

NHS 24 BOARD	<p style="text-align: right;">20 OCTOBER 2022 ITEM NO 9.3 FOR APPROVAL</p> <p style="text-align: center;">Workforce Strategy & Plan 2022-2025</p>
Executive Sponsor:	Director of Workforce: Jacqui Hepburn
Lead Officer/Authors:	<ul style="list-style-type: none"> • Head of OD, Leadership & Learning: Helen Meldrum • Workforce Information and Development Manager: Kerry O'Neill
Action Required	Board members are asked to approve: <ul style="list-style-type: none"> • NHS 24 Workforce Strategy • NHS 24 Developing our Plan • NHS 24 3 Year Plan
Key Points for this Committee to consider	<ul style="list-style-type: none"> • The Workforce Strategy & Plan is submitted at this time for final approval following extensive internal and external consultation. • Feedback on the draft Workforce Strategy & Plan has been received from Scottish Government and incorporated into the final drafts presented. • Our Workforce Plan has been developed as outlined in the National Health and Social Care Workforce Strategy Three Year Workforce Plan Guidance. • The Workforce Strategy and Plan will be submitted to Scottish Government for publication by 31st October 2022 pending Staff Governance and Board approval.
Governance process	Draft presented to EMT virtually in July 2022. Draft presented to Staff Governance in July 2022. Draft discussed at APF in August 2022. Draft published on Team Talk in Sept 2022 and feedback sought via survey. Final draft presented to EMT virtually 13 th October 2022. Final draft presented for approval to extraordinary meeting of Staff Governance on 18 th October 2022. Final draft submitted to NHS 24 Board for approval on 20 th October 2022.
Strategic alignment and link to overarching NHS Scotland priorities and strategies	Impacts positively on the strategic objective of resetting our culture, creating capacity, capability and confidence in our people and our teams. In addition, it addresses 'supporting our workforce and their wellbeing'.
Key Risks	No risks identified with this documentation
Financial Implications	None
Equality and Diversity	No impacts identified

1. SITUATION

- 1.1 The pandemic placed significant demands on our people and our organisation as we developed new services at pace, introduced new roles, changed skillsets and adopted new ways of working.
- 1.2 We know that as we recover, grow and transform our workforce we will need to do more to ensure a supportive, inclusive and values led culture and to continue to support employee wellbeing. Our people are at the heart of our service and are our most valuable asset.

2. BACKGROUND

- 2.1 NHS 24 have historically produced an annual Workforce Plan, and over the past 2 years this has been integrated within a series of versions of Remobilisation Plans. Our workforce during this time has exponentially grown and it's remit within the wider health and social care system expanded. To keep pace with such rapid change, a decision has been taken to produce not only the Workforce Plan but also a supporting strategy, providing our people and the organisation with a clear vision and direction of travel towards full workforce transformation and maturity.
- 2.2 We have set out an ambitious Workforce Strategy & Plan for 2022-25 through understanding the challenges which lie ahead for NHS 24. We believe that the delivery of our plan through the five identified strategic priorities will help us have 'the right people, technology, infrastructure and working environment to support staff to deliver excellence'.
- Sustainable Workforce
 - Inclusive Culture
 - Enhanced Learning & Development
 - Effective Leadership & Management
 - Collaboration & Engagement

3. ACTIONS

- 3.1 The following actions have been taken towards final publication:

Activity	Date
Draft submission to Staff Governance	28 th July 2022
Draft submission to Scottish Government	29 th July 2022
Draft consultation across NHS 24	Completed 29 th September 2022
Final draft informed by feedback composed	7 th October 2022
Final draft approval from Staff Governance	Expected 18 th October 2022
Final draft approval by NHS 24 Board	Expected 20 th October 2022
Final amendments and publication of approved Workforce Strategy & Plan	31 st October 2022

4. RECOMMENDATIONS

4.1 Board members are respectfully requested to note and approve the following documents for submission to Scottish Government for publication:

- NHS 24 Workforce Strategy
- NHS 24 Developing our Plan
- NHS 24 3 Year Plan