

**NHS 24
20 JUNE 2024
BOARD MEETING
ITEM NO 10.8
FOR ASSURANCE**

WORKFORCE QUARTERLY AND ANNUAL REPORT (Quarter 4 January – March 2024)

Executive Sponsor: Jacqui Hepburn, Deputy Chief Executive & Director of Workforce

Lead Officer/Author: Marnie Westwood, Head of Resourcing and Planning
Kerry O’Neill, Workforce Data and Digital Manager

Action Required: The Board is asked to note the workforce report in terms of progress made in quarter 4 (Jan – March 2024) and then the overall 12-month picture for the last financial year 2023-2024.

Board members are asked to be assured that the Workforce Directorate in collaboration with all other Directorates have made significant progress which is demonstrable with the majority of our KPIs met or exceeding target.

Key Points for this Committee to consider

The KPIs for each of the key strategic workforce objectives demonstrate the successes of the various workforce initiatives developed and embedded.

- Headcount has increased steadily over the last 12 months; Attrition continues on a downward trend both of which in turn means our vacancy factor has decreased.
- Call handlers target of 583 WTE was met and exceeded for February and March 2024. This is the first time NHS 24 have ever met target for this skillset.
- The Leadership Development Programme for all middle and senior managers was launched in January 2024 with 30% of delegates commencing the programmes.
- Attendance continues to be a focus for all NHS 24 cohorts. Short Term absence has decreased since the previous quarter (-0.23%), Long Term absence has also decreased (-0.09%).
- The cultural dashboard summary shows an overall picture at a glance of our performance against our KPIs, it demonstrates that we are improving and performing well in terms of how our staff “feel” about working with NHS 24 and our aim to be an employer of choice.

Governance process

The Workforce Report was presented to the Executive Management Team then Staff Governance Committee in May 2024 and now the Board.

This report contains high level workforce information for the attention of the EMT and Staff Governance Committee. Comprehensive reports are 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. Our aim

is to produce the right level of detail for governance purposes with more detailed reporting (weekly/monthly) to operational management teams.

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.

Strategic alignment and link to Corporate Delivery Plan activity

3.1 Deliver sustainable workforce and plan our workforce to meet service requirements through attracting and retaining people.

3.2 Ensure the organisation has effective leaders and managers that 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.

3.3 Deliver an inclusive culture that supports our people's health and wellbeing.

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.

1. RECOMMENDATION

- 1.1 Board members are asked to note the information contained within the Workforce Performance Report.

2. TIMING

- 2.1 This report provides metrics and analysis for the months January – March 2024 and includes historic trend information for comparison. This report also provides a year end position as of March 2024 and insight into where we are at against our KPIs at the mid-year point of Year 2 of our Workforce Strategy.

3. BACKGROUND

- 3.1 Overall the contents of the report demonstrates that we continue to progress towards achieving our strategic objectives as set out in our Workforce Strategy. Some key insights from the report worth highlighting are:

Successes:

- The rolling turnover has reduced from March 23 (25.51%) to March 24 (19.13%).
- There has been an increase of 5.22% in Stability index from 2022/23 (78.63%) to 2023/24 (83.84%).
- Call Handler target was reached in February 2024. Over the year 361 call handlers were recruited (198.29 WTE) this is an increase on last year of 175 heads (89 WTE).
- Clinical Supervisor figures have steadily increased from March 23 (133.89 WTE) to March 24 (144.77 WTE).
- iMatter response rate (70%) & action plans (62%) at highest recorded levels.
- Values & Behaviours framework launched with 224 staff already attending workshops.
- Launch of People First ticketing system, 3250 queries received and resolved. High satisfaction rates noted and exceeding agreed KPI's.
- A **decrease** in the rolling sickness absence % from March 23 (8.47%) to March 24 (8.30%).
- Set up 7 new staff experience groups.
- Launch of Wellbeing Strategy in Q4.

Areas for continued development:

- Implementing of all three elements of appraisal from April 2023 and continuing the trend of increased completion rates.
- Supporting staff with their health and wellbeing and in particular mental health through the relaunch of able futures.
- Delivering Directorate level cultural and wellbeing action plans.

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. This information will in turn inform and allow us to monitor progress made against the Workforce Strategy.

5. FINANCIAL IMPLICATIONS

- 5.1 Currently, there are no financial implications to highlight.

6. MEASURABLE BENEFITS

- 6.1 There is a suite of KPIs in place for measuring the success and identification of areas for improvement for all five strategic objectives of the Workforce Strategy - Sustainable Workforce, Enhanced Learning and Development, Effective Leadership and Management, Inclusive Culture, Collaboration and Engagement.

This report provides insight into the workforce initiatives which support maintain and improve our KPIs. The cultural dashboard summary shows an overall picture at a glance of our performance against our KPIs, it demonstrates that we are improving and performing well in terms of how our staff “feel” about working with NHS 24 and our aim to be an employer of choice.

7. NEXT STEPS

- 7.1 A workforce update report is provided quarterly to EMT, APF, Staff Governance Committee and Board as well as an end of year position and an annual report. The annual report is prepared in line with the Workforce Strategy which runs from Oct – Sept.



