



Shetland Islands Council



<b>Meeting:</b>	Shetland NHS Board
<b>Date:</b>	27 August 2024
<b>Report Title:</b>	Workforce Report 2023- 2024
<b>Reference Number:</b>	Board Paper 2024/25 33
<b>Author / Job Title:</b>	Human Resources - Lorraine Allinson/Laura Pottinger

#### Decisions / Action required:

The Annual Workforce Report 2023–24 has been provided to raise awareness of workforce data and related activity collated across multiple workforce systems

#### High Level Summary:

The workforce report 2023 /24 provides a summary of data monitored across the year relating to the workforce profile and measureable workforce activities relating to the Workforce Planning principles aligned to National Workforce Strategy Health and Social Care: [Health and Social Care: National Workforce Strategy](#)

The 5 Pillars of the employment journey are identified as:

- Plan
- Attract
- Train
- Employ
- Nurture

#### Corporate Priorities and Strategic Aims:

This report relates to:

- Government policy/directive  
<https://www.publications.scot.nhs.uk/files/dl-2024-06.pdf>
  - NHS Shetland Integration Joint Workforce Plan
  - Annual Operating Plan
  - Annual Finance Plan

This aligns to the following NHS Scotland quality ambitions for care:

- Safe
- Effective
- Person Centred

## **Key Issues:**

The workforce data is provided from various workforce systems to provide a workforce profile at a given point in time therefore subject to variation. Replication in national publications is not always exact because of timing of extracts, alignment of data sets but this is improving on past years.

Key areas of focus are:

- Vacancy Management
- Supplementary Staffing
- Attraction / Affordability
- Employability / Training / Succession Planning
- Employee Relations
- Workforce Retention / Ageing Profile
- Work Life Balance / Flexible Working
- Workforce Wellbeing - Health, Safety and Attendance

<b>Implications</b> : <i>Identify any issues or aspects of the report that have implications under the following headings</i>		
<b>Service Users, Patients and Communities:</b>	<i>The data in this report informs workforce, service and financial planning</i>	
<b>Human Resources and Organisational Development:</b>	<i>Information provided is from multiples workforce systems and forms part of monthly reporting and monitoring procedures -</i>	
<b>Equality, Diversity and Human Rights:</b>	<i>Equality Diversity and Inclusion monitoring is incorporated into annual workforce monitoring reports</i>	
<b>Partnership Working</b>	<i>The Annual Workforce Report is shared with Area partnership forum - updates are provided quarterly throughout the year</i>	
<b>Legal:</b>	<i>Data will be utilised to support reporting requirements that support Safer Staffing legislation; compliance with Public Sector duty for Equality &amp; Diversity monitoring</i>	
<b>Finance:</b>	<i>The workforce plan is aligned to the finance and service plans.</i>	
<b>Assets and Property:</b>	<i>Level of staffing, both substantive and supplementary have a major influence on pressures associated with accommodation – both local housing demand and office/work space available</i>	
<b>Environmental:</b>	<i>Staff business travel bookings are centralised - this informs local strategic travel groups</i>	
<b>Risk Management:</b>	<i>This reports provides a data summary workforce activity - associated risk assessments will be service based</i>	
<b>Policy and Delegated Authority:</b>	<i>This reports provides a data summary workforce activity, it is shared with partnership forum and staff governance committee who may recommend further actions through executive management team</i>	
<b>Previously considered by:</b>	<i>Staff Governance committee Area Partnership Forum.</i>	<i>Dates: 2024</i>
<b>“Exempt / private” item</b>		

*The main report is to be attached together with a list of the appendices and references to any background documents or material e.g. include web links.*



# **Workforce Report 2023-2024**

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## 1. Introduction

The information in this report has been collated under the '5 Pillars of the Workforce Journey' as laid out in the [National Workforce Strategy for Health and Social Care in Scotland](#).



## 2. Plan

[Shetland Health and Social Care Integrated Workforce Plan](#) was published in 2022. It is a three-year plan and work will begin on the new iteration during 2024-25.

### Establishments and Staff in Post (Paid)

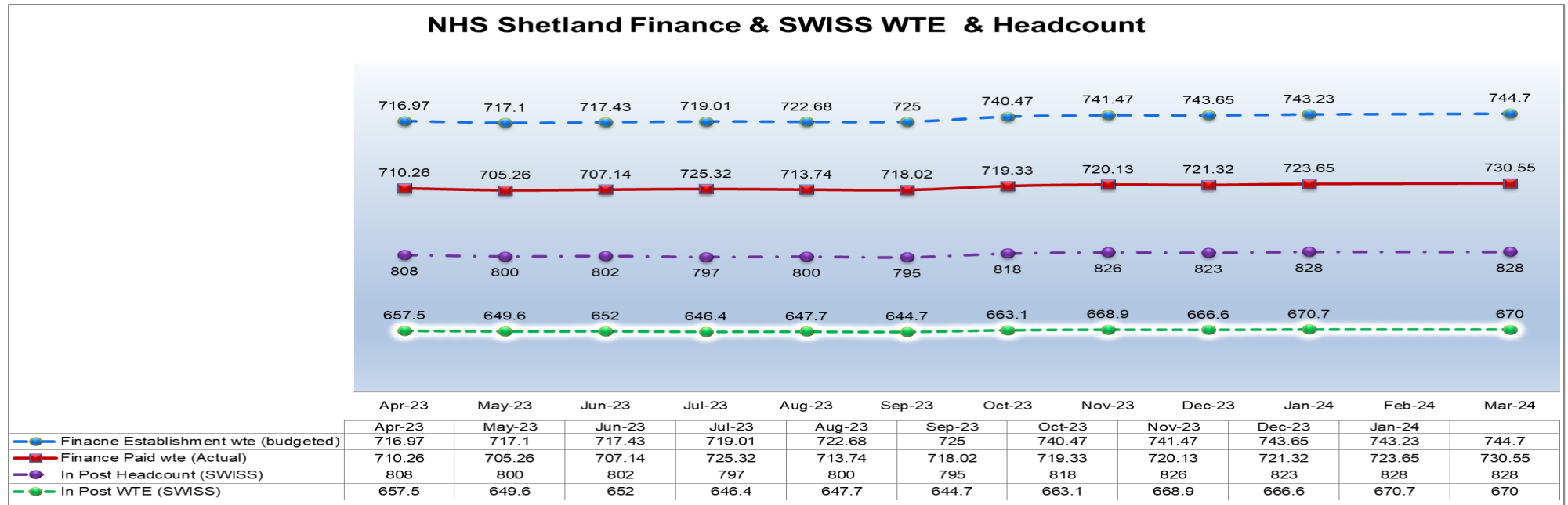
Headcount has increased from 808 to 828 and WTE from 657.7 to 670.

Total pay costs for 2023/24 was £49.187m against a budget of £47.939m resulting in an overspend of £1,247,366. Included in this total is £3.353m in respect of agency and other directly engaged staff.

Cost	Centre	Description	Account	WTE			Year to Date		
				Budget	YTD	Current	Budget	Actual	Variance (Over) / Under
ZCAP	Capex	Pay	4.80	4.07		0	371,315	(371,315)	
ZP10	Dir Public Health		28.75	24.88		1,411,801	1,434,669	(22,868)	
ZP20	Dir Finance		17.45	15.37		1,897,329	987,739	909,590	
ZP40	Dir Acute & Specialist Service		263.94	252.22		18,226,770	20,597,694	(2,370,924)	
ZP41	Dir Comm Health & Social Care		229.74	197.70		15,925,234	15,858,029	67,205	
ZP42	Medical Director		5.04	3.70		289,040	282,276	6,764	
ZP43	Dir Chsc Salaried Dental		48.02	37.84		2,805,883	2,343,671	462,212	
ZP45	Commissioned Clinical Services		4.40	4.08		208,705	207,482	1,223	
ZP50	Dir Human Res & Support Svs		37.95	35.96		2,340,325	2,338,629	1,696	
ZP60	Office Of The Chief Executive		104.61	92.25		4,834,106	4,765,055	69,051	
		<b>Pay</b>	<b>744.70</b>	<b>668.07</b>		<b>47,939,193</b>	<b>49,186,559</b>	<b>(1,247,366)</b>	

The following chart indicates the variance between budgeted WTE and actual paid establishment.

