

# WORKFORCE STRATEGY

and Plan



3

2022-2025



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### Foreword

**I am delighted to present the NHS 24 Workforce Strategy for 2022 to 2025. This strategy sets out an ambitious vision for our future and a route map to its achievement, building on the solid foundations of the last 20 years.**

It is an important milestone as we recover from COVID 19 and NHS 24 cements its place within the health and social care system in Scotland.

Looking back over the last two years, it is clear that the pandemic has had a significant impact on health and social care in Scotland which is likely to continue for years to come. It has led to government and health and social care priorities changing, and with this, new approaches to the way our communities access care. Added to this, there have been advancements in healthcare innovation, the significant growth of digital health technologies and the potential for increased use of artificial intelligence, machine learning and robotics. This context is challenging, but it has renewed our determination to prioritise our work to reduce health inequalities, to work seamlessly across boundaries, to utilise technology to provide our patients with omni channel access to the latest and most effective digital healthcare. I know that to deliver our ambitions our people are the key driver to success. I would like to thank them for all their hard work, dedication, and commitment over the last two years. Particularly how they have stepped up to

develop new services, took on new roles and responded to the pressures of moving to a 24/7 service.

Looking forward to 2025 it is important that we create an organisation that is flexible and has the agility to respond effectively to new challenges and opportunities. I believe that the publication of our three-year strategy provides a clear path to ensuring our organisation is responsive, our culture is inclusive, our people feel valued and engaged and are equipped with the right skills to deliver the best digitally enabled care in Scotland 24/7.

I look forward to working with our colleagues across NHS 24, our trade unions, and our external partners to deliver this strategy.

With thanks and best wishes.

Chief Executive

# Sustainable workforce

We will plan our workforce to meet service requirements through attracting and retaining people from the communities we serve

Aim	We will achieve this by	Y1	Y2	Y3	We will measure progress by
We will plan our future resourcing requirements through effective workforce planning	<ul style="list-style-type: none"> <li>Implementing and maintaining new approach to workforce establishment control and reporting</li> <li>Establishing and maintaining tracking system for all established posts with unique identification number</li> <li>Expanding and maintaining establishment control remit (org training approvals and oversight)</li> <li>Supporting Strategic Workforce Planning Group to have oversight of workforce planning</li> </ul>	X	X	X	<ul style="list-style-type: none"> <li>Production of Annual and 3 Year Workforce Plan including demand and supply gap decreases in line with National NHS Workforce models</li> <li>Monthly Directorate reports on establishment and movement in place</li> <li>Decreases in the percentage of fixed term contracts with over two years' service</li> <li>Reduction in time displaced employees are in redeployment pool</li> <li>Job evaluation matching meets 8-week target</li> </ul>
We will develop and apply high quality workforce analytics and insights	<ul style="list-style-type: none"> <li>Rolling out and maintaining workforce dashboards to all managers</li> <li>Providing credible and insightful data through benchmarking and audit</li> <li>Introducing digital solutions to increase efficiency and effectiveness (self-service systems and paperless processes)</li> </ul>	X	X	X	<ul style="list-style-type: none"> <li>Improving workforce indicators from 2021 baselines</li> <li>Increasing use of workforce dashboards</li> <li>Increasing numbers of staff using self-service</li> </ul>
We will develop a modern and streamlined model for recruitment and attraction	<ul style="list-style-type: none"> <li>Re-developing all end-to-end recruitment processes</li> <li>Developing and maintaining a competency framework for key skill sets</li> <li>Developing and rolling out total reward packages</li> <li>Fully utilising e-recruitment system for applicants and building talent pipelines to recruit for potential</li> <li>Implementing the Jobtrain to eESS interface</li> <li>Developing promotional material and a microsite for key skillsets</li> <li>Increasing use of social media and job boards to target specific groups</li> <li>Developing and implementing a recruitment calendar to align with partner recruitment channels</li> <li>Scoping and piloting efficient and effective temporary staffing models</li> <li>Developing and implementing interview skills training</li> </ul>	X	X	X	<ul style="list-style-type: none"> <li>Reductions in time to recruit and join from 2021 baseline</li> <li>RMP4/Strategic Intent recruitment targets met and maintained</li> <li>Reduction in vacancies against 2021 baseline</li> <li>Decreasing agency spend from 2021 baseline</li> <li>Increased % conversion rate from no of applications received to those shortlisted to successful after interview</li> <li>Strong employer brand to recruit into call handler, nursing, and mental health hub roles</li> </ul>

