

**NHS 24
BOARD MEETING**

**31 AUGUST 2023
ITEM NO: 11.3
FOR ASSURANCE**

WORKFORCE PERFORMANCE REPORT (Quarter 1 April – June 2023)

Executive Sponsor:	Jacqui Hepburn, Deputy Chief Executive & Director of Workforce
Lead Officer/Author:	Jacqui Hepburn, Deputy Chief Executive & Director of Workforce
Action Required	The 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 1. 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 EMT 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.</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 April – June 2023.
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1. RECOMMENDATION

The Board is asked to 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 April – June 2023 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. A new approach to workforce establishment control and reporting has been implemented 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 discuss 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 1

April – June 2023/2024



ODLL



R&P



PS

Workforce Strategy & Plan 2022-25

PLAN

ATTRACT

NURTURE

EMPLOY

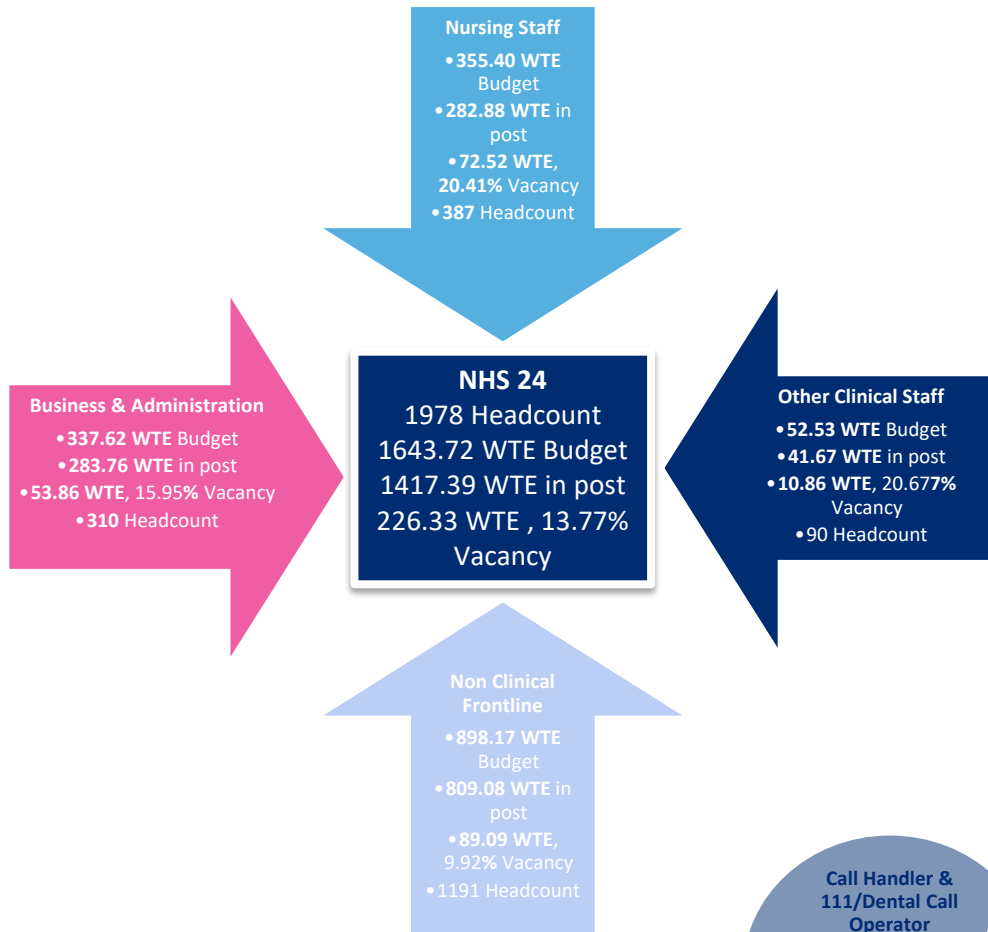
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Quarter 1 Workforce Establishment