Workforce quarterly report

Quarter 4

Jan – March 2024



ODLL



R&P



PS

Workforce Strategy & Plan 2022-25

PLAN

ATTRACT

NURTURE

EMPLOY

TRAIN



Quarter 4 Workforce Establishment



Key workforce information on NHS 24's establishment

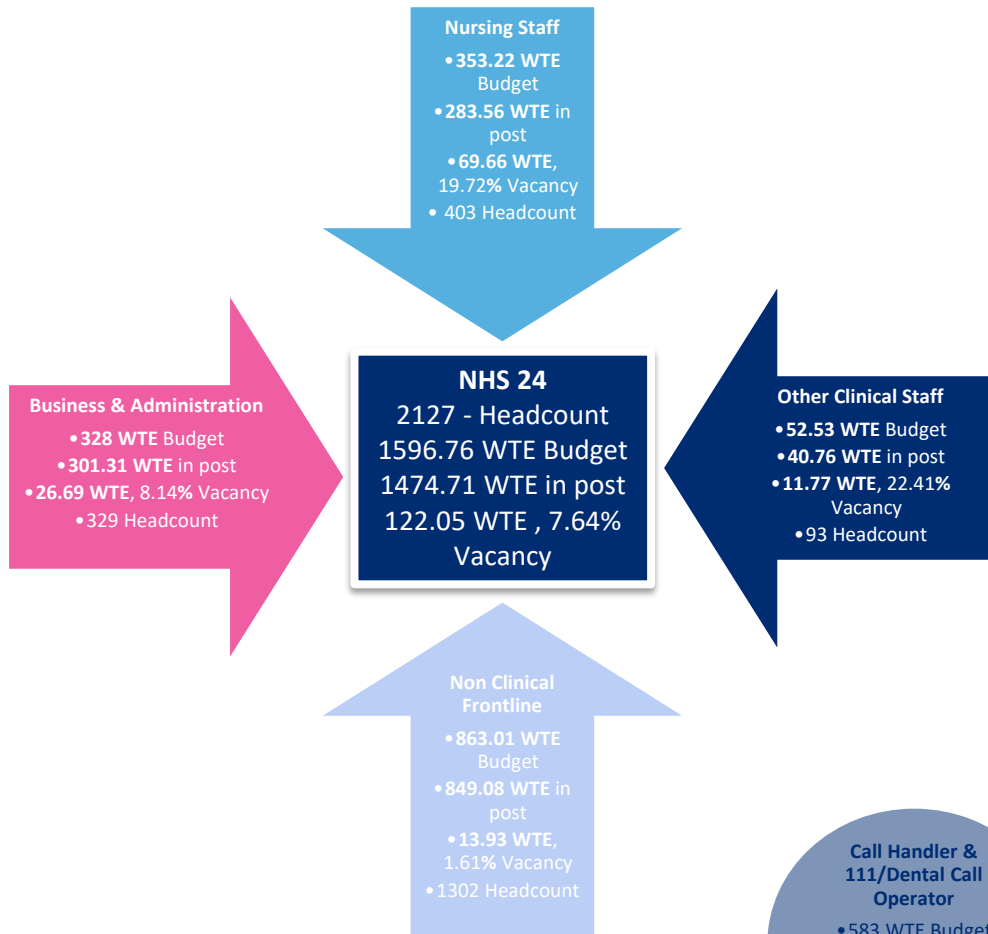
SPOTLIGHT

Vacancy management is scrutinised monthly as part of Scottish Government efficiency requirements.

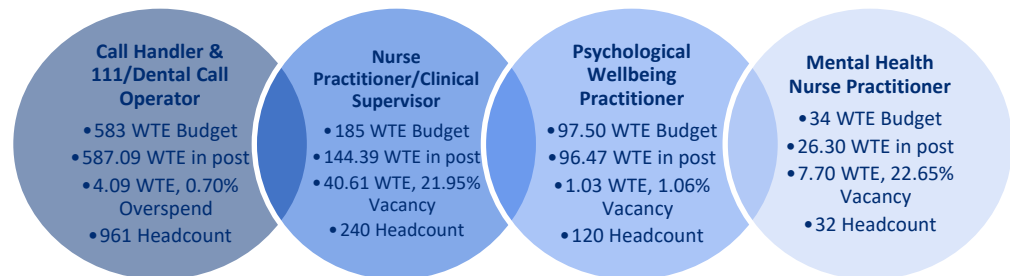
All vacant posts over 6 months have been removed from the establishment for 24/25 resulting in a saving of £249,845.96.

Via ECG we are streamlining our recruitment process, with all posts - excluding critical frontline vacancies - being scrutinised to ensure they are required at this time. All posts must now be able to clearly demonstrate a benefit to patient safety and to the delivery of our services or be aligned to our corporate priorities as detailed in our Corporate Strategy, Annual Development Plan and Workforce Strategy. Managers will also be expected to attend the Establishment Control Panel to present their request for a post and answer any questions.

Work continues on potential financial savings via recruitment – mapped performance against headcount/WTE for Call Handlers. All Directors have been requested to provide updated WF Plans for 24/25 and 25/26.



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.

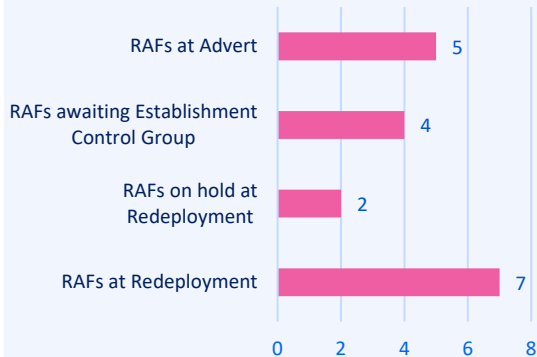




Sustainable Workforce



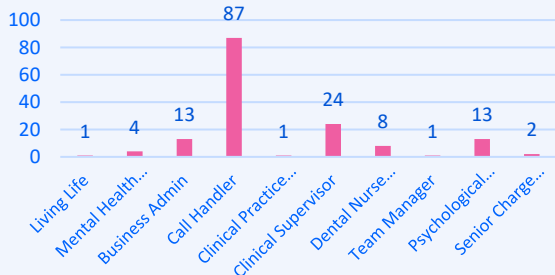
Recruitment



In Q4 Workforce and the Establishment Control Group received **27** RAFs for consideration. There are currently **37** 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 154 new employees in Quarter 4.

