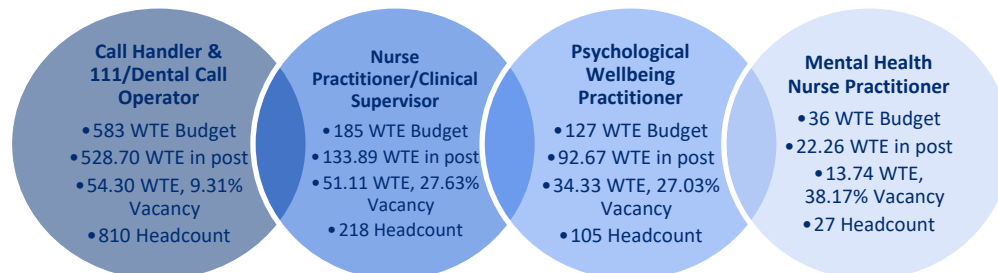
In Q4, Phase 1 of our new eRAF was launched. This has seen 15 RAFS been raised since the launch. Workforce Planning are working closely with our ICT colleagues and hiring managers to review and improve the process and reporting.

The March vacancy report will be issued to Directors to be fed into SPRA process, with a view to focus on long term vacancies and if they will be required for 2023/24 or can be offered as efficiency savings

Revisions have now been made to the current retire/return process with the first requests under the new process being presented at the establishment control movement sheet meetings with the relevant Director in December, progressing onwards to the Establishment Control Panel for ratification. Since the launch of the new process 8 applications to retire return have been received.

An update on the new Establishment Control Process will An Est Control has been up and running since May 2022, an annual report on progress made will be shared in May 2023.

Work is ongoing to develop one recruitment plan agreed across service delivery, nursing and finance which will align operational, workforce and financial planning for 2023/24.

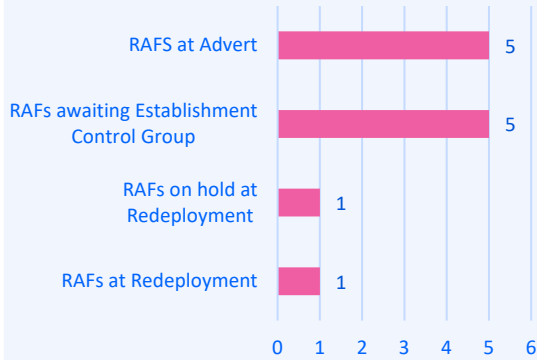




Sustainable Workforce



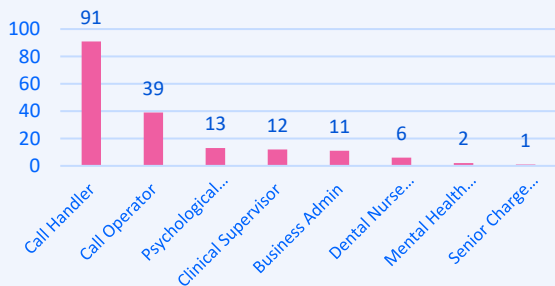
Recruitment



In Q4 Workforce and the Establishment Control Group received **31** RAFS for consideration. There are currently **58** jobs in the recruitment process at varying stages. These jobs are a mix of RAFS and High Volume Recruitment for Frontline.

Starters

NHS 24 recruited 175 new employees in Quarter 4.