Key workforce information on NHS 24's establishment



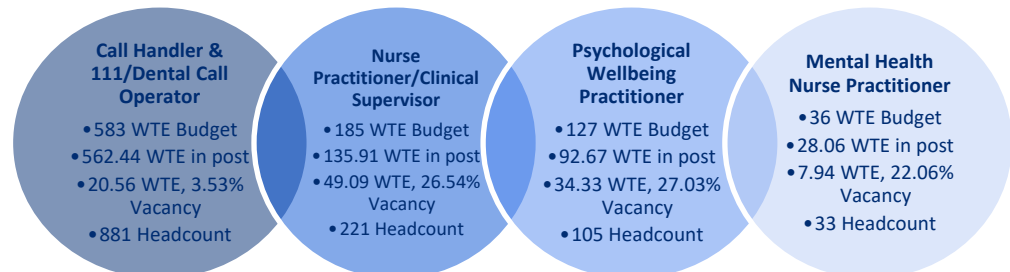
SPOTLIGHT

In May 2023 the Establishment Control Panel and Procedure reached 12 months since its initial implementation. When the Establishment Control panel and procedure was introduced its initial remit included; Recruitment Authorisation, Job Evaluation approval, Temporary/agency staff review, Redeployment and SPRA – Annual staffing budget setting

Since the successful implementation of the Establishment Control Panel and Procedure a number of developments have taken place including expansion of processes to include: Bursary Applications, External learning and events, Retire and return requests and Vacancy monitoring

Work is ongoing across Workforce and Finance to align budgets within the 2023/24 movement sheets and agree baselines with Directors.

The Establishment Control Panel continue to review the vacancy reports on a monthly basis and highlight any vacancies that has been unfilled for 12 months or more as potential savings with the relevant Directors. Any posts that are agreed as savings are then formally disestablished by the Establishment Control Panel.



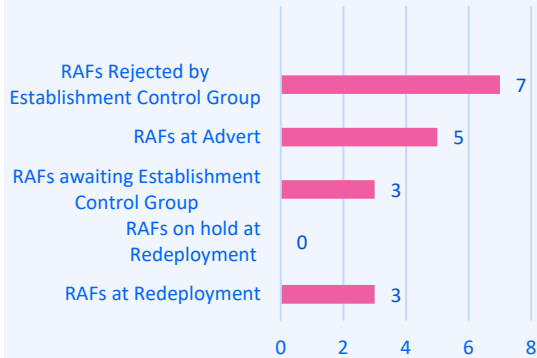
The staffing and vacancies reported are inclusive of posts that are funded non-recurringly. The majority of vacancies are against NHS 24 scaling up urgent care on basis on non recurrent funding which is anticipated to be adjusted in year to reflect to actual WTE.



Sustainable Workforce



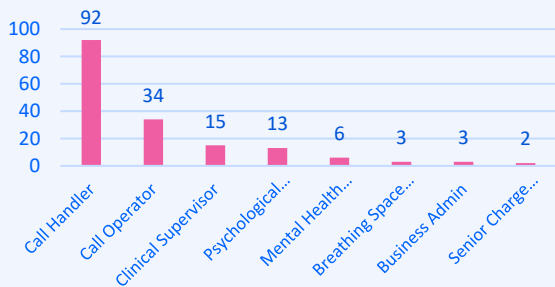
Recruitment



In Q1 Workforce and the Establishment Control Group received **34** RAFs for consideration. There are currently **57** 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 171 new employees in Quarter 1.