Chart 1



**Bank Usage**

Chart 2

Chart 3

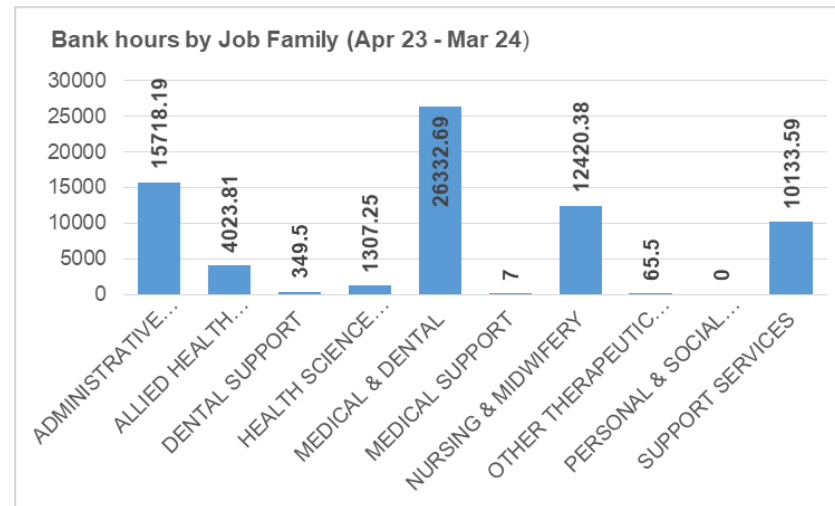
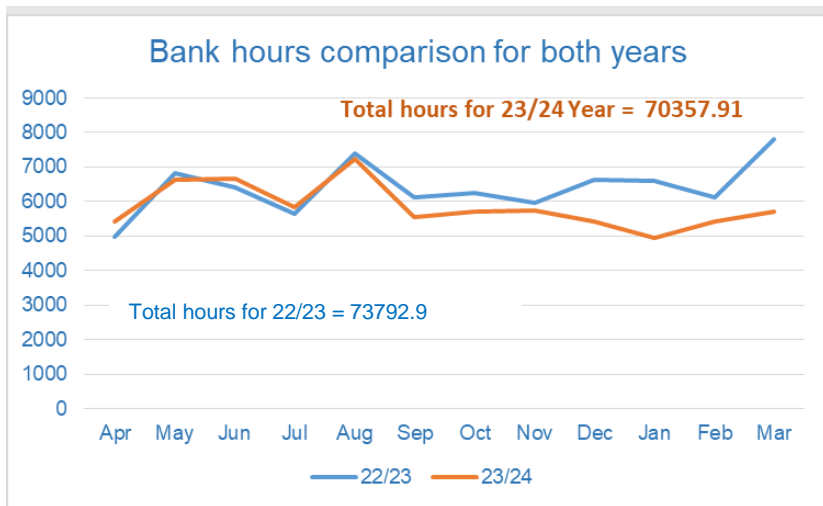
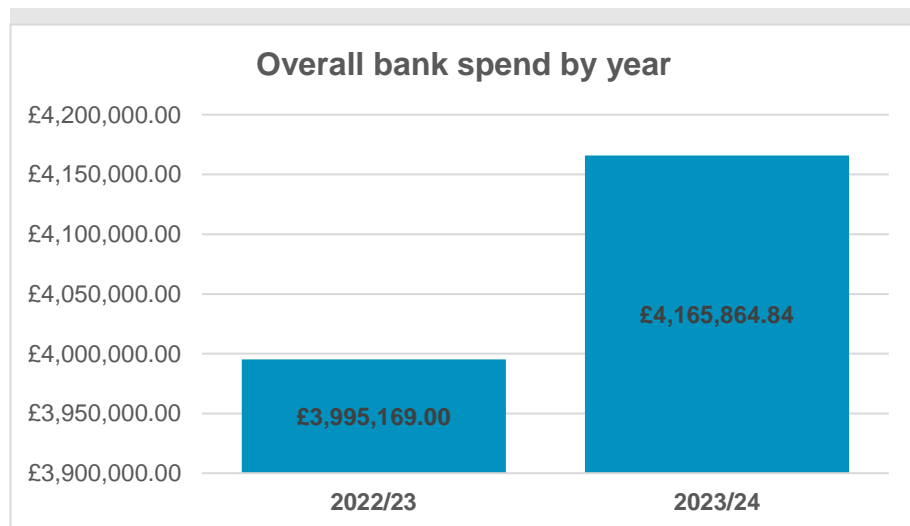


Chart 2 shows the total bank hours used per month over 2022/23 & 2023/24 with Chart 3 detailing bank hours by job family for 2023/24 only. As you can see the Bank hours are slightly lower in 2023/24 to previous year however the bank spend has increased as per below.

**Chart 4**



**Chart 5**

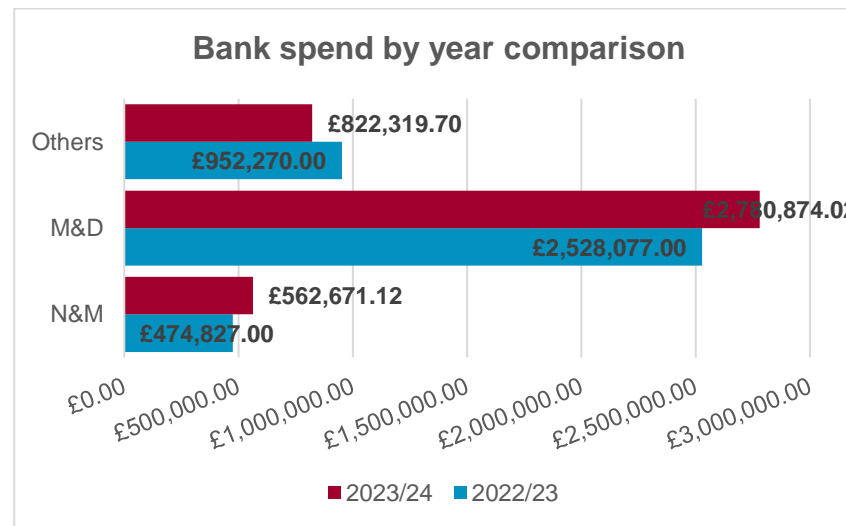
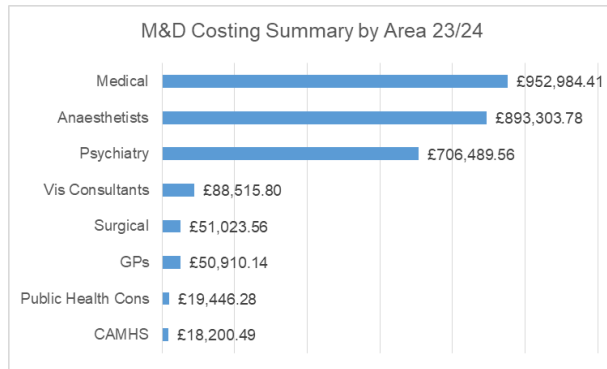


