

<p>NHS 24 BOARD MEETING</p> <p style="text-align: right;">21 DECEMBER 2023 ITEM NO 10.3 FOR ASSURANCE</p> <p style="text-align: center;">WORKFORCE PERFORMANCE REPORT (Quarter 2 July – September 2023)</p>	
Executive Sponsor:	Jacqui Hepburn, Director of Workforce
Lead Officer/Author:	Jacqui Hepburn, Director of Workforce
Action Required	The Board is asked to note the Workforce Performance Report.
Key Points for this Committee to consider	<p>This report provides the Board with an update on areas of workforce focus for Quarter 2. 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, Staff Governance Committee and Board. 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 is 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 July – September 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 2
July – Sept 2023/2024



Workforce Strategy & Plan 2022-25



Quarter 2 Workforce Establishment



Key workforce information on NHS 24's establishment

SPOTLIGHT

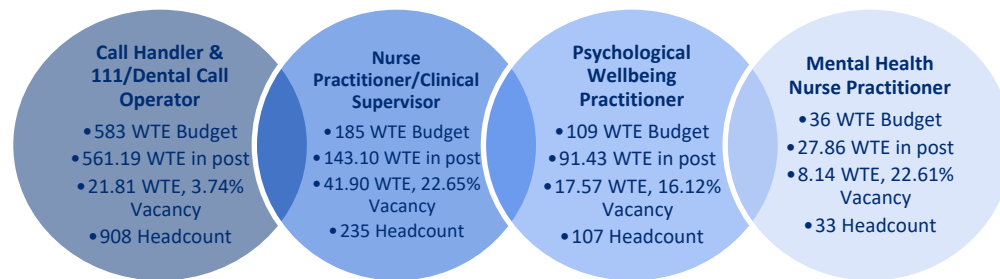
Workforce and Finance continue to meet with all Directors on a monthly basis to review their establishment, vacancies and planned change for 2023/24.

The establishment movement sheets have now been migrated to Power BI dashboards for directors which are refreshed every month. This change allows the establishment information to be presented in a more concise and interactive way and as the datasets increase in size Power BI is better suited for complex data analysis and creating visualisations.

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, where there is no active recruitment taking place or it is not part of service redesign/restructure work, 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.

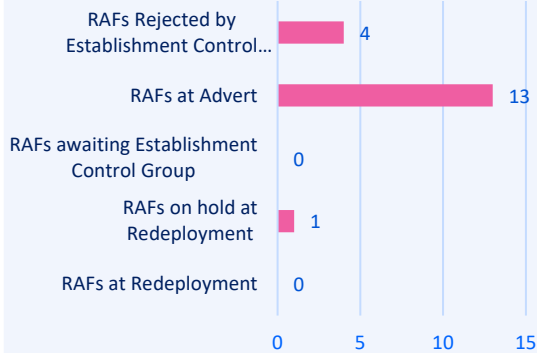




Sustainable Workforce



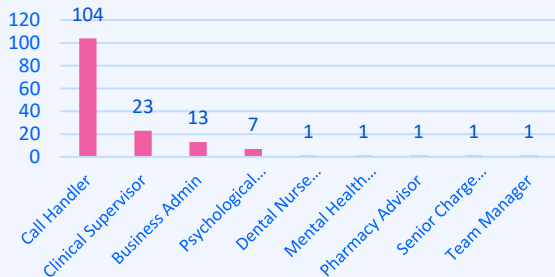
Recruitment



In Q2 Workforce and the Establishment Control Group received 42 RAFs for consideration. There are currently 59 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 152 new employees in Quarter 2.