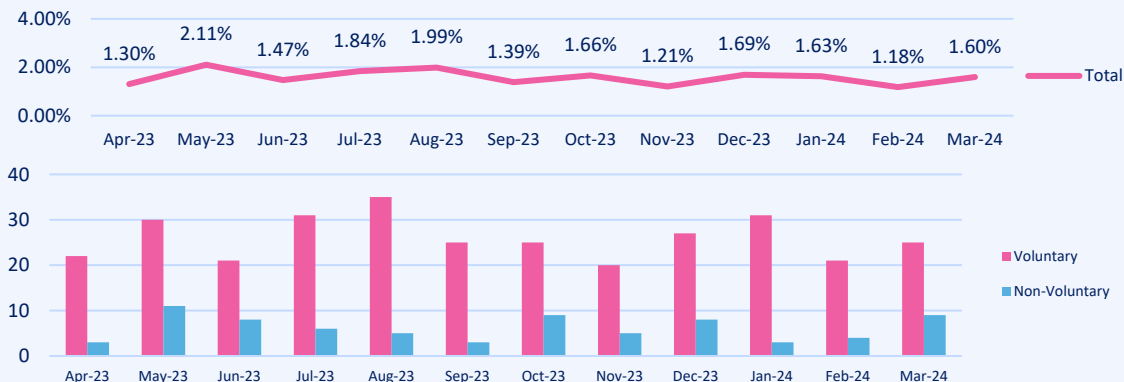


March
1.60 %, 34 heads
0.42%, 9 heads
Voluntary Turnover
1.18%, 25 heads

Quarter 4 Turnover
4.41%, 93 heads
-0.20%, -2 heads
Voluntary Turnover
3.65%, 77 heads

Rolling year Turnover
19.13%, 389 heads
-6.38%, -82 heads
Voluntary Turnover
15.44%, 314 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** (37 heads) of these 67.5% went to another NHS board. Q4 saw 8 staff retiring, this was over a range of skillsets including 3 Clinical Supervisors, 2 Senior Charge Nurses and 1 Call Handler. 18.48% of leavers (17 employees) started and left within the same quarter, this is a similar trend from previous quarters. 15 of these staff left within their first month of service, 6 of which left with a leaving reason of Personal Reasons.

SPOTLIGHT:

In Q4 exit interviews had a completion rate of 20.43% (19) for the quarter which is down from Q3's completion rate of 34.74% (33).



Sustainable Workforce



Quarterly Highlights

- **Headcount** continues to increase.
- Rolling Turnover continues to decline and is now **19.13%**.
- Call handler target of **583 WTE** was met and **exceeded** for February and March 2024. This is the first time NHS 24 have ever met target for this skillset.
- **Clinical Supervisors** are still increasing with 144.39 WTE (target is 185 WTE). Connaught recruitment agency (who support 111 in England) have successfully placed 3 candidates and a further 3 have just been put forward.
- There have been no new **personal injury claims** in the last 12 months.
- **H&S pre inspection** of the new Aberdeen site was completed.
- Completion rates for **H&S elearning** for Q3 and Q4 were >90%.
- New **SLA with SAS** approved for the next three years for H&S Consultancy.