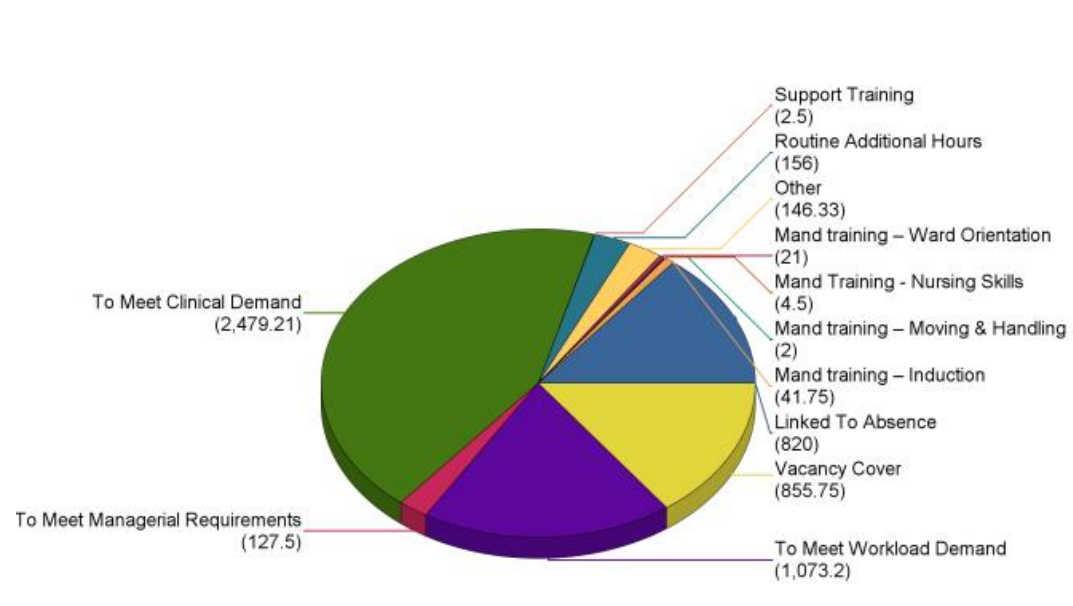
Chart 4 shows the total spend for the period Apr 2023 to Mar 2024 compared to previous year. The total rolling year bank spend has increased by £170,695.84 in the same period last year. Chart 5 shows bank spend by Job Family by year for comparison clearly showing an increase in Medical & Dental and Nursing areas with a small reduction in other job family areas. Medical and Dental is the most expensive hence the increase in bank spend this year. On further scrutiny of months above where the bank hours are elevated, the reasons noted for this are



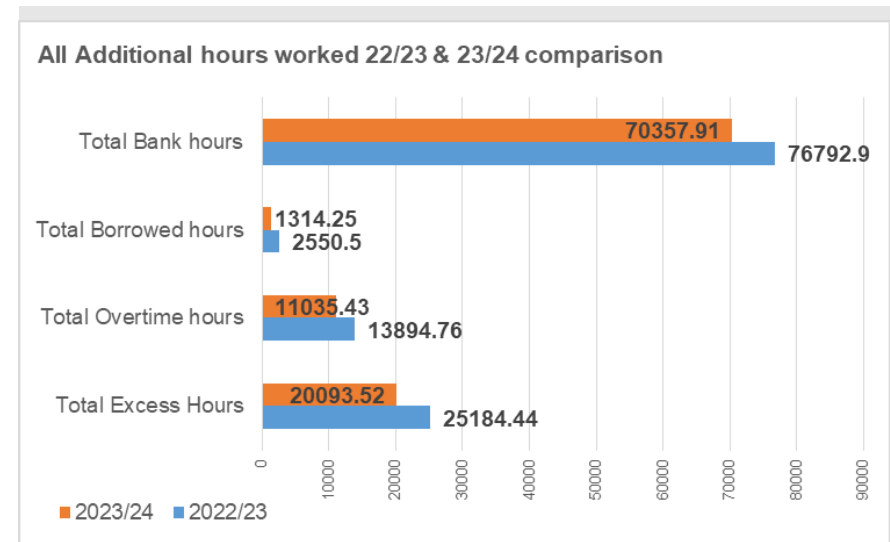
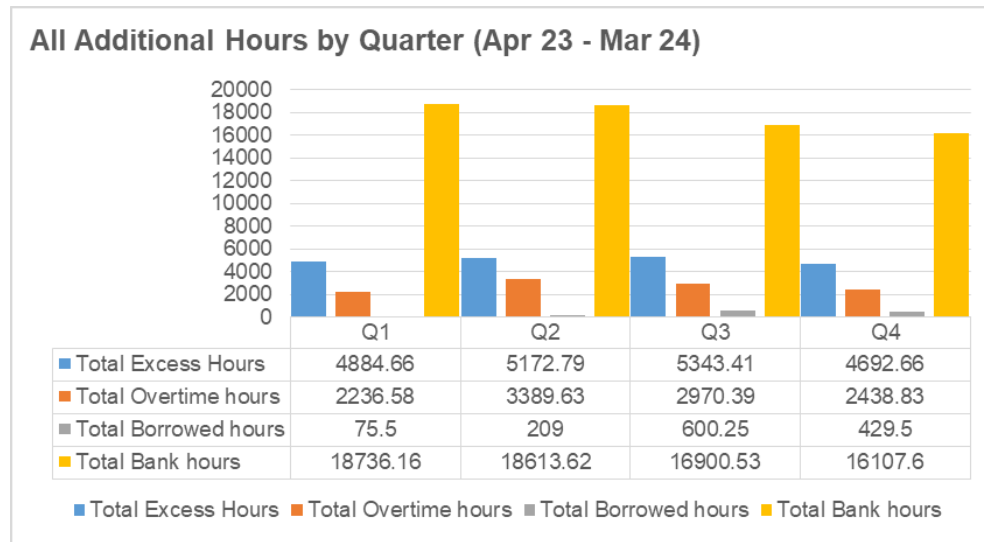
Clinical demand, workload demand with absence being fairly low. With M&D being higher than normal the chart below details area of where the highest spend is



The below chart shows the reasons for Bank Usage as at 31<sup>st</sup> March 2024 (where recorded on SSTS)



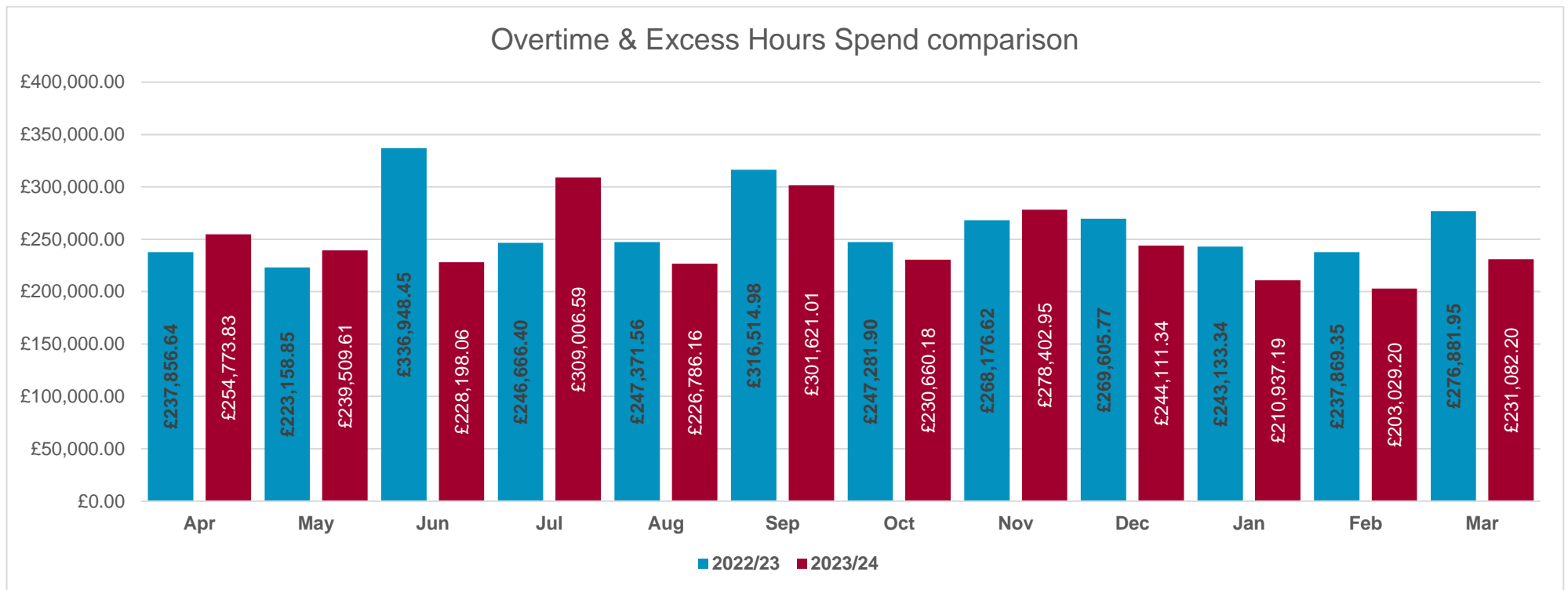
The chart below shows all additional hours worked by quarter during 2023/24. As a comparison from previous year, chart attached showing a reduction in all bank, overtime, excess and borrowed hours



### Overtime Spend and Excess Hours

Chart 6 shows the Overtime and Excess Hours spend for the period April 2023 to March 2024 and the comparison against the same period in the previous year. The total rolling year spend is £2,958,118.32 which has slightly decreased from £3,151,465.81 in the same period last year.