Aim	We will achieve this by	Y1	Y2	Y3	We will measure progress by
We will develop programmes for care experienced, veterans, minority ethnic groups and others	<ul style="list-style-type: none"> <li>Reviewing recruitment processes to remove barriers and developing interventions which support diversity and inclusion</li> <li>Implementing recommendations from equality impact assessments</li> <li>Developing and implementing new routes into employment through working with diversity, equity and inclusion specialist organisations and other public sector bodies</li> <li>Building links with schools, colleges and universities to promote careers with NHS 24</li> <li>Providing more opportunities for secondments, student placements, associates, internships, apprenticeships, shadowing and volunteers</li> <li>Developing and implementing a Retire Return Programme</li> </ul>	X	X	X	<ul style="list-style-type: none"> <li>Trending decrease % in the gender pay gap</li> <li>Increased % of applications received from minority ethnic groups</li> <li>Increased % of employment opportunities for minority ethnic groups and young people to build talent pipelines</li> <li>Increase in retirees from out with NHS 24</li> </ul>
We will retain the workforce we have worked hard to recruit	<ul style="list-style-type: none"> <li>Implementing attrition improvement action plan (designing and embedding retention initiatives utilising information from staff surveys, exit interviews and stay interviews)</li> <li>Providing opportunity for feedback on staff experience in first 12 months</li> <li>Scoping and designing clear pathways and roles that are visible to staff and embedded into regular development processes to retain staff</li> <li>Developing a 'Working for Longer' approach and policies</li> </ul>	X	X	X	<ul style="list-style-type: none"> <li>Reduction in staff turnover from 2021 baseline</li> <li>Improving stability index from 2021 baseline</li> <li>Exit interviews improved and findings actioned</li> <li>Readiness assessment and action plan developed and completed for an ageing workforce</li> </ul>
We will explore the development of new job roles and multidisciplinary skillsets	<ul style="list-style-type: none"> <li>Exploring (and testing, where possible) potential for new job roles and rotational roles with territorial boards</li> <li>Investing in modern apprenticeships and 'grow our own' initiatives and other strategies to open opportunities for those at different stages of their career</li> <li>Exploring different contracting options, e.g., annualised hours, job share, set numbers of shifts etc</li> <li>Enabling internal mobility through hybrid and multi skill role development aligned to business change</li> </ul>	X	X	X	<ul style="list-style-type: none"> <li>Increasing number of new roles with more flexibility (cross professional, specialist, and cross organisational boundaries)</li> <li>Reducing % of attrition from 2021 baseline</li> </ul>

# Inclusive culture

We will develop a culture of inclusion that supports our people's health and wellbeing