Quarterly Activity

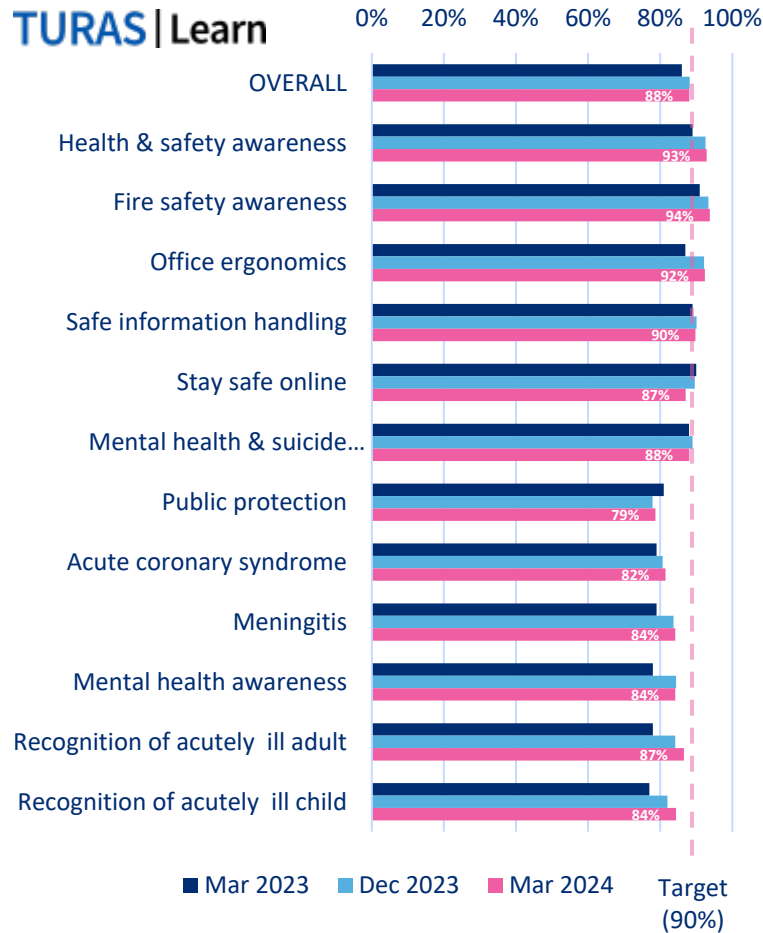
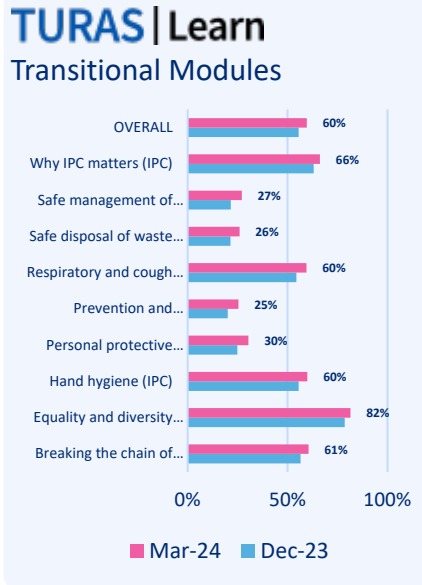
- **Fortnightly forecasting** collaborative meetings take place with CRT, SD, and PE for future CH recruitment. If we are to maintain at 583 WTE for 2024/25 we will need to recruit 42 WTE per quarter (70 heads). However, this is dependent on location, supervision levels and training capacity.
- We attended the RCNi and Dundee Uni Nursing **careers events** in February to promote NHS 24 as a Nursing career.
- End to end **recruitment** for our new Director of Service Delivery.
- **Modern Apprenticeship** commenced within Workforce in March 24.
- Work has commenced on a number of **digital projects** including meeting bookings system pilot with the ER team, Flexible Working Process, new start check in questionnaires and ER Case Management System.



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 88.1%.

Only **Service Delivery (87.4%)** remains below the **90% compliance level target**.

59.6% of all required transitional modules have now been completed. This is up 4% from the end of the last quarter.

22 training groups CHs (14), NP/CS (5) and Mental Health Hub (3)

67.94% completed training
89 of 131 staff completed the initial training process, 18 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.