### Chart 6



**Total spend for 2022/23 is £3,151,465.81**

**Total spend for 2023/24 is £2,958,118.32**

Overall Overtime spend during 2023/24 has reduced by £50,637.05 with overall excess hours spend reduced by £142,710.44. Looking at overall spend on overtime – this has decreased in all job families but the excess hours (although overall decrease) has increased in A&C, AHP, Dental Support, HSS, OTS and SS areas.

Charts 7a and b show the breakdown by month and Job family of Overtime and Excess hours worked overall with Charts 7c and 7d showing the breakdown of Excess hours, Overtime and Bank hours by reasons.

For the months that are showing higher than average within excess hours, the reasons noted against these are mainly workload demand, clinical demand or no reason noted. Since writing this report it has come to light that the No Reason noted area is hours for PAIAW (Pay as if at work) - PAIAW would get paid for anyone that has any sort of unsocial, on-call, call-out, excess or overtime in their reference period inc non clinical staff.

Chart 7a

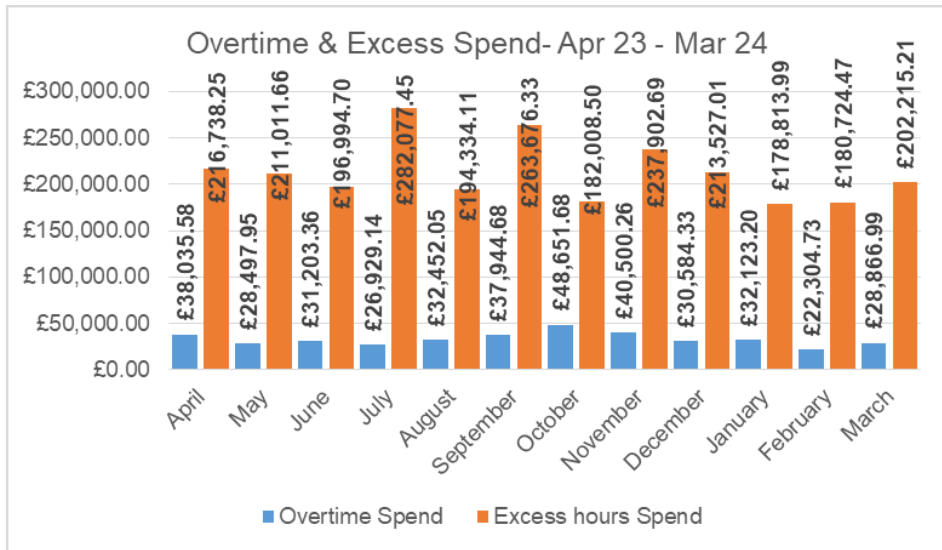


Chart 7b

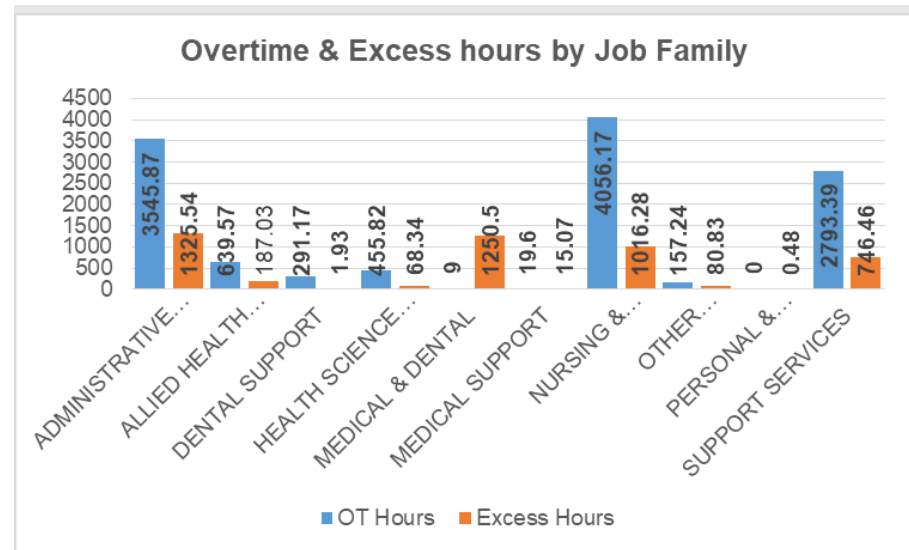


Chart 7c

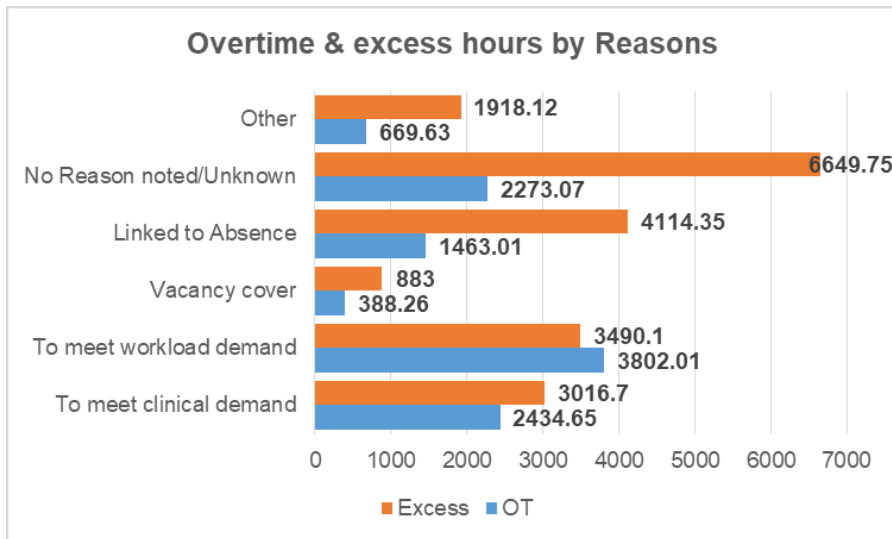
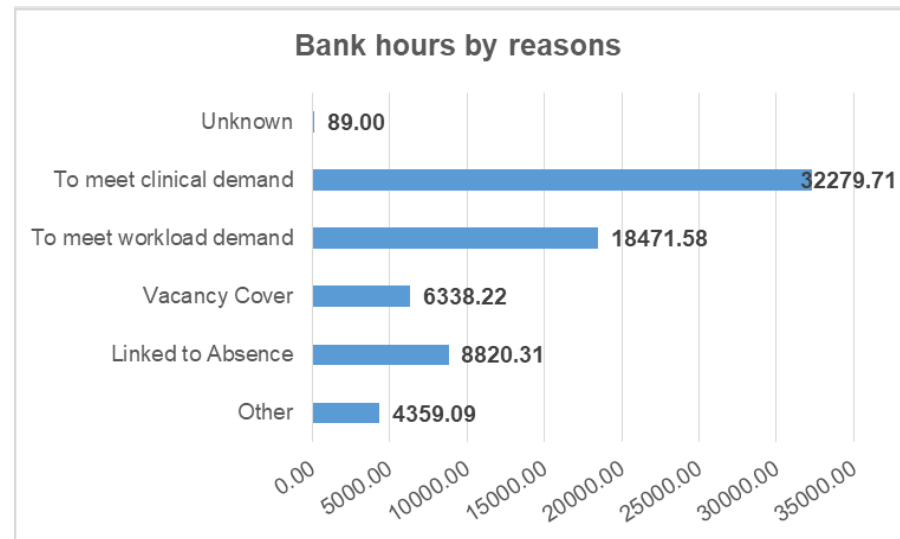


Chart 7d



### **3. Attract**

#### **International Recruitment**

The North of Scotland (NoS) International Recruitment (IR) Service, hosted by NHS Grampian, provides a specialist recruitment, pastoral and professional registration support to NHS Grampian, Highland, Orkney, Shetland and Western Isles. The service also provides a Practice Education service, delivering OSCE Education Programmes for internationally educated nurses to achieve their NMC pin and full registration in the UK. OSCE Education Programmes are delivered in five-weekly cycles, offering approximately ten programmes per year. The NoS IR service have successfully delivered OSCE education to Adult and Mental Health nurses and are currently undergoing a campaign for Learning Disabilities nurses. Other specialities may be considered in the future, depending on board needs within the collaboration Employability

NHS Shetland have recruited a further 4 Internal Recruits via the above scheme during 2023/24 all within Acute Nursing. 2 have successfully passed their OSCE exam and now working as Band 5 Staff Nurses with 2 pending outcome and currently working as a Healthcare Support Worker until receipt of NMC pin (if successful OSCE).