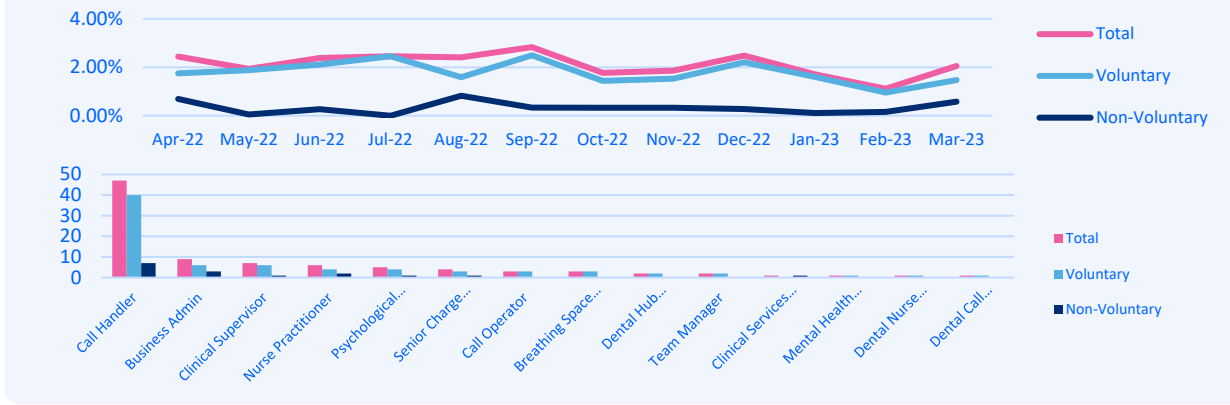


March Turnover
 2.05%, 39 heads
 +0.94%, +18 heads
Voluntary Turnover
 1.47%, 28 heads

Quarter 4 Turnover
 4.88%, 92 heads
 -1.22%, -19 heads
Voluntary Turnover
 4.03%, 76 heads

Rolling year Turnover
 25.40%, 469 heads
 -1.09%, -32 heads
Voluntary Turnover
 21.45%, 396 heads

Turnover



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, therefore does not include those who have either retired, finished a FTC or been dismissed.

As with previous quarters the most common leaving reason is new employment (25 heads to another NHS employer and 13 heads out with the NHS).

The average length of Service of our Frontline leavers over Q4 is 3.89 years and our Business Admin Staff are 8.84 years.

9.14% (16 employees), Q4 starters left within the quarter. 15 left within their first 20 days of service and 14 left with a leaving reason of Training/Induction.

SPOTLIGHT:

In Q4 1 of our leavers retired and returned within the same Quarter. There are currently 8 retire returns in the pipeline, 5 predicted to start in Q1 of 2023/34.



Sustainable Workforce



Quarterly Highlights

- **New Microsite is generating high levels of interest for the CH roles**
- **Review of Responsibilities and Roles for Health and Safety is complete**
 - Roles and Responsibilities policy Updated
 - TOR for Committee reviewed
 - RACI agreed
- **Talent acquisition roles filled from February 2023**
- **Strategic Review of Recruitment is complete**
- **Implemented Job Train to Eess interface**
- **SLWG established to forecast resourcing requirements** and how this will be managed by CRT, Practice Education and a Recruitment Calendar for 23/24
- **H&S Audit complete** – “assured that there is good governance around health and safety risks”

Quarterly Activity

- **Slight reduction in attrition**
- **Attrition improvement action plan progressing**
 - Service Delivery dedicated resources to support progression
 - Stay Conversations rolled out in line with new Induction programme
 - Benchmark to review against in 12 months
- **Exploration of creating career personas**
- **Exploration of online recruitment assessments – Living the values**
 - Behavioural, Cognitive and Cultural FIT
- **Digital Right to work checks procured**
- **Balance Scorecard for Workforce KPIs in development**
- **H&S Intranet pages and sharepoint site in development**