Leadership Development Programme

22% Leading with Courage delegates have commenced their programme

55% Leading for Impact delegates have commenced their programme

SPOTLIGHT

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

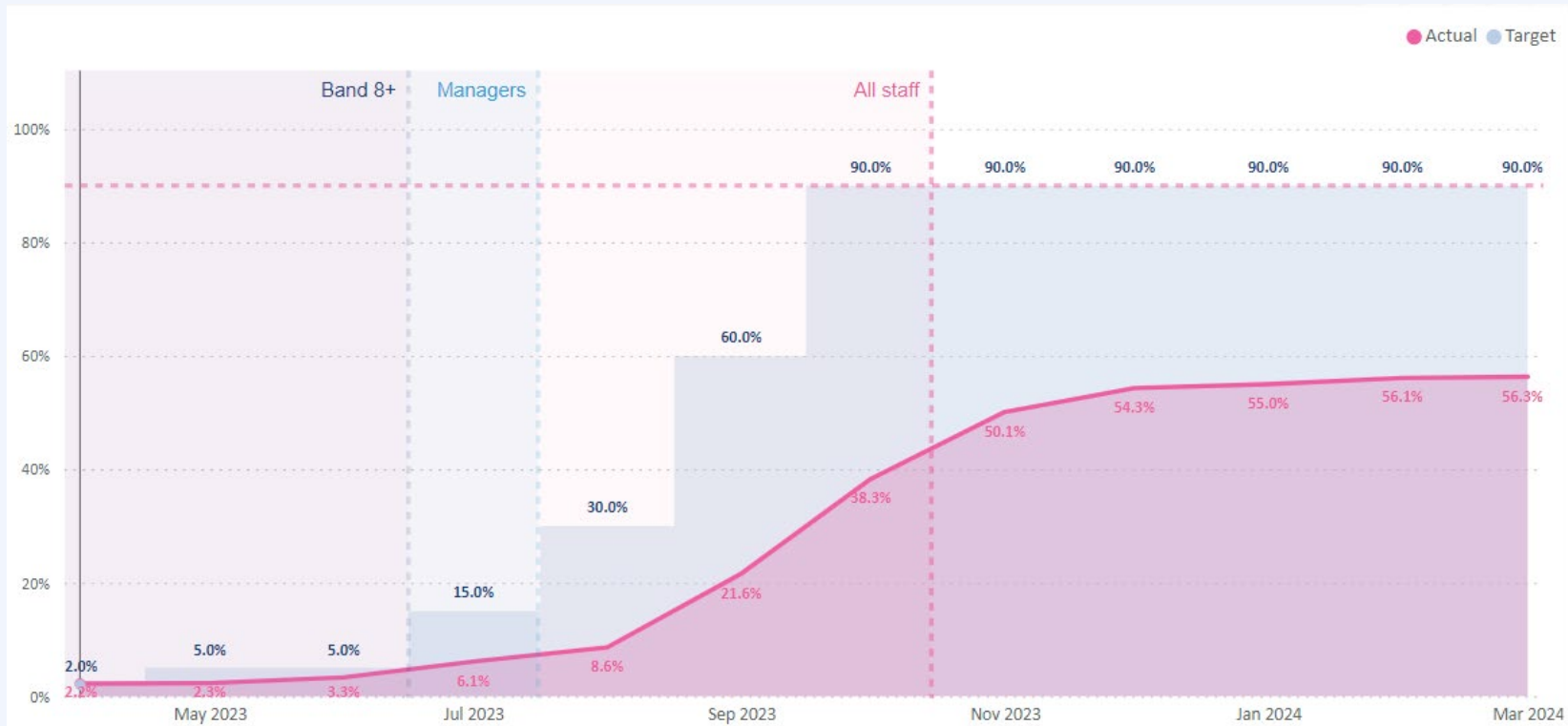


Enhanced Learning and Development and Effective Leadership and Management



Statistics related to learning and development within NHS 24

TURAS | Appraisal



APPRAISAL ACTIVITY

In the 2023/24 appraisal window (April to March), 2 components were required to complete an appraisal: Setting objectives and completing a PDP. At the close of the window **56.3% of staff** had completed both of these required elements. This represents an **increase of 45%** since the end of March 2023 (when 11% of staff had completed all required elements).

New staff (< 1 year service) and those currently on extended absence (LTS/Mat leave etc) are automatically filtered out of Appraisal reporting.



Enhanced Learning and Development and Effective Leadership and Management



Quarterly Highlights

- **Essential Learning:** Overall completion levels continue to remain high at 88.1% for existing essential learning modules. Transition modules completion levels have increased from 55% to 59.6% .
- **Leadership Development Programme:** Our Leadership courses for middle and senior leaders 'Leading with Courage' and 'Leading for Impact' respectively have commenced. 22% of middle leaders and 55% of senior leaders have commenced their course.
- **Practice Education:** 67.94% of those who commenced the Core Training Programme have fully completed it. It is worth noting that 18 (14%) of those who commenced induction during Q4 are still in training. If all complete, this will total 82%.
- **Appraisal:** New 1:1 form introduced, and overall completion levels sits at 56.3%, which is a significant increase in the end of year position last year (11%).
- **Health and Wellbeing:** Wellbeing Strategy launched in Q4.
 - **Able Futures:** Two targeted virtual appointment sessions have run promoting free mental health support. Since its introduction 'Able Futures' in August 2023, 27 staff members have commenced 9-month free programme.
 - **Thrive Mental Health App:** Contract was extended in January 2024 for a further 12 months due to increasing number of staff members using the app

Quarterly Activity

- **Essential Learning** – A national benchmarking exercise is nearing completion for Essential Learning. Findings and recommendations will be presented to EMT in May and Staff Governance thereafter.
- **Leadership Development Programme** – Delivery of both courses will continue through Q1. The full programme is not due to complete until October 2025 for all delegates. Regular updates will be provided to EMT and Staff Governance Committee.
- **Practice Education:** To coincide with Digital Transformation, a review of Practice Education was undertaken, and a group has been established to take forward recommendations from the review.
- **Appraisal** – 2024 Appraisal cycle commenced on 1st April. End year discussions will close off 2023 cycle and objectives and PDP for year ahead will be set.
- **NHS 24 Induction Programme** – Induction for frontline staff returned to Practice Education in March 24 and encapsulated within the Core Training Programme timetable. ODLL continue to deliver Corporate Staff Induction, ensuring all new staff to NHS 24 receive the same welcome and information.
- **Health and Wellbeing:**
 - **Directorate Culture and Wellbeing Action Plans:** All directorates have implemented Culture and Wellbeing action plans which contain actions, applicable to all, and tailored local actions specific to the directorate. Plans went live on 1st April 2024 and progress will be monitored through the Staff Experience Governance Group.
 - **Culture and Wellbeing Dashboard:** Phase one of the culture and wellbeing dashboard has been developed for presentation to the Staff Governance Committee. A summary of the key measures has been included later in this report.



Inclusive Culture



Statistics related to absence and case management within NHS 24

SICKNESS ABSENCE

8.30% Rolling
-0.10% ↓

8.65% Quarter
-0.32% ↓

8.68% March
+0.65% ↑

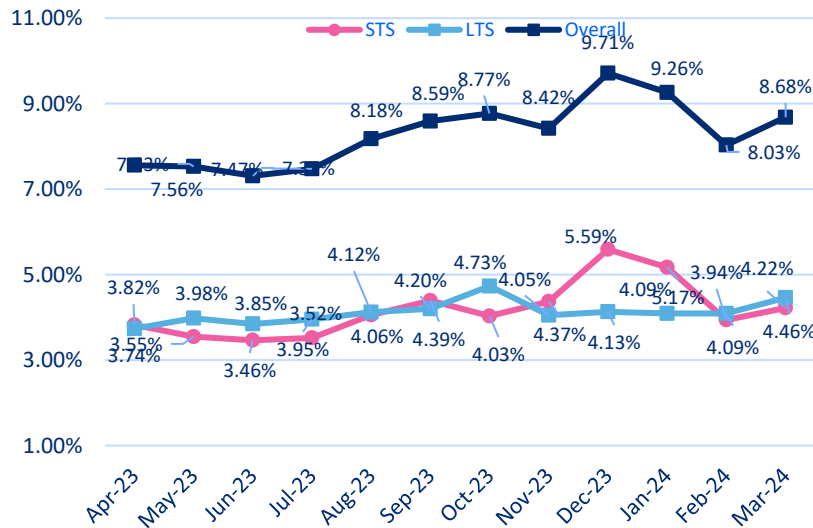
SICKNESS ABSENCE

Attendance continues to be a focus for all NHS 24 cohorts. Short Term absence has **decreased** since the previous quarter (-0.23%), Long Term absence has also **decreased** (-0.09%). March absence has **increased** since the previous month (+0.65%) and when compared to March 2023, has also **increased** (+0.21%).