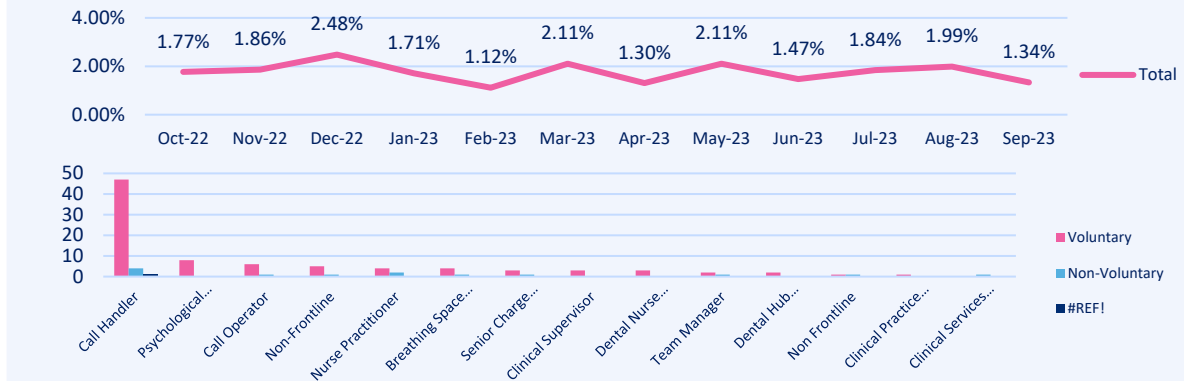


September
 1.37%, 27 heads
 -0.65%, -13 heads
Voluntary Turnover
 1.19%, 24 heads

Quarter 2 Turnover
 5.16%, 104 heads
 +0.28%, +9 heads
Voluntary Turnover
 4.47%, 90 heads

Rolling year Turnover
 21.04%, 403 heads
 -6.90%, -120 heads
Voluntary Turnover
 17.44%, 334 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** (40 heads) of these 42% went to another NHS board. 11.53% of leavers (12 employees) started and left within the same quarter, this is a similar trend to last quarter which was 11.11%. 10 left within their first month of service and 6 left with a leaving reason of Training/Induction.

SPOTLIGHT:

In Q2 exit interviews had a completion rate of 29.81% (31) for the quarter. 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 an improvement in the return rate.



Sustainable Workforce



Quarterly Highlights

- Rolling Turnover continues to decline and is now **21.04%**
- Since it was introduced in May 23, over **500 check in questionnaires** have been issued with a completion rate of 46%, we scored **8.04/10** for satisfaction with their roles and **8.19/10** for recommending NHS 24 as a place to work. Exit Interview completion rates have dropped slightly from 40.74% in June to **36.84%** in Sept.
- New employment within NHS Scotland remains the **top reason for leaving**.
- H&S essential learning is at an all time high of **89.7%**
- Recruitment from ethnic minorities for all stages of process has increased. In 20/21 there were 19 appointed, 43 in 21/22 and this increased to **162** in 22/23.
- Recruitment and training for **Confidential contacts** is underway. It is hoped to have a pool of approx. 10 spread across all sites.