Aim	We will achieve this by	Y1	Y2	Y3	We will measure progress by
We will deliver a safe working environment	<ul style="list-style-type: none"> <li>Reviewing and maintaining the approach to Health and Safety across Workforce, Estates and SST to enable effective system of assurance and developing a plan to manage Health and Safety effectively (including KPIs)</li> <li>Completing a refresh of the Whistleblowing Policy</li> <li>Recruiting and training confidential contacts and agreeing a communications plan to raise staff awareness</li> <li>Progressing the development of the 'Workplace of the Future'</li> </ul>	X	X	X	<ul style="list-style-type: none"> <li>Reduction of % of slips, trips and falls from 2021 baseline</li> <li>Improving stress survey results</li> <li>Reducing number of successful personal injury claims</li> <li>H&amp;S standards and performance are comparable when benchmarked against other high performing organisations</li> </ul>
We will implement our Wellbeing Strategy and Action Plan	<ul style="list-style-type: none"> <li>Ensuring the Wellbeing Plan is implemented to agreed timescales</li> <li>Developing the evaluation survey to assess impact of wellbeing initiatives on attendance at work</li> </ul>	X	X	X	<ul style="list-style-type: none"> <li>Demonstrating benefits of programmes via regular wellbeing surveys with staff and managers</li> <li>Ensuring centres and directorates include health and wellbeing at their regular meetings which can be audited</li> </ul>
We will ensure Attendance Management support and advice is available for all	<ul style="list-style-type: none"> <li>Ensuring all managers have been through the online training and/or attended the Management Essentials Programme</li> <li>Ensuring line managers continue to be supported to deal with staff absence and relevant reports are available</li> </ul>	X	X	X	<ul style="list-style-type: none"> <li>Improving compliance of managers progressing on attendance management mandatory training</li> <li>Improving compliance of adherence to policy and procedures on attendance management</li> </ul>
We will provide ongoing Case Management support for leaders and managers	<ul style="list-style-type: none"> <li>Ensuring appropriate support and guidance is in place for line managers</li> <li>Ensuring line managers are fully trained in relevant policies</li> </ul>	X	X	X	<ul style="list-style-type: none"> <li>Improving compliance of managers progressing on attendance management mandatory training</li> <li>Improving compliance of adherence to policy and procedures on attendance management</li> <li>Improving timescales and outcomes of case reviews</li> </ul>

Aim	We will achieve this by	Y1	Y2	Y3	We will measure progress by
We will ensure that our Workforce Policies comply with employment legislation	<ul style="list-style-type: none"> <li>Updating of policies and procedures and communicating effectively</li> <li>Training of all managers and ensuring easy access to relevant policies and procedures</li> </ul>	X	X	X	<ul style="list-style-type: none"> <li>Policy training and CPD sessions for staff and managers evaluating highly (&gt;85%)</li> <li>Reductions in grievances relating to inconsistent application of policy</li> </ul>
We will create a digitally enabled HR Advisory Model for our core workforce processes	<ul style="list-style-type: none"> <li>Creating a project plan and team to develop and implement the three tier HR Advisory Model</li> <li>Reviewing and updating all core HR and Terms and Conditions processes</li> <li>Researching, scoping and implementing digital workflow system (including ticketing system)</li> <li>Reviewing the workforce staffing structure to align with new workflow system and providing appropriate training</li> </ul>	X	X	X	<ul style="list-style-type: none"> <li>All core HR and Terms and Conditions processes have been reviewed and updated.</li> <li>Staff trained and aligned to proposed workflows</li> <li>Full HR Advisory Service Model launched</li> </ul>
We will enable a values led culture informed by our people	<ul style="list-style-type: none"> <li>Scoping and researching Culture Audit best practice</li> <li>Establishing a baseline from 2021/22 survey data (iMatter/CCA/Workforce Wellbeing)</li> <li>Designing and conducting Culture Audit and developing an action plan to deliver recommendations</li> <li>Conduct 2022/2023/2024 iMatter and support action planning</li> </ul>	X	X	X	<ul style="list-style-type: none"> <li>Every member of staff afforded the opportunity to participate in the audit (% return rate &gt;30%)</li> <li>Year on year % increase in staff recommending NHS 24 as a good place to work from 2021 baseline</li> <li>Year on year improvement in engagement level and Board score from 2021 baseline</li> </ul>
We will ensure all learning and development meets public equality duties	<ul style="list-style-type: none"> <li>Using equality impact assessments in Quality Assurance and Resource Development Frameworks</li> <li>Widening accessibility of products (including a range of formats and delivery methods)</li> </ul>	X	X	X	<ul style="list-style-type: none"> <li>Equality Impact Assessment recommendations are implemented</li> <li>Learning and training materials available in different formats</li> </ul>

## Enhanced learning & development

We will deliver practice education and training through leveraging technology, modernising, and extending opportunities for continuous professional development