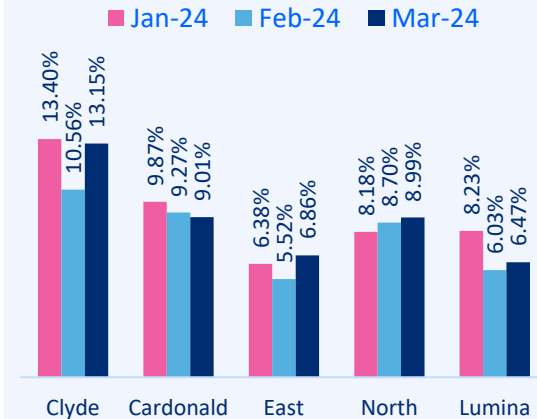
INSIGHTS:

Clyde Contact Centre has seen the highest absence **increase** from last quarter (+1.57%) with **Lumina Contact Centre** seeing the highest **decrease** (-1.44%). There was 268 instances of **Cough/Cold Flu** in Q4, this is a **decrease** of 92 from Q3 that reported 360 instances. **Anxiety/stress/depression/other psychiatric illnesses** has seen an **increase** of 12 instances from Q3.

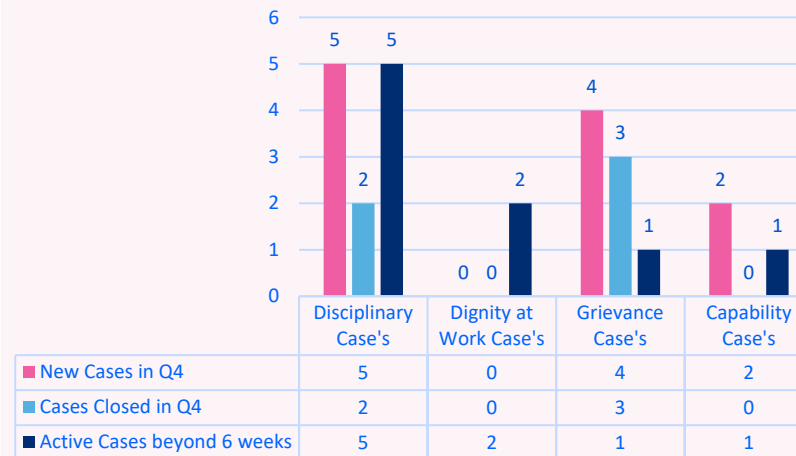
SICKNESS ABSENCE BY MONTH



SICKNESS ABSENCE BY LOCATION



CASE MANAGEMENT



HIGHLIGHT:

The team have supported many complex organisational change processes, which have required significant time and management support.

Sickness absence amongst new employees is of growing concern. Work to review and analyse this data has commenced.

At the end of Quarter 4 absence has **increased** by 0.46% ending at 8.65%

Inclusive Culture

Quarterly Highlights

- The **ticketing system (People First)** is now embedded as business as usual for Workforce related enquiries. At the end of March 3250 queries had been received. KPIs of response timescales and satisfaction ratings amongst users continue to be exceeded.
- Monthly **People First Insights Bulletin** (2 so far) have been developed and issued to support user experience and a **Hints and Tips Bulletin** has been circulated to HR colleagues within the directorate.
- 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 due to launch late 2024.
- **Workforce Directorate** are now providing a robust workforce update from all 3 departments (PS, WFP and ODLL) at **Regional Partnership Forum** providing centre specific information on regional absence data.
- **Shift Review Phase 2** is nearing conclusion; however, we have a small number of cases outstanding.
- As part of our lessons learned approach People Services have completed a **review/audit of stage 3 attendance management cases**. This offered reassurance that cases are being managed appropriately and in line with policy and process. During this exercise, improvements to timescales were identified and these findings have been shared with Service Delivery senior management and trade union colleagues.
- **Central Legal Office** delivered a training session on Employment Tribunals in terms of the

Quarterly Activity

- **A New Automated Flexible Working Application Form** has been developed and work is currently ongoing to launch a process to support this. This work has been in collaboration with PS, WFP and CRT. This will support the new Flexible Working law which will come into force on the 6th April 2024.
- The Team have delivered a variety of management training session on Capability and Attendance Policy **Training sessions** complimented by a Stage 3 Report Writing Session which was well attended. In addition, the team have held Flexible Working, Letter Writing, Supportive Measures and the Benefits, Pregnant Workers and Absence Training including a session on Reasonable and Workplace Adjustments.
- The team continue to support **Organisational Change** case work throughout the organisation including **ICT**. Formal consultation has concluded and job matching in place.
- In **Partnership**, Workforce and Trade Union colleagues submitted NHS 24's Consultation response on the next phase of **NHS Scotland Once for Scotland Workforce policies**.
- **Formal consultation** for People Services structure to support the move to a strategic HR advisory model commenced and completed in the quarter.
- Work has been developed to create a new **Visa process** ensuring the right to work within the organisation is compliant with visa regulations.
- **Review of the Occupational Health contract** took place, and agreement reached to continue with our existing provider. A key change in the contract will be moving to a streamlined digital referral process, reducing risk and improved user experience.

Year in Review 2023/24

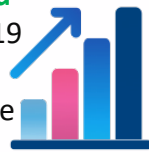
R&P

The rolling turnover has **reduced** from March 23 (25.51%) to March 24 (19.13%). This totals 389 leavers, of these leavers 314 (15.44%) were voluntary.