Quarterly Activity

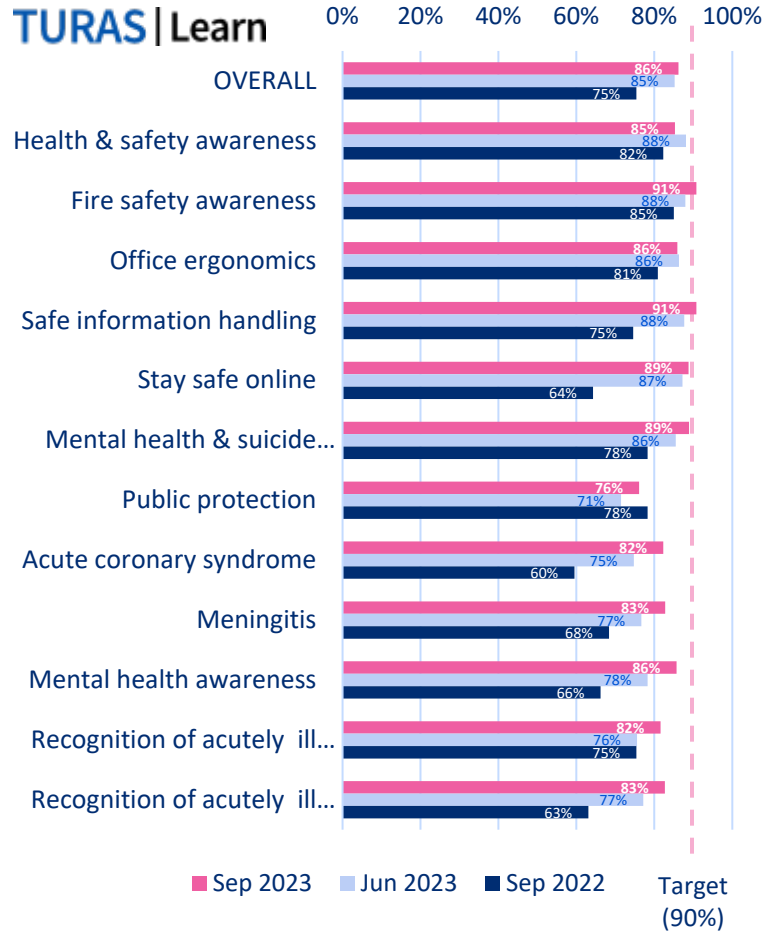
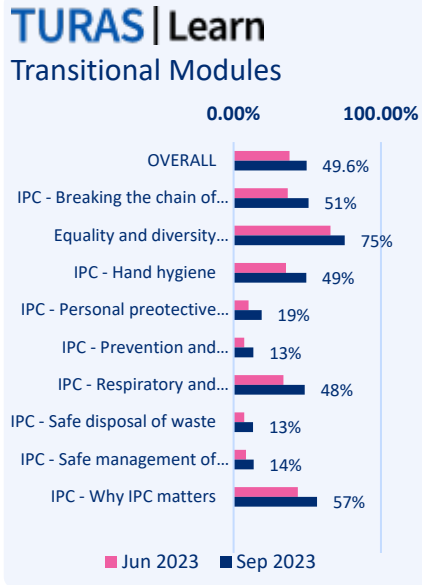
- Working with NES to take steps to meet our duties in relation to **armed forces leavers** and **veterans**.
- Engaging with CEMVO, Black Professionals Scotland, WSREC and MWRC on how we support the **ethnic population** to apply for roles with us
- Calendar of events to attend **recruitment fairs** hosted by secondary schools as well as colleges and universities
- Working with **Close the Gap** to reduce our pay gaps for gender, race and disability
- **Balance Scorecard** report for WF KPIs developed and implemented
- **Attrition improvement action plan progressing.**
- Successful **open evenings** held for breathing Space, Clinical Supervisors and the Mental Health Hub.
- **Candidate questionnaires** developed and issued to monitor withdrawals and candidate experience



Enhanced Learning and Development and Effective Leadership and Management



Statistics related to learning and development within NHS 24



The overall compliance level for Essential Learning is sitting at 86.2%.

Only 2 directorates - Service Delivery (85.3%) and Nursing and Care (88.7%) - are currently below the 90% compliance level target.

49.6% of all required transitional modules have now been completed. This is up from 37.9% at the end of the last quarter.

30 training groups CHs (20), NP/CS (7) and Mental Health Hub (3)

84% completed training 121 of 144 staff completed the initial training process, 3 staff are still in induction.

CORE TRAINING PROGRAMME

Details of sessions run by the Practice Education team.

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.

Management Essentials

120 current people managers have now completed their MEP Programme since it launched in June 2022 (53% of target audience). A further 83 have begun the programme and working towards completion, with 26 still to commence the programme.