Enhanced Learning and Development and Effective Leadership and Management



Statistics related to learning and development within NHS 24

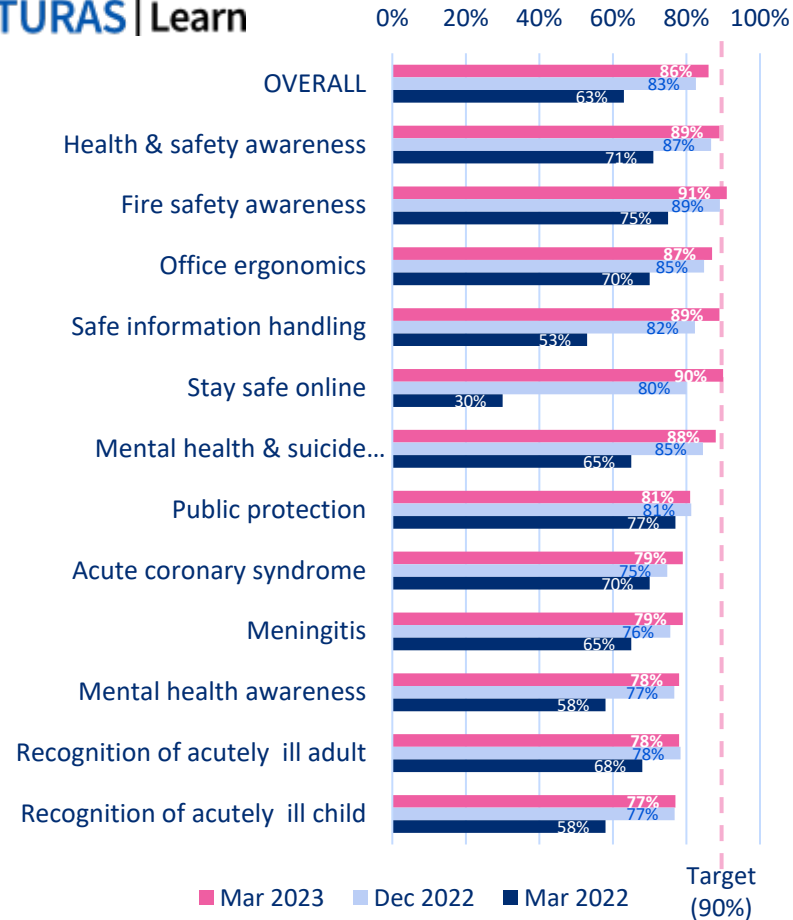
TURAS | Appraisal



APPRAISAL ACTIVITY

% of staff that have completed each of the components. **11%** have completed all 3 components.

TURAS | Learn



MANDATORY 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.

In the last year the overall compliance level has risen from 60% to 86% (up 26%).

Only 2 directorates - Service Delivery (85%) and Nursing and Care (84%) - are currently below the 90% compliance level target.

Service Delivery has improved by over 20% in the last year which, given their size, has had a big impact on the overall figure.

INSIGHTS: Notes on the year-end compliance levels

Management Essentials

45 current people managers have now completed all 24 components of the MEP programme since it launched in June (18% of target audience). A further 60 have begun the programme and working toward completion.

There have been 989 attendances at the webinar sessions and 994 eLearning module completions since programme launch.

SPOTLIGHT

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

CORE TRAINING PROGRAMME

Details of sessions run by the Practice Education team.

28 training groups (Dental Call Ops (6), Pharmacy Call Ops (1), CHs (12), NP/CS (4) and Mental Health Hub (2))

83% completed training 125 of 150 staff completed the initial training process.)



Enhanced Learning and Development and Effective Leadership and Management



Quarterly Highlights

- **Mandatory Training:** Overall completion levels continue to trend upwards. End of year position compliance is 86%, a 26% increase on baseline. Notable improvements have been seen in Service Delivery Directorate with a 20% increase in compliance in the past year.
- **Management Essentials:** Programme continues, currently 18% of people managers, up to and including Band 7 have completed all 24 components of the Programme. Target is 100% completion by end of Nov 2023
- **Practice Education:** Reported 83% of new starts undertaking Core Training Programme have fully completed it. This is 7% higher than last quarter
- **Appraisal:** Overall completion levels continue to trend upwards. End of year position compliance is 11%. Notable completion levels from Medical Directorate who are 100% fully complete and Workforce Directorate, with 97% of appraisals fully complete (all 3 components).

Quarterly Activity

- **Mandatory Training**, will now be referred to as **Essential Learning**. A new Essential Learning Policy has been published per audit recommendations and as part of the work of the Mandatory Training short life working group. Findings of the group were presented to EMT in Nov 22 and Staff Governance in February 23. Approval was given for all recommendations to be implemented and work is in progress in this respect, further embedding Essential Learning into the organisation as a BAU activity.
- The **Management Essentials Programme** delivery plan continues to be rolled out and evaluated. Level 1 and Level 2 Evaluation Report submitted to EMT in April 23 and Staff Governance in May 23.
- **Appraisal** - A full reset to a zero position has been achieved and move from rolling window to fixed window complete. As of 1st April 2023 all objectives will be fully aligned to strategic priorities and appraisals conducted within fixed windows. Compliance levels will be closely monitored and driven centrally over the course of this financial year. **Target for 2023/24 PDP and Objectives will be set at 90%.**
- **NHS 24 Induction Programme** – launched on 3rd April 2023. Level 1 feedback extremely positive with average rating score of 4.8/5. Programme will continue to be evaluated over the course of the coming financial year and updates provided to Staff Governance Committee.