-6.38%

There has been an **increase** of 5.22% in Stability index from 2022/23 (78.63%) to 2023/24 (83.84%)

Staffing headcount has **increased** from last year (+226) to 2125. 619 staff were recruited, this is an **increase** of 162 heads from those recruited in 22/23.



In 2023/24 Workforce and the Establishment Control Group received 171 RAFs for consideration. In 2022/2023, 147 RAFs were received. An **increase** of 24.

Call Handler target was **reached** in February 2024. Over the year 361 call handlers were recruited (198.29 WTE) this is an increase on last year of 175 heads (89 WTE)



Clinical Supervisor figures have steadily **increased** from March 23 (133.89 WTE) to March 24 (144.77 WTE)

ODLL

An **increase** of **45%** in Appraisal completion rates from March 23 (11%) to March 24 (56.3%)

MEP completed & KPI's **exceeded** (90% attended, 89% effectiveness rating (target >85%))

Essential Learning hit **highest** recorded level in August 2023 (89%)

iMatter response rate (70%) & action plans (62%) at **highest** recorded levels.

55% of delegates have commenced Leading for Impact & 22% have commenced Leading with Courage Programme. **100% satisfaction** rating so far.

Values & Behaviours framework launched with **224 staff** already attending workshops.

Designed & launched LearnMore24, with 2000 registered users, 150 unique learning experiences & 500 learning objects.

Launch of Internal Consultancy process, Mentor24 and Wellbeing Strategy & Plan.

Talent and Succession activities **conducted for all** Executive, Senior and Middle Leaders.

PS

A **decrease** in the rolling sickness absence % from March 23 (8.47%) to March 24 (8.30%)

-0.17%

A 33% **decrease** in musculoskeletal absence in 2023/24. Covid related absence has also **decreased** by 70% as of March 2024.

Anxiety/Stress & Depression continues to be **highest** cause of long-term absence. To support staff with their health & wellbeing we have **increased** support services. Including the relaunch of able futures, with a virtual programme **increasing** applications and uptake of the service.

An additional 8 new **Once for Scotland** policies were launched in 2023/24, with a **successful implementation** programme achieved.

Launch of People First ticketing system, 3250 queries received and resolved. **High satisfaction** rates noted and **exceeding** agreed KPI's.

Significantly high volume of case work in 2023/24 which has been complex in nature. Supported more than **50** Shift Review Grievances to conclusion.

Workforce Strategy & Plan 2022 -2025

Year 2 interim
Oct 2023 – March 2024



Workforce Strategy & Plan 2022-25



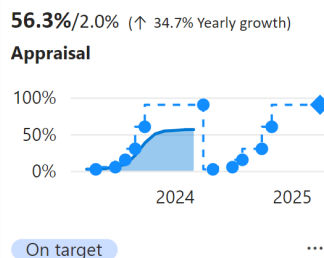
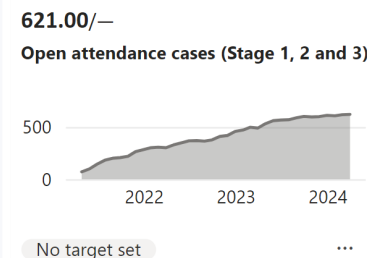
Workforce strategy & plan 2022-25



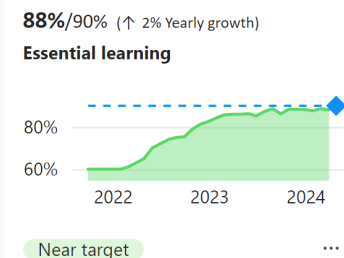
Culture dashboard heatmap

Overview of culture and wellbeing KPIs

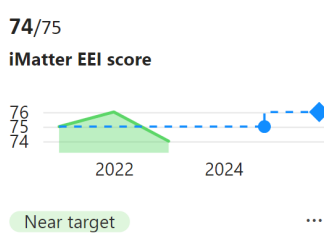
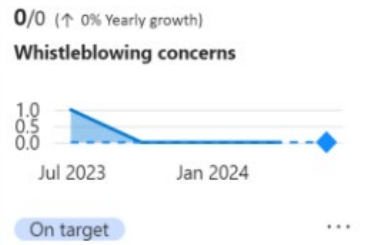
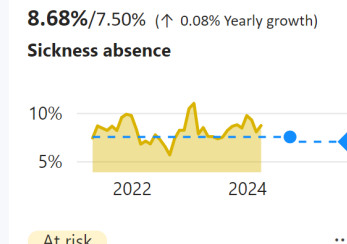
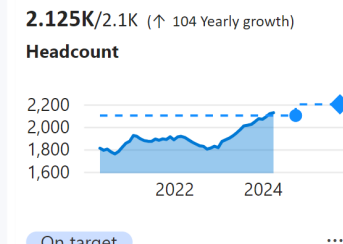
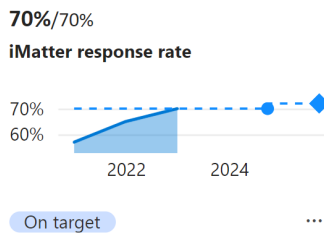
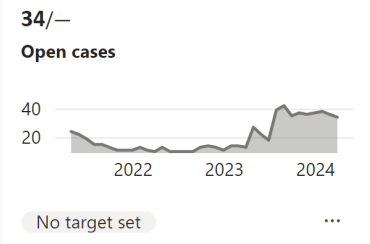
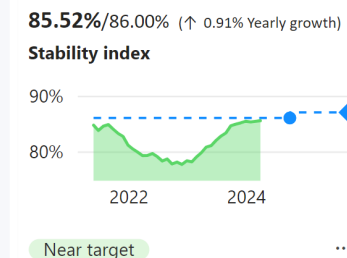
Values & Behaviours