SPOTLIGHT

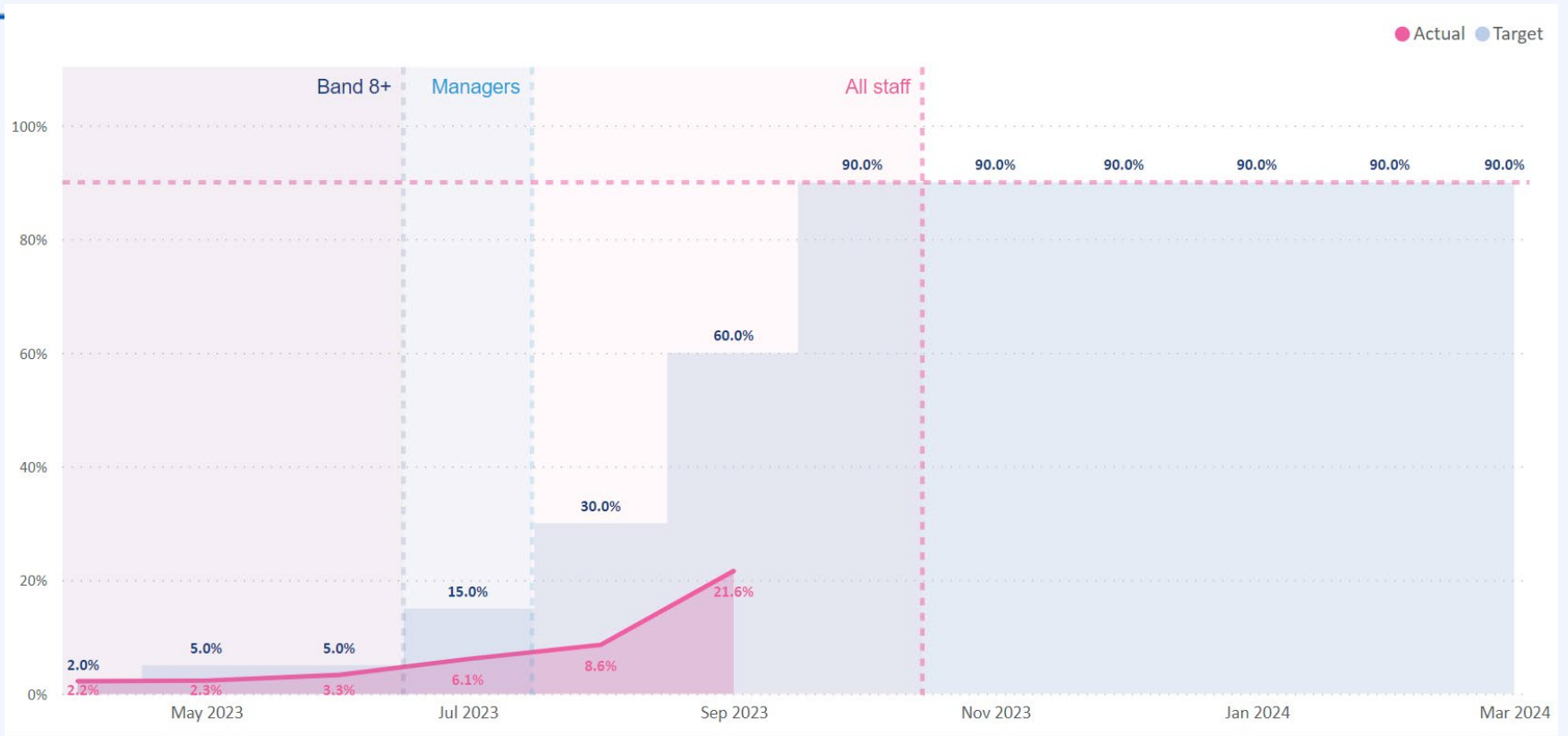
This section shares details of key learning and development currently in focus.



Enhanced Learning and Development and Effective Leadership and Management



Statistics related to learning and development within NHS 24



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. 21.6% of staff have completed their objectives and PDP.**



Enhanced Learning and Development and Effective Leadership and Management



Quarterly Highlights

- **Essential Learning:** Overall completion levels continue to remain high at 86% for existing essential learning modules. Transition modules completion levels have increased from 37.9% to 49.6% . Transition modules will be reported separately from existing modules for a period of 1 year (1st April 23 – 31st Mar 24) as the transition to embedment takes place.
- **Management Essentials:** Programme continues, currently 53% of eligible people managers have fully completed their MEP Programme with 37% having begun the programme.
- **Practice Education:** Reported 84% of new starts undertaking Core Training Programme have fully completed it. This is 9.46% higher than last quarter.
- **Appraisal:** Overall completion levels sits at 21.6%, which is below the end of Sept target of 60%. It should be noted however that significant progress has been made in 5 out of 8 Directorates who are recoding >90% completion rates.