Inclusive Culture



Statistics related to absence and case management within NHS 24

SICKNESS ABSENCE

7.95% 9.09% 8.47%
 Rolling Quarter Monthly
 -0.46% +0.14% +0.65%

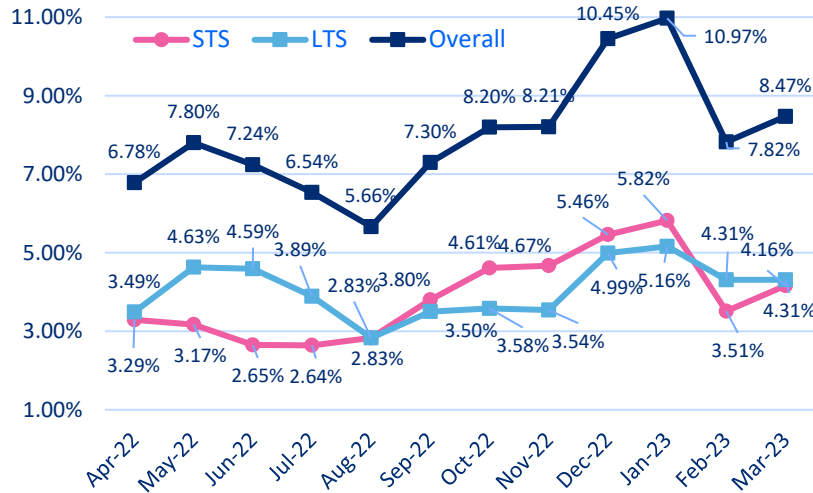
SICKNESS ABSENCE

Attendance continues to be a focus for all NHS 24 cohorts. Short term absence has increased in March from February however has decreased this quarter to 4.49% overall (-0.42%). Long term absence has seen a small increase from previous month to 3.88% (0.04%) however for the quarter there has been a larger increase of (0.56%) to 4.59%.

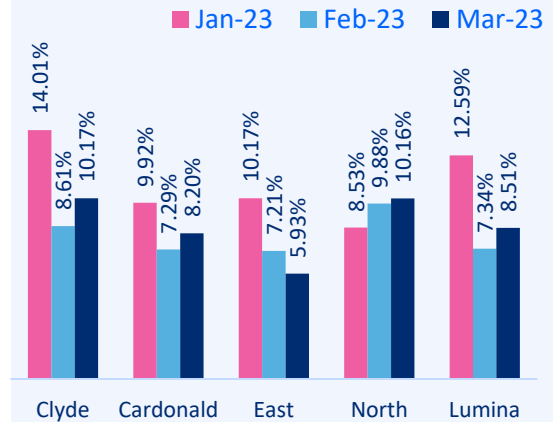
INSIGHTS:

Clyde Contact Centre has had the highest absence over the last quarter (10.93%), however this has significantly dropped from 16.01% in December 2022 to 10.17% in March 2023. As with previous quarters the absence reasons remain consistent with anxiety, stress and depression being the top reason for absence.

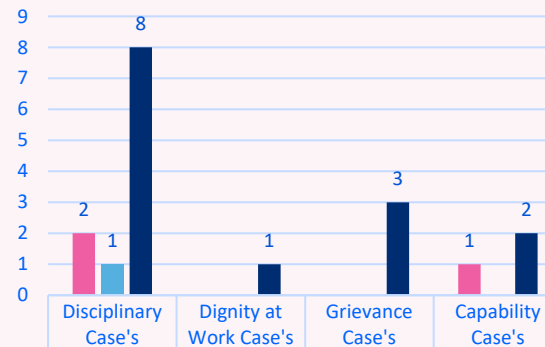
SICKNESS ABSENCE BY MONTH



SICKNESS ABSENCE BY LOCATION



CASE MANAGEMENT



	Disciplinary Case's	Dignity at Work Case's	Grievance Case's	Capability Case's
■ New Cases in Q4	2	0	0	1
■ Cases Closed in Q4	1	0	0	0
■ Active Cases beyond 6 weeks	8	1	3	2

HIGHLIGHT:

Work is ongoing to incorporate early resolution cases and reporting on the reasons that meetings are cancelled or do not meet the KPI's for completion.

Reporting on case management and case levelling sessions with managers and TU reps will be developed.