On 19 April 2024 the Cabinet Secretary for NHS Recovery Health and Social Care congratulating the North Collaboration team on achieving an International Recruitment Pastoral Care Quality Award. The award was presented in recognition of north region board's commitment to providing high-quality pastoral care to internationally recruited staff during the recruitment process and employment.

#### **Employability**

We currently have 1 Apprentice nearing completion who will then move onto another new Apprenticeship within a new trade in September. We recruited another Apprentice with most pre-employment checks in place but unfortunately they have pulled out in last few days, so recruitment is now underway to replace this. Another Apprentice was recruited but unfortunately turned down the offer

There have been 6 Work Experience Students at time of writing this report in 2024, with 29 Work Experience Students overall in 2023.

There are currently 12 OU Nursing Students, 2 in their final year of completion, 3 midway and 7 in their first year of training.

We currently have 5 staff completing Modern Apprenticeships – 1 staff member in ward 3 has completed a clinical healthcare support SCQF level 6, whilst 4 are still underway – 2 HCSW in health centres, 1 completing SCQF level 6 and the other level 7, HCSW in physiotherapy underway in ISCQF level 7 clinical healthcare support SVQ and a facilities member of staff completing level 3 non-clinical healthcare.

2 staff in Information Services are about to undertake modern apprenticeships in data analysis at SCQF level 9.

#### **Vacancy Management**

Month	Total JobTrain BVC's	Total Old Style BVC's
Apr-23	4	4
May-23	16	11
Jun-23	11	10
Jul-23	17	4
Aug-23	15	5
Sep-23	22	11
Oct-23	14	11
Nov-23	10	3
Dec-23	12	12
Jan-24	6	4
Feb-24	13	8
Mar-24	19	12
<b>TOTALS</b>	<b>159</b>	<b>95</b>

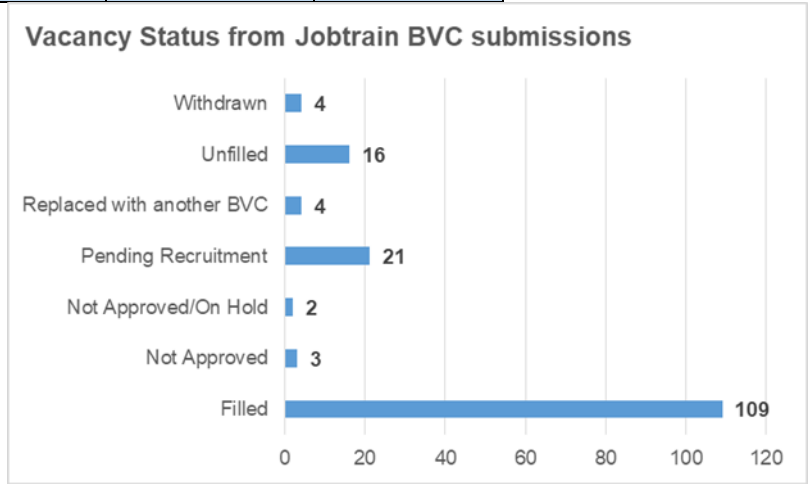
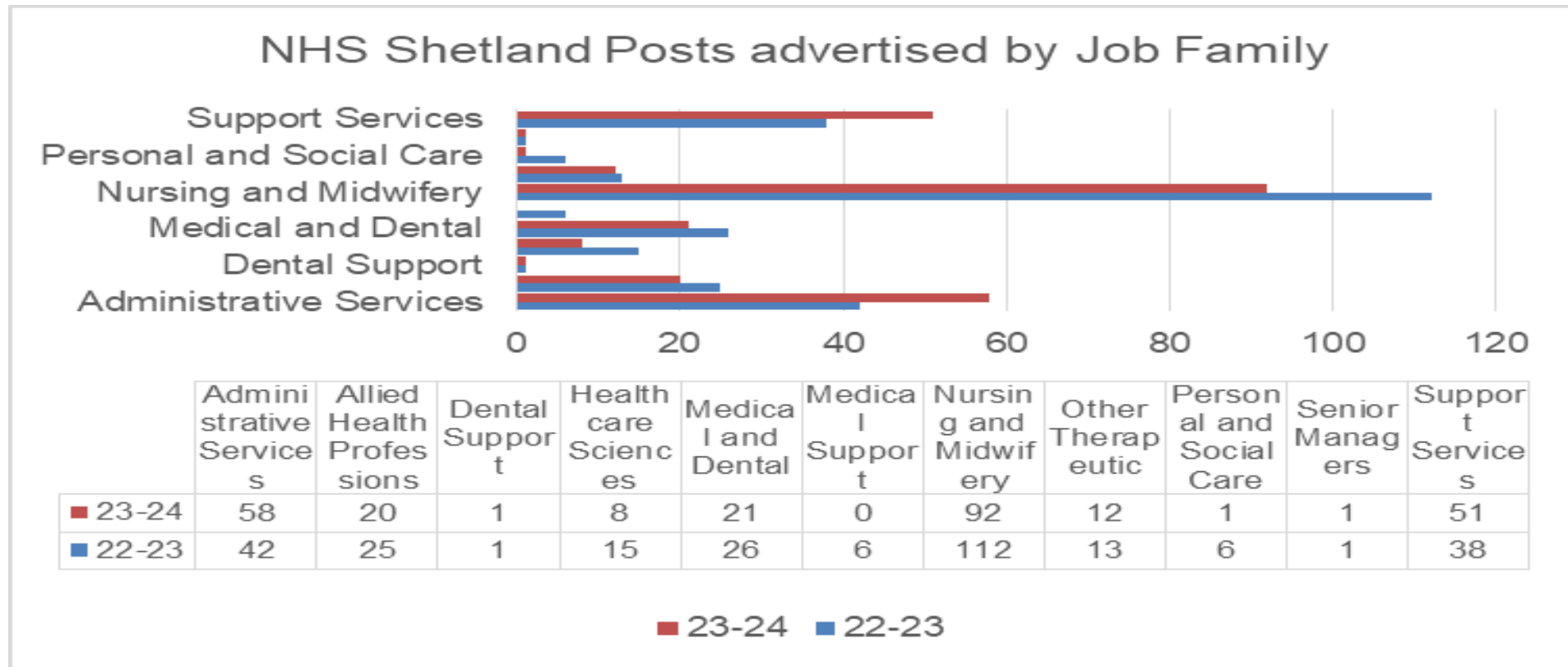


Table 3 shows a total of 254 vacancies have been submitted for approval during Apr 2023 to Mar 2024. A decrease of 16.45% for the same period last year. These are now split between BVCs that go through the Jobtrain System for which require advertising and those on the old style BVC that do not require to be advertised. From the Jobtrain BVCs submitted since April 2023, 149 have been approved, 3 vacancies not approved, 2 on-hold, 4 withdrawn and 1 replaced with another BVC.

Since December 2023 there has been an added governance step in the Vacancy Management process with all vacancies being considered by the Executive Management Team.

As you will see from the graph above the vacancy status for some of these vacancies are ongoing, including those who have appointed persons to the role but have yet to be cleared to start and there are several posts which have not yet been advertised so it is expected the figure recruited to will increase.

Chart 13 below shows number of posts advertised by job family by 2022/23- and 2023/24-year comparison. As you can see there is a reduction in most job families with the exception of Admin Services and Support Services (please note this includes re-advertisements). There is a reduction in recruitment of 2.85% than the same period last year. Data below is taken from the HR Job spreadsheet which will differ slightly to the BVC approvals noted above. This is due a number of BVCs that are submitted for Acting posts, increase to hours, locums etc that do not require to be advertised.