Aim	We will achieve this by	Y1	Y2	Y3	We will measure progress by
We will conduct an organisational review of training and digital skills	• Collating and curating all local and national training relevant to NHS 24 workforce	X	X	X	<ul style="list-style-type: none"> <li>Increased opportunities for professional development against 2021 baseline</li> <li>95% of new staff attend refreshed Corporate Induction</li> <li>RESPOND project training requirements are fulfilled</li> <li>Identified learning needs gap reduces year on year from 2022 baseline survey</li> <li>Evaluation of solutions are rated highly (&gt;85%)</li> </ul>
	• Developing and updating an easily accessible Training Prospectus and publication of a Training Calendar	X	X	X	
	• Reviewing and refreshing Corporate Induction	X	X		
	• Reviewing and streamlining Mandatory Training	X			
	• Supporting priority projects training requirements (RESPOND)	X	X	X	
	• Designing and building new CPD and devising an approach to align protected learning time to training and CPD	X	X	X	
	• Exploring most effective structures for administering and delivering training along with robust MI tools	X			
We will develop a Quality Assurance Framework for learning and development	• Researching QA Framework approaches (internal and external to NHS)	X			<ul style="list-style-type: none"> <li>All learning resources conform to the QA Framework Standard</li> </ul>
	• Designing, building and implementing QA Framework for NHS 24	X	X	X	
	• Communicating QA Framework with learning practitioner stakeholders	X	X	X	

Aim	We will achieve this by	Y1	Y2	Y3	We will measure progress by
We will introduce an internal consultancy process	• Developing the consultancy model, process for approval/priority rating and ensuring ODLL Team is appropriately trained in consultancy practice	X	X		<ul style="list-style-type: none"> <li>Increased requests for consultancy from 2021 baseline</li> <li>Evaluation of delivered solutions rate highly (&gt;85%)</li> <li>ODLL Team are fully upskilled in basic consultancy practice</li> </ul>
	• Creating a repository for identified and common solutions (off the shelf) and communicating consultancy offering to organisation	X	X	X	
	• Evaluating and reviewing solutions	X	X	X	
We will scope, design, and build career frameworks	• Researching current early careers activity and offerings across Health & Social Care and other stakeholders (including SG, DWP, SDS etc.)	X			<ul style="list-style-type: none"> <li>Increase in number of apprenticeships, work/employability placements, internships, care experienced staff and other protected characteristics from 2021 baseline</li> <li>Internal mobility is increased from 2021 baseline</li> <li>Increased applications for identified pathway roles from 2021 baseline</li> </ul>
	• Scoping, designing, building and implementing an early careers framework to provide opportunities in partnership with Who Cares? Scotland, Local Authority and Further Education Employability Leads	X	X	X	
	• Scoping, designing, building and implementing career paths for key skills sets linked to areas of skills shortages (including nurses)	X	X	X	
	• Supporting the development of a contemporary Clinical Practice Education and Development Framework	X	X	X	

# Effective leadership & management

We will support our leaders and managers to 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

Aim	We will achieve this by	Y1	Y2	Y3	We will measure progress by
We will develop and deliver leadership and management programmes at all levels	• Implementing and evaluating Management Essentials Programme (MEP) for frontline managers	X	X	X	<ul style="list-style-type: none"> <li>90% of specified Managers attend programme within 18 months with Level 1 evaluations highly rating MEP (&gt;85%)</li> <li>Evaluations highly rate Middle Leaders, Senior and EMT Programmes (&gt;85%)</li> <li>Leadership CPD is well attended – each session reaches min 70% capacity</li> </ul>
	• Gaining insights into new National Leadership Development Programme work and how NHS 24 can integrate the offerings into NHS 24 Leadership Development Framework	X	X	X	
	• Scoping, designing, and building an NHS 24 Middle Management, Senior Leaders and EMT Programmes	X	X		
	• Implementing NHS 24 Middle Management, Senior Leaders and EMT Programmes		X	X	
	• Scoping, designing and/or building/procuring Leadership Development resources for CPD (including Masterclasses, Webinars, Assessments, Leadership Moments etc.)	X	X	X	
We will design and implement a Talent Management & Succession Planning approach	• Conducting research into current approaches in Health & Social Care for Talent and Succession Planning	X			<ul style="list-style-type: none"> <li>All senior manager and executive roles have talent and succession plans</li> </ul>
	• Building and implementing a Succession Planning model and a Talent Management tool to identify talent	X	X	X	
	• Introduce and deliver a High Potential Development Programme		X	X	