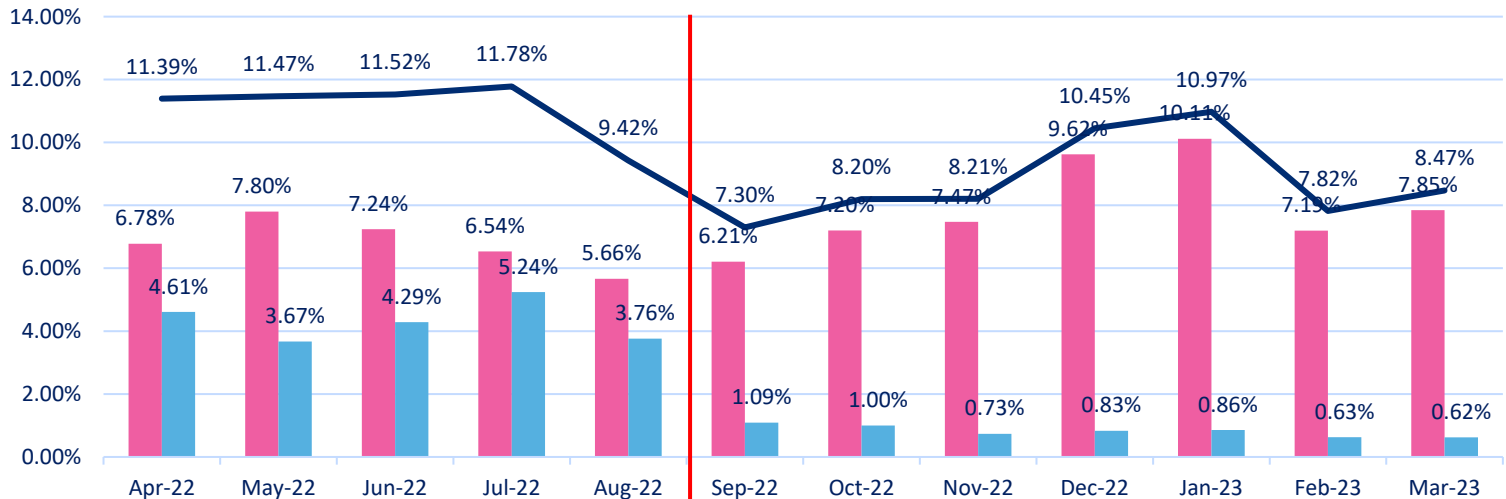
Inclusive Culture



Statistics related to absence and case management within NHS 24
Continued

The below graph shows the sickness absence, covid absence and the combined rate of absence across 2022/23. On the 1st September 2022 the capturing of Covid related absence as Special Leave ended in alignment with Scottish Government Policy. Any absence as a result of COVID is now being included within the Sickness Absence figures as per previous slide, but remains identifiable from the absence reason captured.

SICKNESS/COVID ABSENCE BY MONTH



	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
■ Sickness Absence %	6.78%	7.80%	7.24%	6.54%	5.66%	6.21%	7.20%	7.47%	9.62%	10.11%	7.19%	7.85%
■ Covid Absence %	4.61%	3.67%	4.29%	5.24%	3.76%	1.09%	1.00%	0.73%	0.83%	0.86%	0.63%	0.62%
— Combined Absence %	11.39%	11.47%	11.52%	11.78%	9.42%	7.30%	8.20%	8.21%	10.45%	10.97%	7.82%	8.47%

Inclusive Culture

Quarterly Highlights

- The quarter end and 2022/23 with a figure of 7.95% as our rolling figure. This time last year our rolling year end figure was 8.41%. So positive results in terms of a reduction overall. It should be noted that the 8.41% does not include the Special Leave provisions in place during 2021/22 for Covid that impacted our attendance levels, so in reality there was a bigger improvement than just the 0.46% improvement.
- Cough, cold and flu incidences has gradually decreased over the quarter. Anxiety, Stress Depression continues to be high. Wellbeing webinars and manager support continues through our collaboration with Thrive.
- Call Handler group of staff continue to be the staff group that report the highest absence overall but had noted reductions in the quarter.
- In the last quarter the Employee Relations Team have been engaged and supporting Phase 2 of the Shift Review Exercise. This has included supporting 28 formal grievances.

Quarterly Activity

- An NHS 24 Attendance Management Framework has been developed for all frontline managers to that details all areas the managers require to be competent in to support and increase management capability in this key area of delivery.
- Tier 3 system implementation has progressed to initial test phase. All teams have been actively contributing to new intranet content in support of tier 0 self service information.
- The Employee Relations Team have been actively involved in supporting members of the senior management team in a number of both serious and complex cases, with a view to early resolution and supporting staff to remain in work, whilst the process is on-going.
- Supporting proposed organisational changes within the Health Information Team including an end- to-end review of process and paperwork for staff ensuring clarity and understanding for all parties.
- Engaged in Once for Scotland policy development and active contribution to the Management, Employee Guides as well as calculators.
- During the quarter NHS 24 also gained Carer Scotland accreditation, following a robust assessment