Of all posts advertised, 17 were Bank, 191 substantive, 47 fixed term and 8 substantive/fixed term.

Of the posts requiring re-advertisement this consisted of:-

- A&C – Business Manager posts, Clinical Governance Facilitator, Lead Dental Receptionist, Snr Information Analyst & Cancer Audit Officer
- AHP – Physios, Dietetic Assistant/Dietitian, OT, Radiographers and Podiatrist
- HSS – Biomedical Scientists

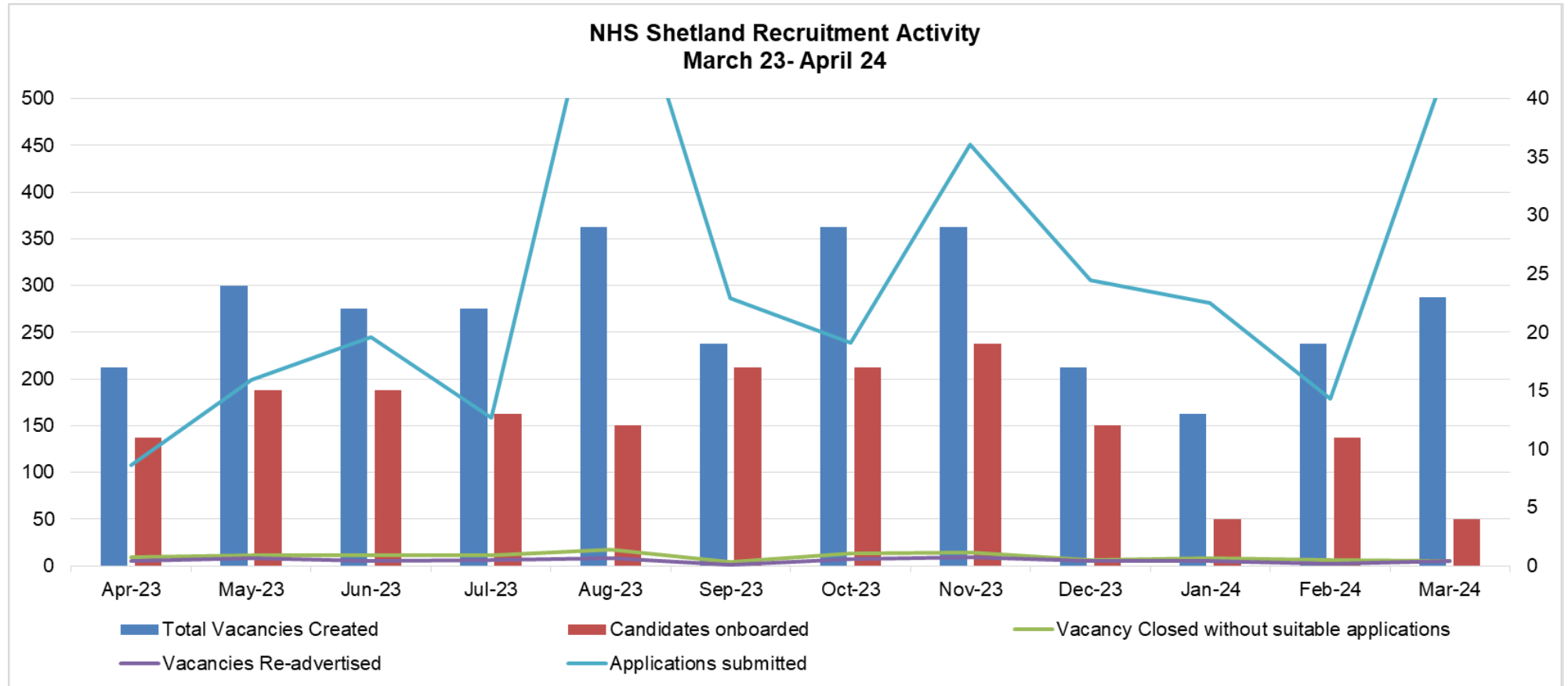
M&D – Consultants, GP’s, Senior Dental Officer and Dental Officer

N&M – Staff Nurses, Specialist Nursing roles, Mental Health Nursing including Team Leader posts

OTS – Pharmacy Technicians and Pharmacy Procurement Officer

SS – Domestic Support Workers, Food Service Assistants, Multi Skilled Generic Workers

Chart 14 shows posts advertised from April 23 to Mar 24 broken down by status – as this is quite a busy chart I have added the data table below this to show actual numbers.



Data table below for above chart

	Total Vacancies Created	Candidates onboarded	Vacancy Closed without suitable applications	Vacancies Re-advertised	Applications submitted
Apr-23	17	11	9	5	108
May-23	24	15	11	8	199
Jun-23	22	15	11	5	245
Jul-23	22	13	11	6	159



Aug-23	29	12	17	8	697
Sep-23	19	17	4	1	286
Oct-23	29	17	13	7	239
Nov-23	29	19	14	9	451
Dec-23	17	12	6	5	306
Jan-24	13	4	8	5	281
Feb-24	19	11	6	2	179
Mar-24	23	4	5	5	544
	<b>263</b>	<b>150</b>	<b>115</b>	<b>66</b>	<b>3694</b>

We, like all other boards have experienced a sharp rise in overseas applications – most not eligible to apply. To put some context to this, the table below shows the number of applications against number of applicants not eligible to apply. This is currently sitting with national team to address with Jobtrain Management as most seem to be coming through AI (Artificial Intelligence apps)/bots and therefore not genuine.

	No of Applications	Number of Applicants not eligible to apply
Dec-23	306	135
Jan-24	281	258
Feb-24	179	109
Mar-24	544	455
<b>TOTAL</b>	<b>1310</b>	<b>957</b>

The table below shows the KPI data for NHS Shetland from Apr 2023 to Mar 2024. KPI target days are in the header section so as you can see NHS Shetland are within targets for most areas other than offer to start date which can often be delayed due to staff relocating to Shetland, or staff unable to commence as early as we would like.

KPI Target (Days)	7	3	14	21	6		31		116
	Time from Creation to approval	Time from Approval to Live	Job Live to closing	Closing to Interview	Interview to Offer	Advert to Offer	Offer date to Start Date	Overall Creation to Start	Overall Approval to Start
Apr-23	1	1	4	14	2	20	19	132	131
May-23	1	1	4	15	2	21	33	91	90
Jun-23	1	1	2	15	2	19	50	145	144
Jul-23	1	1	3	17	3	23	16	104	103
Aug-23	5	5	4	17	3	24	30	112	107
Sep-23	1	1	1	12	1	14	32	113	112
Oct-23	1	1	1	17	3	21	2	95	94

Nov-23	1	1	3	16	2	21	25	99	98
Dec-23	1	1	2	16	2	20	14	80	79
Jan-24	1	1	0	14	3	17	29	94	93
Feb-24	1	1	3	22	4	29	21	99	98
Mar-24	1	1	0	18	6	24	25	114	113

During 2023/24 we had 38 offers declined, this is a rise of 7 since previous year. Tables below show reasons for decline/non start

#### 2023/24

Reasons for Decline of Post	Count
Paperwork not returned	5
Worked for 3 days and Left Shetland	2
Offer Declined - Accommodation issues	1
Offer declined - change in personal circumstances	10
Offer declined - health reasons	1
Offer declined - offered another job	6
Offer declined - decided not to move to Shetland	1
Offer declined - left Shetland	2
Offer declined - pay	1
Offer declined - accepted another post	5
Offer Declined - No Reason	4
<b>Grand Total</b>	<b>38</b>

#### 2022/23

Row Labels	Count
Offer declined - decided on different career pathway	1
Offer declined - locum post at another Board and put off by 24 hour on call	1
Offer declined - relocation package, not able to start cohort	1
OH not able to assess fitness	1
Paperwork not returned	5
Offer Declined - Accommodation issues	6
Offer declined - change in personal circumstances	3
Offer declined - health reasons	1
Offer declined - offered another job	2
Offer Declined - No Reason	10
<b>Grand Total</b>	<b>31</b>

## 4. Train

### Core and Mandatory Training

The figures below show the percentage completion for the agreed Core and Mandatory for NHS Shetland throughout 2023-24. There has been an increase in completion for all modules, but we continue to work with subject matter experts and managers to improve completion:

		Percentage %
--	--	--------------

Course Title	Frequency	May-23	Aug-23	Oct-23	Feb-24
Fire Safety	annual	54.08	59.9	60.31	67.28
Information Governance: safe information handling	18 months	56.39	62.24	62.38	71.18
Child and Adult Protection - its everyone's job	3 years	69.84	72.1	72.28	74.36
Counter Fraud	3 years	65.51	68.59	68.02	73.44
Valuing Feedback and Complaints	3 years	61.1	66.34	66.53	71.38
Load handling eLearning	2 years	34.42	46.63	50	59.9
Preventing hazards in the workplace module 1 : principles of health & safety	3 years	24.98	40.98	45.84	59.49
Violence & Aggression Awareness	3 year	27.76	40.84	45.84	56.72
Equality & Diversity: equality and human rights	3 year	-	21.94	30.89	58.46

### Agenda for Change Training Budget

Review of the Training Plan files since 2014 shows that there is no longer a centrally held AfC training plan and that it is a budget request process. Directorates have no set of funding, since 2019/2020 it has been seen as one pot of money.