Aim	We will achieve this by	Y1	Y2	Y3	We will measure progress by
We will scope, design, build and implement a Coaching & Mentoring Framework	• Researching current frameworks in use across Health & Social Care and in other sectors to identify good practice	X			<ul style="list-style-type: none"> <li>90% of identified coaching and mentoring needs are met</li> <li>90% of identified line managers up to and including Band 7 complete the Manager as Coach MEP Module</li> </ul>
	• Designing, building and implementing a Coaching & Mentoring Framework	X	X	X	
We will reinvigorate and drive improvements in Appraisal	• Investigating the low use and adoption of appraisal	X			<ul style="list-style-type: none"> <li>Year on year increased % in full appraisal completion from 2021 baseline (9%)</li> <li>iMatter overall board scores increase from 2021 baseline</li> </ul>
	• Completing Appraisal Re-invigoration Action Plan	X	X	X	
	• Embedding Quality Appraisal into Management Essentials Programme	X			



## ▶ Collaboration & engagement

We will work in collaboration with our Trade Unions and across health and social care, with further and higher education, public, private and third sector bodies to share best practice and deliver 'Once for Scotland' approaches

Aim	We will achieve this by	Y1	Y2	Y3	We will measure progress by
We will continue to build and consolidate our relationship with Trade Unions	<ul style="list-style-type: none"> <li>Reviewing effectiveness of Area Partnership Forum and implementing findings</li> <li>Creating and implementing a work plan for Area Partnership Forum</li> </ul>	X	X	X	<ul style="list-style-type: none"> <li>Increasing the number of policies and interventions using a 'once for Scotland' approach</li> <li>Monitor and report on Trade Union attendance at meetings</li> <li>Monitor completion of work plan commitments and timescales</li> </ul>
We will develop and implement an internal engagement strategy and plan	<ul style="list-style-type: none"> <li>Developing and implementing a strategy and plan for regular staff engagement</li> <li>Re-establishing staff reference groups and wider engagement activities</li> </ul>	X	X	X	<ul style="list-style-type: none"> <li>Feedback sessions outputs</li> <li>Focus groups outputs</li> <li>Surveys completed and actions delivered</li> </ul>
We will build strong and effective external collaborations and partnerships	<ul style="list-style-type: none"> <li>Seeking opportunities to engage with wider public, private and third sectors in mutually beneficial collaborations and co-design and co-delivery activities in order to share best practice and resources</li> </ul>	X	X	X	<ul style="list-style-type: none"> <li>Increased number of NHS 24 collaborations and increased number of partnerships built from 2021 baseline</li> </ul>



# Monitoring our progress

Strategic Priority	Baseline (31st March 22 unless stated)	Target 2025	Monitoring & Success Indicators
<p><b>1</b></p> <p>Strategic Priority</p> <p>Sustainable Workforce</p>	<p><b>Attrition</b> 26.28%</p> <p><b>Workforce characteristics</b> Gender: Male (23.17%) Female (76.8%)</p> <p><b>Ethnic group:</b> African (0.58%) Asian (1.73%) Don't Know (2.52%) Mixed or Multiple Ethnic Group (0.42%) Other Ethnic Group (0.16%) Prefer not to say (8.23%) White – Irish (1%) White – Other (1.36%) White – Other British (11.06%) White –Scottish (72.96%)</p> <p><b>Disability:</b> Yes (9.59%) No (83.49%) Don't Know (4.40%) Prefer not to say (2.25%)</p> <p><b>Transgender:</b> Yes (0.16%) No (69.44%) Don't Know (26.57%) Prefer not to say (3.83%)</p> <p><b>Sexual orientation:</b> Heterosexual (64.36%) Gay/Lesbian/Bisexual (5.29%) Don't Know (26.24%) Prefer not to say (3.83%) Other (0.10%)</p> <p><b>Religious belief:</b> Buddhist (0.21%) Christian – Other (3.93%) Church of Scotland (14.62%) Don't Know (25.21%) Hindu (0.26%) Muslim (0.52%) Roman Catholic (14.36%) Sikh (0.31%) No Religion (35.06%) Other (1.05%) Prefer not to say (4.45%)</p> <p><b>Age profile:</b> 16-29 (18.97%) 30-39 (25.94%) 40-49 (22.85%) 50-59 (34.11%) 60+ (8.41%)</p>	<ul style="list-style-type: none"> <li>Year on year reduction</li> <li>Year on year improvements toward 50/50 balance</li> <li>Year on year improvements particularly around race</li> <li>Year on year increase in disabled staff (est. disabled population in Scotland is 1/5th as of 2021)</li> <li>Year on year increase in transgender staff</li> <li>Year on year increase in LGBT staff</li> <li>Year on year improvement in workforce mix of religious belief profile</li> <li>Year on year increase in 16-29 age profile</li> </ul>	<ul style="list-style-type: none"> <li>% increase of staff still employed after 2 years</li> <li>% reduction in attrition by skillset</li> <li>Our workforce makeup in relation to all protected characteristics is representative of the communities we serve (taken from census data when available in 2022)</li> </ul>