Quarterly Activity

- **Essential Learning** - Monthly targeted 'Module of the Month' comms via Team Talk continues and new digital message boards are being utilised to highlight completion of Transition Modules. Annual review of Essential Learning will commence in Nov 23.
- **Management Essentials Programme** - Delivery continues. Level 3 evaluations commenced. On target to meet commitment of 90% of in-scope managers completing programme by end of Nov 23. End of Programme Report will be presented to EMT in Dec 23 and Staff Governance in Feb 2023.
- **Appraisal** - In 2022/23 the organisation recorded an end year completion level of 11%. Within first 6 months of 2023/24 completion level sits at 21.6%. Reset of appraisal and full alignment to organisational priorities has stimulated activity. Hotspots have been identified and support put in place to encourage the remaining 3 Directorates to achieve the 90% completion by end of Oct 23.
- **NHS 24 Induction Programme** – Launched on 3rd April 2023. Level 1 feedback extremely positive with average rating score of 4.85/5. Since April 94% of all new starts have completed their Induction session.



Inclusive Culture



Statistics related to absence and case management within NHS 24

SICKNESS ABSENCE

8.38% Rolling ↑ +0.53%
 8.08% Quarter ↑ +0.62%
 8.59% September ↑ +0.42%

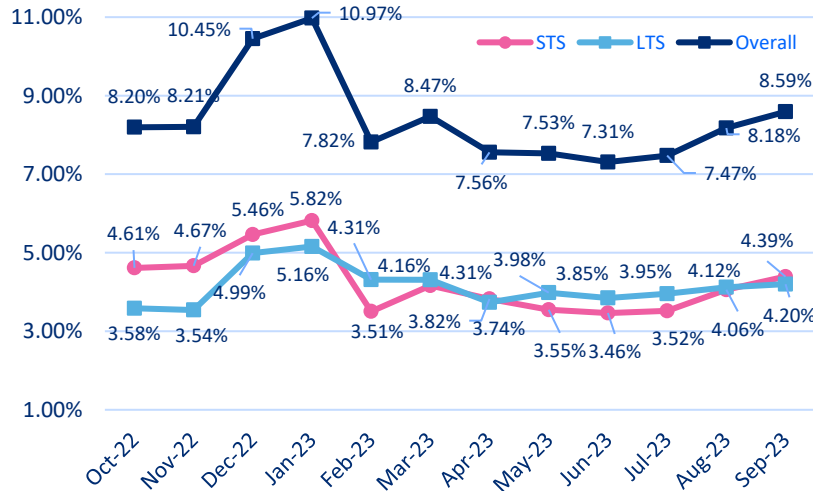
SICKNESS ABSENCE

Attendance continues to be a focus for all NHS 24 cohorts. Both Short Term (+0.77%) and Long Term (+0.54%) absence have increased since the previous quarter and the overall absence by +0.45%. When compared to the same quarter last year this is also an increase of absence +0.63%.

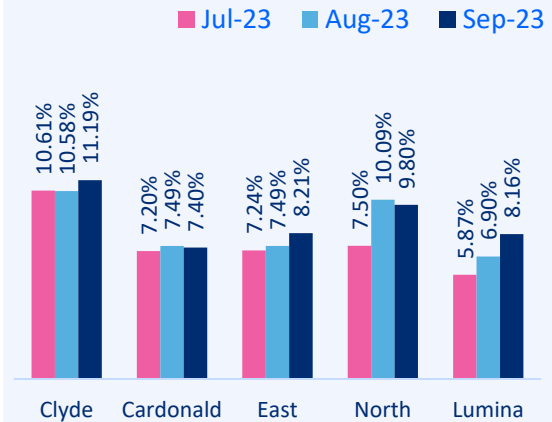
INSIGHTS:

Clyde Contact Centre has seen the highest absence increase over the last quarter (+1.71%). **Lumina** has also seen an increase +2.29% from July to September. Absence is increasing across all centres, and this is monitored on a weekly basis. Cough/Cold Flu absence has increased by 31 instances and covid has increased by 22 instances. Clinical absence is an ongoing cause for concern which has impacted the service.