Course fees, travel and accommodation approved from this budget are administered by the Staff Development Business Support Assistant. Since 2022/3 the booking process includes the requirement of evidence of Core Mandatory training completion.

### Points to Note

- Accommodation & Subsistence Costs: are the maximum staff can claim. When booking accommodation Staff Development always look for best value.
- Flight costs: Based on the cost of average flight figure @ £500 provided by Patient Travel.
- Corporate training plan: does not have a separate budget, similar to 2022/23 the corporate training needs can be found under the Directorate tab where the staff member sits (e.g. moving and handling training refresher is within HR & SS) and the “Study training materials” tab.

Organisational Development is not training, but organisational development resources have traditionally been included in this process and are again included in the “Training resources and materials”.

Breakdown by type of training

4.1.1.	2023/4
Statutory/ Compliance	55909
Core to Service	198010
Development Post	26587
Succession Planning	18067
Training resources	31875
<b>Total</b>	<b>330,448</b>

**Breakdown by Directorate for 2023/4**

Directorate	Fees	Return flights	Overnights	Total
Chief Executive	10805	6	26	16145
Finance	5327	0	0	5327
HR & Support Services	38090	5	16	42030
Public Health	1050	3	9	3360
Nursing & Acute	63449	98	302	139679
Community Health & Social Care	61652	37	132	92032
Training materials / resources	31875	0	0	31875
			<b>Total</b>	<b>330,448</b>

## **Manager Development**

During 2023/24 with Future Workforce Development Fund 7 new line managers completed CMI Certificate in First Line Management via Orkney College UHI. The course content focused on resource planning, recruitment and selection, being a leader, understanding team dynamics and improving team performance. Evaluation showed that the participants found the content helpful in relation to their new line management roles but required to consider NHS context of the skills required in practice. 52 places were offered to staff on the Leading Empowered Organisations programme that was funded by endowments as part of Excellence in Care development. Evaluation of the programme both nationally and locally has shown a positive impact on participant's leadership skills.

Despite regular communications around management training available eg. Once for Scotland workforce policies, appraisal, recruitment attendance at online training or completion of e-learning was very low. (eg. 8 staff completed Once for Scotland attendance policy e-learning)

Staff Development met with new team leads for one-to-one conversations about their management development which has revealed a lack of role specific induction to those team leads by their direct line managers.

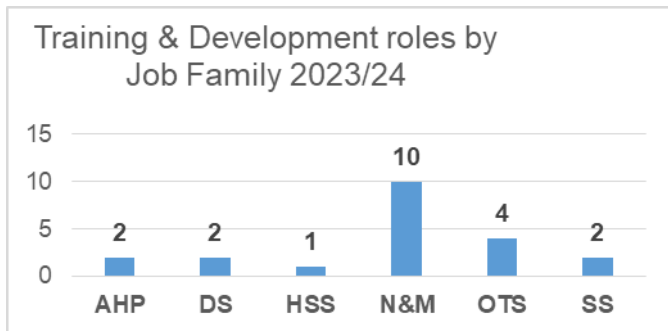
NHS Shetland took their allocation of two places in the pilot national programme “Managing Quality in Complex Systems”, with 2 staff members successfully applying for a place on the Leading for the Future, national programme and 1 colleague undertaking the Digital Health and Care Leadership Programme.

## **Succession Planning**

Funding was allocated in the Agenda for Change funding budget for several staff to undertake training and qualifications as part of succession planning in teams and Directorates. One to one conversations were held with the direct line managers around competency identification and inclusion of development opportunities within PDPs. NHS Shetland has been engaging with NES and Leading for the Change in the development of the Senior Leadership Gateway app to be launched in June 2024. Research was undertaken to understand the varied succession planning toolkits across territorial and special boards in Scotland to support critical and succession planning in NHS Shetland.

## **Training/Development Roles**

During 2023/24 we have had 6 staff completing Training / Development posts and move into respective roles accordingly. We currently have 1 Apprentice nearing completion with another apprentice due to commence in a few months. There are currently 13 other staff in training and development roles – the below table shows the range of job families that host our training & development roles,



## 5. Employ (Retention)

### Induction

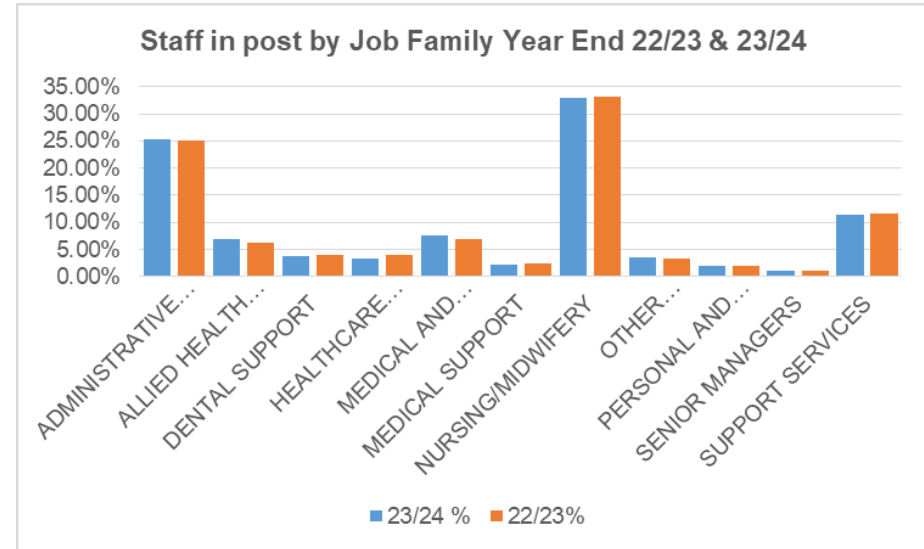
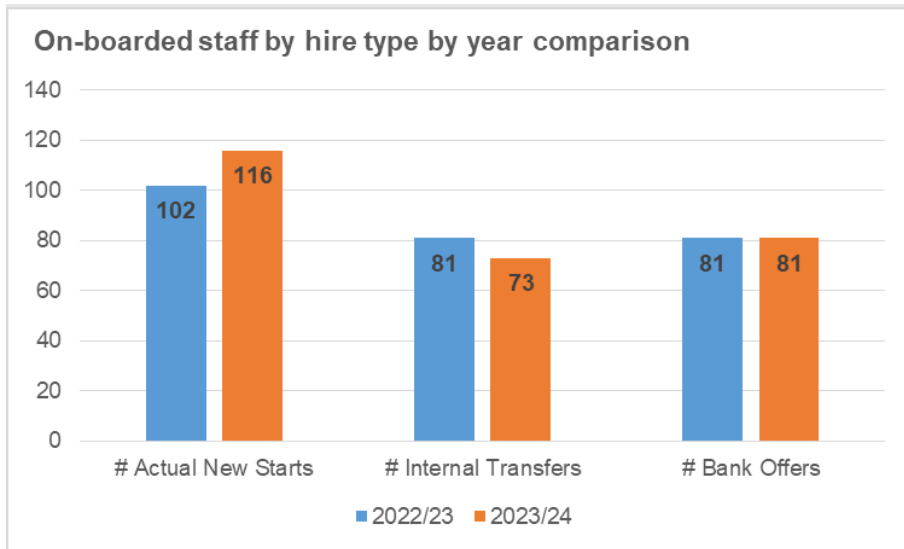
Induction has continued to be delivered both online and in person, once each per month. The induction policy has been re-written and been to APF, some further staff engagement requested and undertaken and now awaiting agreement to go forward to Staff Governance. Main issue was around compliance recording of induction for non-substantive members of staff. Audits to be taken by Staff Dev on bi-annual basis of processes for different work areas. These will commence once policy agreed by Staff Governance Committee..