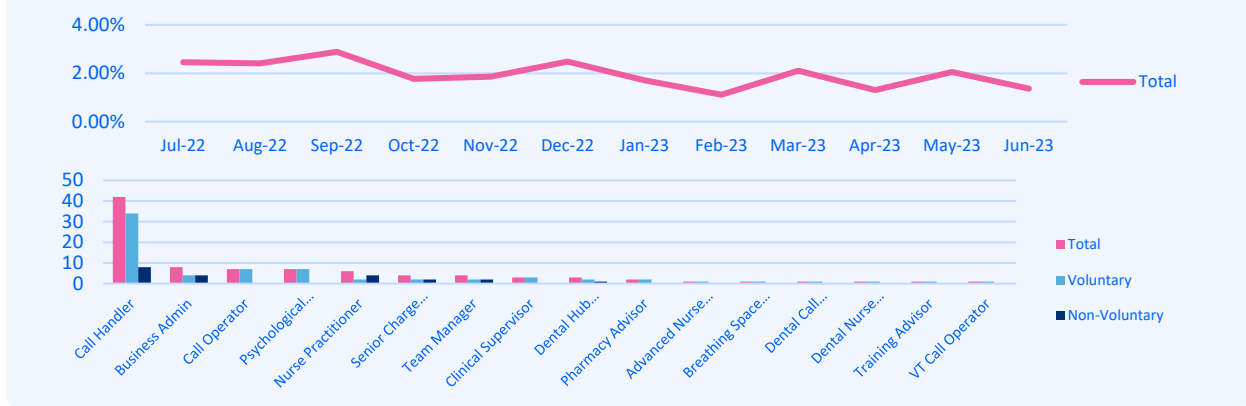


June Turnover
 1.37%, 27 heads
 -0.75%, -15 heads
Voluntary Turnover
 0.96%, 19heads

Quarter 1 Turnover
 4.73%, 92 heads
 -0.21%, -1 heads
Voluntary Turnover
 3.65%, 71 heads

Rolling year Turnover
 23.41%, 437 heads
 -3.38%, -111 heads
Voluntary Turnover
 21.70%, 410 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** (23 heads to another NHS Board and 11 heads out with the NHS).

11.11% (19 employees), Q1 starters left within the quarter. 17 left within their first month of service and 14 left with a leaving reason of Training/Induction.

SPOTLIGHT:

In Q1 Workforce Launched a Microsoft Exit Interview Form which allows staff to complete an exit interview if they are off sick or unable to access eESS. Since this launched there has been the highest exit interview completion rate of 31.52% (29) for a quarter.



Sustainable Workforce



Quarterly Highlights

- Highest ever headcount of **1978 heads** with a direct positive impact on patient access times.
- Forecasting would suggest that the target for Call Handlers will be met in **August 2023**.
- Since our Dundee office opened there has been a net gain of **48 heads** (36.53 WTE) for Mental Health Hub.
- Rolling Turnover is now at **23.41%**.
- Since it was introduced in May 23, **112** employees have completed the check in questionnaires after being employed 3/6/9 months.
- Exit Interview completion rates have increased from 7.5% in March 23 to **40.74%** in June.
- H&S Mandatory training is now at **87.2%**.

Quarterly Activity

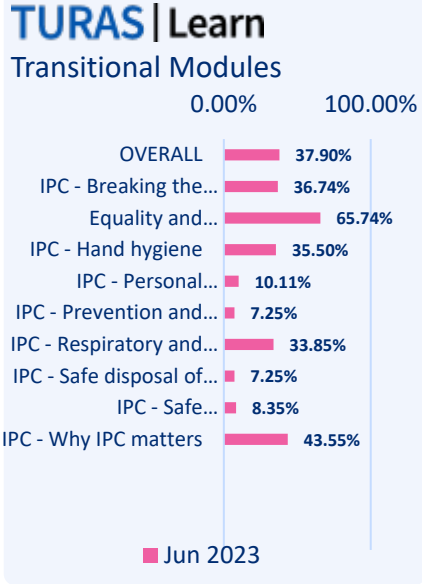
- a **12-month integrated recruitment plan** has been developed. The plan incorporates operational requirements, training and recruitment planning, and is fully aligned with the financial plan. This will ensure continued progress towards recruitment targets.
- **Attrition improvement action plan progressing.**
- Successful **open evenings** held in the West for Clinical Supervisor recruitment.
- Procurement for **career personas and online recruitment assessments** (Living the values) is live.
- Recruitment of **Recruitment Ambassadors** and **Hiring Managers** is underway.
- **WF Digital Transformation Plan** in development.
- **New H&S Intranet pages** are live.



Enhanced Learning and Development and Effective Leadership and Management



Statistics related to learning and development within NHS 24



In Quarter 1 the overall compliance level for Essential Learning was 85.2%.

Only 2 directorates - Service Delivery (82.25%) and Nursing and Care (88.05%) - are currently below the 90% compliance level target.

Transitional Modules 37.9% overall compliance which includes IPC and EDI modules. These modules are recurring every 2 years as part of the Essential Learning Review undertaken in 2022/2023

Management Essentials

89 current people managers have now completed their MEP Programme since it launched in June 2022 (38% of target audience). A further 68 have begun the programme and working towards completion, with 75 still to commence the programme.

SPOTLIGHT

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

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.