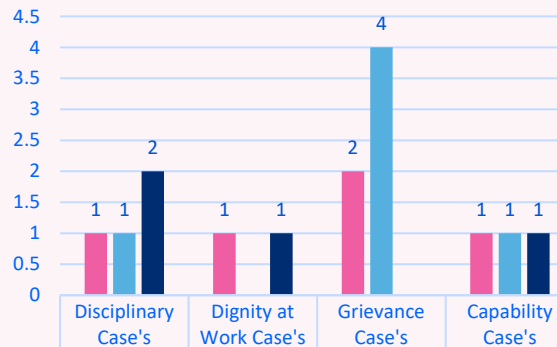
SICKNESS ABSENCE BY MONTH



SICKNESS ABSENCE BY LOCATION



CASE MANAGEMENT



	Disciplinary Case's	Dignity at Work Case's	Grievance Case's	Capability Case's
New Cases in Q2	1	1	2	1
Cases Closed in Q2	1	1	4	1
Active Cases beyond 6 weeks	2	1	1	1

HIGHLIGHT:

We continue to experience high case volume across all case management. A temporary increase in HR advisor resource has been accommodated to meet the demand.

Work is commencing to implement a new case management system. This will support the requirement to report on agreed KPI's to better monitor timescales of case work.

The team continue to encourage case levelling and lessons learned sessions to increase managers capability and understanding.

Inclusive Culture

Quarterly Highlights

- **People First (Tier 3 system)** has been launched and rolled out across all centres following a successful pilot at Lumina. Demonstrations of the system has taken place at all centres. Comms and Engagement will continue throughout the next quarter as we support and encourage managers to use the ticketing system. FAQ's and a video have been created to ensure managers become comfortable and confident using people first for all their HR related queries.
- **Once for Scotland Phase 2 Supporting Work Life Balance Policies** launched on 1st November 2023. The team have been reviewing changes within the policies to create briefings for staff and managers. Communications will commence during October as we prepare for the launch.
- **Able Futures** has been launched in the last quarter. Awareness sessions took place and information has been made available to all staff on the intranet. It is anticipated that this mental health support service will provide assistance for staff who are experiencing anxiety, stress depression.
- **The Area Partnership Workplan** has been created and agreed at Area Partnership Forum. People Services and Partnership colleagues are committed to working together on the plan and actions agreed.
- At the end of Quarter 2 absence has increased by 0.63% ending at 8.62%

Quarterly Activity

- **The Wellbeing Strategy** is in development following extensive engagement and wellbeing survey issued. Scoping work commenced on **Culture and Wellbeing dashboard**.
- **Shift Review Phase 2** – team are still actively involved in the staff who are still in the Grievance process. Ending the quarter with 8 staff still active in the formal process.
- Supporting Health Information Services **Organisational Change** and Aberdeen **Relocation programmes** from an advisory point of view.
- **Case management** volume have been high over the past quarter. The Employee Relations Team have been supporting senior managers with an increase in serious and complex cases.
- **In Partnership with the Central Legal Office, People Services** have delivered training sessions for managers on “Reasonable Adjustment” and Flexible Working”.
- **The Carers Action Plan** has been developed and launched.
- **Winter Contingency Plan** has been reviewed and updated from a **Workforce** perspective as we prepare for a busy Quarter ahead.
- NHS 24 continues to be represented on the **Once for Scotland Programme Board**. Weekly participation and input to the next set of **Once for Scotland** policies.