Leadership & Learning



Support & compassion





Workforce strategy & plan 2022-25



Interim review 2024 (Y2)

Strategic priority 1 – Sustainable workforce

Metric	Baseline	Y2 target	Y3 target	Y2 interim	YoY Change		Notes
Reduce staff turnover	21.15%	20%	19%	19.13%	↓ -2.01%	■	Original Baseline 26.28%. Attrition Improvement plan phase 1 and 2 complete, phase 3 underway
Improve stability index	84.61%	86%	87%	85.52%	↑ +0.91%	■	Original Baseline 79.33%. Still losing high % staff during first 90 days – culture deep dive in May 24 to explore further
Increase workforce headcount	2021	2100	2200	2125	↑ +104	■	Original Baseline 1905. Resourcing strategy will determine if we wish this to continue to rise e.g. more weekend only contracts
Increase ethnic diversity	5.95%	7%	7.5%	6.93%	↑ +0.97%	■	Original Baseline 2.89%. Engaging with partner organisations (e.g. CEMVO, WSREC to attract and retain a diverse workforce
Increase level of disabled staff	9.45%	11%	12%	9.97%	↑ +0.52%	■	Original Baseline 9.59%. Engaging with partner organisations e.g. LEP Armed Forces to attract & retain a diverse workforce
Increase in level of 16-29 year old staff	19.8%	21%	22%	20.3%	↑ +0.5%	■	Original Baseline 18.97%. Calendar of careers events at colleges, universities and schools
Reduce gender imbalance by increasing male staff numbers	22.64%	26%	28%	22.70%	↑ +0.06%	■	Original Baseline 23.17%. Calendar of careers events at colleges, universities and schools
Increase in staff known as identifying as transgender	0.2%	0.8%	1%	0.23%	↑ +0.03%	■	Original Baseline 0.16%. Encourage completion of EDI information on eESS
Increase level of LGBT staff	7.14%	6%	7%	7.77%	↑ +0.63%	■	Original Baseline 5.39%. Encourage completion of EDI information on eESS



Workforce strategy & plan 2022-25



Interim review 2024 (Y2)

Strategic priority 2 – Inclusive culture

Metric	Baseline	Y2 target	Y3 target	Y2 interim	YoY Change		Notes
Reduce gender pay gap	-£0.46	-£0.40	-£0.35	£-0.52	↓ -£0.06	Red	Original Baseline -£0.59. Work with Close the Gap to reduce our pay gaps for gender, race and disability
Reduced absence levels	8.59%	7.5%	7%	8.03%	↓ -0.57%	Green	Original Baseline: 8.41% Absence support is a continued area of focus. >91% of staff attend work routinely.
Reduce race pay gap	-£1.95	£-1.80	-£1.85	-£1.94	↑ +£0.01	Green	Original Baseline -£0.51. Work with Close the Gap to reduce our pay gaps for gender, race and disability
Reduce disability pay gap	£1.20	£1.12	£1.10	£0.66	↓ -£0.54	Green	Original Baseline £1.17. Work with Close the Gap to reduce our pay gaps for gender, race and disability
iMatter engagement score	76	75	76	74	↓ -2	Green	Original Baseline 57. Highest ever headcount, lower EEI was to some degree expected as lots of new staff



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Strategic priority 3 – Enhanced learning and development

Metric	Baseline	Y2 target	Y3 target	Y2 interim	YoY Change		Notes
Increase level of Essential learning compliance	86%	90%	90%	88%	↑ +2%	Green	Original Baseline 60%. National benchmarking exercise underway
Increase in new starts completing initial training	82%	85%	90%	68%	↓ -14%	Yellow	Original Baseline 82%. External Review of Practice Education complete, group set up to take plan forward



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Strategic priority 4 – Effective leadership and management

Metric	Baseline	Y2 target	Y3 target	Y2 interim	YoY Change		Notes
Increase level of managers completing MEP	59%	90%	90%	90%	↑ +31%		Original Baseline NEW. 90% of managers have attended all sessions
Increase level of EMT and senior managers assessed against talent framework	100%	100%	100%	100%	0%		Original Baseline 22%. Complete for 2024
Increase level of EMT and senior managers assessed for succession	100%	100%	100%	100%	0%		Original Baseline NEW. Complete for 2024
Full appraisal completion	11%	90%	90%	56%	↑ +45%		Original Baseline NEW. Significant increase YOY and plans in place for new cycle from April 1 st
Leadership programme commencements: Leading with Courage	0%	80%	90%	22%	-%		On target for 80% commencements by Y2 target date (End Oct 24)
Leadership programme commencements: Leading for Impact	0%	80%	90%	58%	-%		On target for 80% commencements by Y2 target date (End Oct 24)



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Strategic priority 5 - Collaboration and engagement

Metric	Baseline	Y2 target	Y3 target	Y2 interim	YoY Change		Notes
Increase number of staff experience groups held	21	21	21	33	↑ +12		Original Baseline NEW. Each centre runs 1 x session 10 months of the year, plus HQ sessions.
Partnerships Established	3	4	5	5	+2		Original Baseline 1. 4 new Partnerships established to attract & retain a diverse workforce and to solidify anchor institution status (CEMVO, NES, SAS and SDS).
Once for Scotland policies implemented	6	10	7	10	↑ +4		Original Baseline 6. Worklife Balance Policies implemented and launched in November 2023 with engagement across NHS 24.