33 training groups (Dental Call Ops (7), CHs (15), NP/CS (7) and Mental Health Hub (4))

74.54% completed training
129 of 165 staff completed the initial training process, 19 staff are still in induction.

CORE TRAINING PROGRAMME

Details of sessions run by the Practice Education team.



Enhanced Learning and Development and Effective Leadership and Management



Statistics related to learning and development within NHS 24

TURAS | Appraisal



APPRAISAL ACTIVITY

In 2023/24, there are 2 components that contribute to a complete appraisal: Setting objectives and completing a PDP. Each of these should be completed with each team member between April and March every year - a status of 'Complete' is recorded if a completion has been recorded since April 2023. **New staff (under 1 year service) and those currently on extended absence (LTS/Mat leave etc) are automatically filtered out of this report. 3.3% of Senior Mangers have completed their objectives and PDP which is just below target of 5%.**



Enhanced Learning and Development and Effective Leadership and Management



Quarterly Highlights

- **Essential Learning:** Overall completion levels continue to remain high at 85% for existing essential learning modules. Transition modules are newly reportable post Essential Learning Review and will be reported separately from existing modules for a period of 1 year as the transition to embedment takes place.
- **Management Essentials:** Programme continues, currently 39% of people managers, up to and including Band 7 have completed their MEP Programme. Target is 90% of all in-scope managers by end of Nov 2023.
- **Practice Education:** Reported 74.54% of new starts undertaking Core Training Programme have fully completed it. This is 8.46% lower than last quarter.
- **Appraisal:** The new approach to appraisal commenced on 1st April 2023. All Executive Directors Objectives have now been approved by RemCo. These objectives have now been cascaded to Senior Leaders (5% of the organisation). Current completion levels of Objectives and PDP by Senior Leaders sits at 3.3%, 1.7% behind target, according to the phased window approach.

Quarterly Activity

- **Essential Learning.** Workforce will continue to work with CRT to ensure offline time is allocated to essential learning activities, including modules which will now be coming up to renewal period given the significant push placed on essential learning this time last year. Monthly targeted comms via Team Talk and new Digital Message Boards in Centres to drive completion of new Transition Modules.
- **Management Essentials Programme** delivery plan continues to be rolled out and evaluated.
- **Appraisal** - The full reset to a zero position was 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 any hotspots of inactivity identified for intervention. ***Target for 2023/24 PDP and Objectives is 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

7.99% 7.46% 7.31%
 Rolling Quarter June-
 -0.19% -1.62% 0.22%

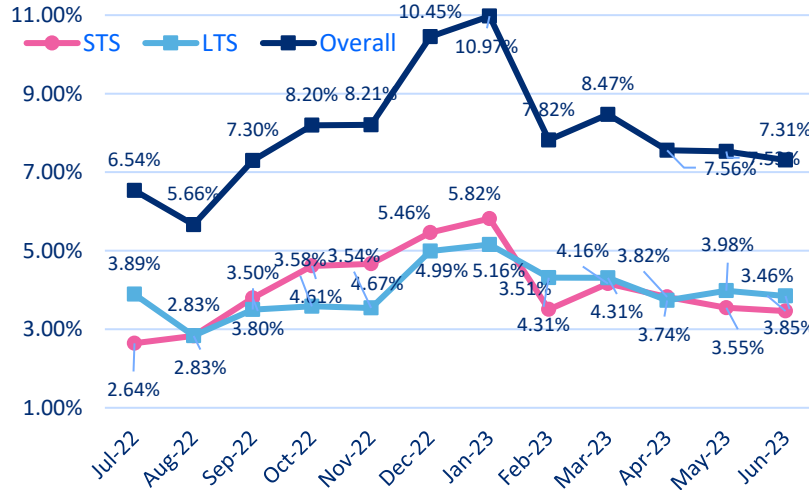
SICKNESS ABSENCE

Attendance continues to be a focus for all NHS 24 cohorts. Short term absence has continued to decrease over the quarter to 3.85% overall (-0.46%). Long term absence has also seen a decrease from the previous quarter to 3.85% (-0.30%). Overall for the whole quarter absence has reduced to 7.31%.