Strategic Priority	Baseline (31st March 22 unless stated)	Target 2025	Monitoring & Success Indicators
<p><b>2</b></p> <p>Strategic Priority</p> <p>Inclusive Culture</p>	<p><b>Actual gender pay gap:</b> -£0.85</p> <p><b>Actual race pay gap:</b> - £0.16</p> <p><b>Actual disability pay gap:</b> - £1.36</p> <p><b>iMatter engagement score (2021):</b> 57</p> <p><b>Staff Absence:</b> Sickness – 8.41% Covid – 5.13%</p>	<ul style="list-style-type: none"> <li>Year on year improvements</li> <li>Year on year improvements</li> <li>Year on year improvements</li> <li>Year on year improvements</li> <li>&lt; 9% on a rolling basis</li> </ul>	<ul style="list-style-type: none"> <li>Increased % of staff who have protected characteristics</li> <li>Reduction in gender, race and disability pay gap</li> <li>Increased % in iMatter engagement score</li> <li>Increased % of staff attending work</li> </ul>
<p><b>3</b></p> <p>Strategic Priority</p> <p>Enhanced Learning and Development</p>	<p><b>Mandatory Training:</b> 60%</p> <p><b>Core Induction Training:</b> TBC</p>	<ul style="list-style-type: none"> <li>Increases year on year towards agreed target of 90% (allowing for non-available staff)</li> <li>Increase year on year numbers of new starts completing core induction successfully</li> </ul>	<ul style="list-style-type: none"> <li>Increased % of learners completing mandatory training</li> <li>Increased % of new starts completing initial training</li> </ul>
<p><b>4</b></p> <p>Strategic Priority</p> <p>Effective Leadership and Management</p>	<p><b>Number of managers trained at all levels against yearly target:</b> 0</p> <p><b>Numbers of leaders/managers assessed against talent framework against yearly target:</b> 7</p> <p><b>Numbers of roles with succession requirements assessed:</b> 0</p> <p><b>Full Appraisal completion (Discussion, PDP Objectives)</b> 9%</p>	<ul style="list-style-type: none"> <li>Increases year on year</li> <li>All EMT and Senior Managers assessed against talent framework</li> <li>All EMT and Senior Manager roles assessed for succession</li> <li>Increases year on year</li> </ul>	<ul style="list-style-type: none"> <li>Increased % of managers completing Management Essential Programme</li> <li>Increased % of leaders and managers assessed against talent framework</li> <li>Increased % of senior manager and executive roles with talent and succession plans</li> <li>Increased % of staff completing full appraisal</li> </ul>
<p><b>5</b></p> <p>Strategic Priority</p> <p>Collaboration and Engagement</p>	<p><b>Number of courses in partnership with colleges/universities:</b> 1</p> <p><b>Number of 'Once for Scotland' interventions/approaches delivered:</b> 6</p>	<ul style="list-style-type: none"> <li>Increases year on year in line with workforce priorities</li> <li>Increases year on year in line with 'Once for Scotland' roll out</li> </ul>	<ul style="list-style-type: none"> <li>Increased number of courses/programmes delivered in partnership etc</li> <li>Increased number of interventions/ approaches delivered through 'Once for Scotland'</li> </ul>