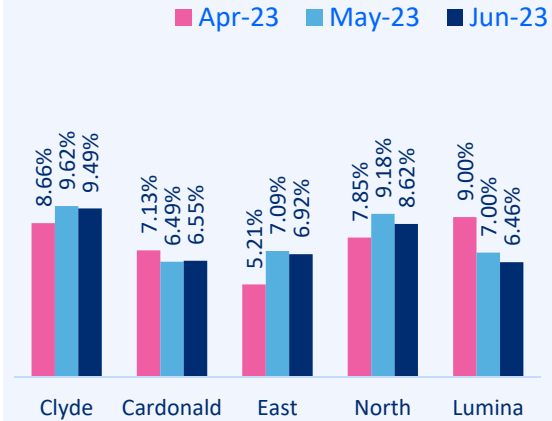
INSIGHTS:

Clyde Contact Centre has had the highest absence over the last quarter, however this has decreased from 10.93% to 9.49% in Quarter 4. As with previous quarters the absence reasons remain consistent with anxiety, stress and depression being the top reason for absence. Work is ongoing in relation to wellbeing, specifically targeting mental health.

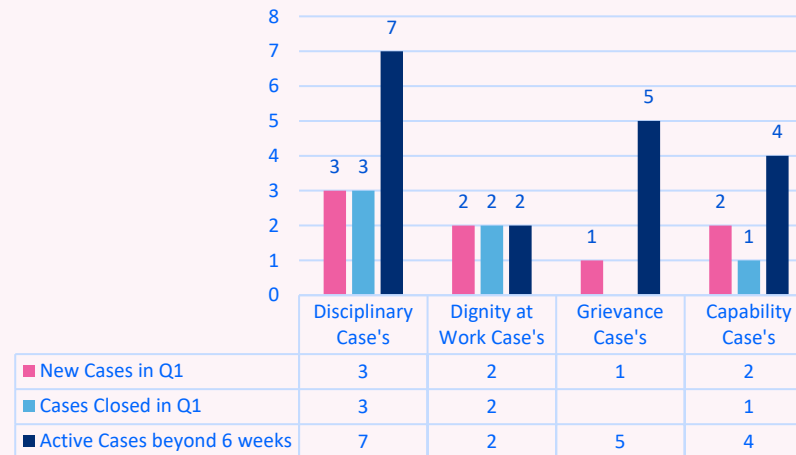
SICKNESS ABSENCE BY MONTH



SICKNESS ABSENCE BY LOCATION



CASE MANAGEMENT



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.

Work is ongoing to create new KPI's that align to a more realistic timeframe in respect of the once for Scotland policies.

Training and case levelling sessions are run monthly with dates available through to 2024 for managers.

Inclusive Culture

Quarterly Highlights

- At the end of quarter 1 with a 1.62% decrease in sickness absence with June 2023 ending at **7.31%**
- Anxiety, Stress Depression continues to be the main cause of long term absence. Engagement has taken place with able futures to discuss the launch of the mental health access to work support service for our staff. Anticipated launch in the next quarter.
- Successfully appointed to the role of Wellbeing People Manager who will take forward the refresh of the Wellbeing Strategy.
- A “getting the best out of Occupational health” training session was held with managers to raise awareness of the service and increase managers capability when referring staff for support.
- Guidance on complex medical directorate pay structure created ensuring compliance and governance in going forward.
- The Employee Relations Team have been supporting senior managers with an increase in serious and complex cases the volume over the last quarter has been particularly high whilst maintaining BAU activity.

Quarterly Activity

- **Tier 3 system** implementation was launched as a pilot. The initial pilot has gone well, feedback from users positive. Planning and engagement is being looked at as Workforce prepare to roll out the tier 3 system nationally.
- The transactional side of People Services continue to process employee life-cycle transactions in line with agreed service levels.
- **The Partnership agreement** has been signed off and revised RPF Agenda to avoid duplication whilst maintaining linkages to the Staff Experience Groups Monthly meetings have been set up with HR Reps and TU Reps at local level with a view to improve partnership working.
- Training to deliver the **NHS 24 Attendance Management Framework** is well under way. Local level training plans were created and the success of this continues to be monitored. Evaluation will take place at the end of Quarter 2.
- **Shift Review Phase 2** – team are still actively involved in the staff who are still in the Grievance process. Ending the quarter with 15 staff still active in the formal process.
- Supporting Health Information Services **Organisational Change** and Aberdeen **Relocation programmes** from an advisory point of view.