### Workforce Profile

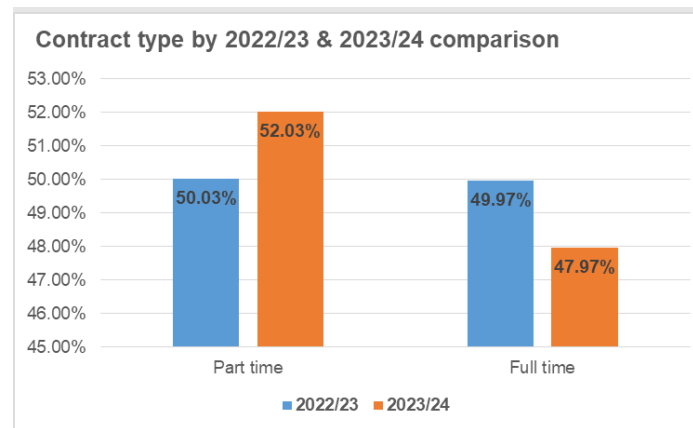
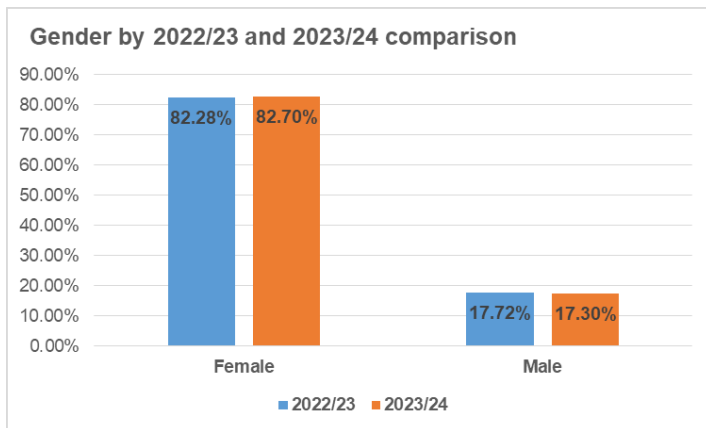
From April 2023 to March 2024, there has been 270 new starts broken down by 116 Actual new starts, 73 internal transfers and 81 Bank offers. These figures are taken from On-Boarding log so we can get a further breakdown on data therefore there is a slight variation to numbers reported via eESS and SWISS reports which can vary from day to day depending on when the report was run (as shown in chart below). There is a slight increase to on-boarded staff to that of last year. Total headcount as at 31/03/2024 = 828 (670 WTE) which is an increase of 20 from the same date last year which was a headcount of 808 (657.7 WTE). The increase is mainly attributed to Levenwick TUPE (18 TUPE'd, 1 since left).

Of the 73 internal transfers, 29 of these are internal promotions (nearly 40%).

Shown in chart below is the Job Family by % for staff in post as at year end 22/23 in comparison to 23/24, as you will see there is very little difference in the staffing groups.



As noted in charts below our workforce gender split for Apr 23 – Mar 24 is 82.70% female and 17.30% male which is a very slight reduction for male and slight increase for female, with 52.03% part time working a 47.97% full time working. This is a small increase of 2% to part-time working and small decrease also of the same % of 2% to full-time working to that in the same period last year.



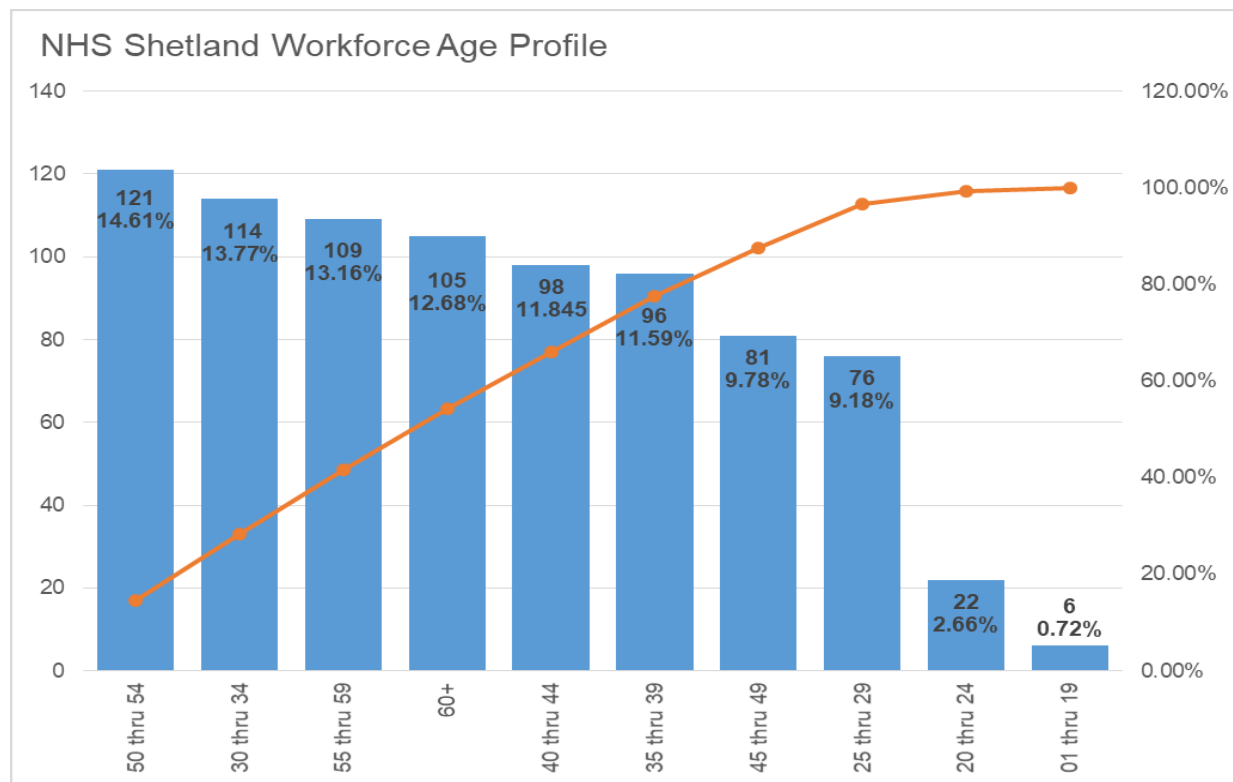
## Equality & Diversity

- Of Ethnicity, 93.06% of our staff are of White background, 3.35% are BME background with 3.58% not disclosed
- In terms of religion, 34.91% of staff are Christians, 4.16% in the other category e.g. Buddhist, Hindu, Jewish, Muslim, 49.13% with no religion declared and 11.79% of staff not disclosed
- Of Sexual Orientation, 84.51% of staff are Heterosexual with 3.58% being LGBO and 11.91% not disclosed
- Gender Reassignment is broken down by 96.42% = No, 3.47% = Prefer not to Say and 0.12% = Yes

- Under Disability we have 5.09% of the workforce declaring a disability with 2.43% preferring not to answer
- Marital status break down is 54.80% = Married, 36.42% = Single, 7.63% = Divorced, 0.58% = Widowed and 0.58% in Civil partnership

- **Age Profile**

The chart below shows the age profile of the current workforce in March 2024. The largest proportion is within the 50-54 age group which is 14.61% overall of workforce and a slight decrease of 0.8%. There was also small decreases in Age ranges 20-24, 25-29, 40-44, 45-49 with small increases to the remainder age groups. 25.85% of the workforce is Age 55+ with the median age being 45, which remains the same as previous years



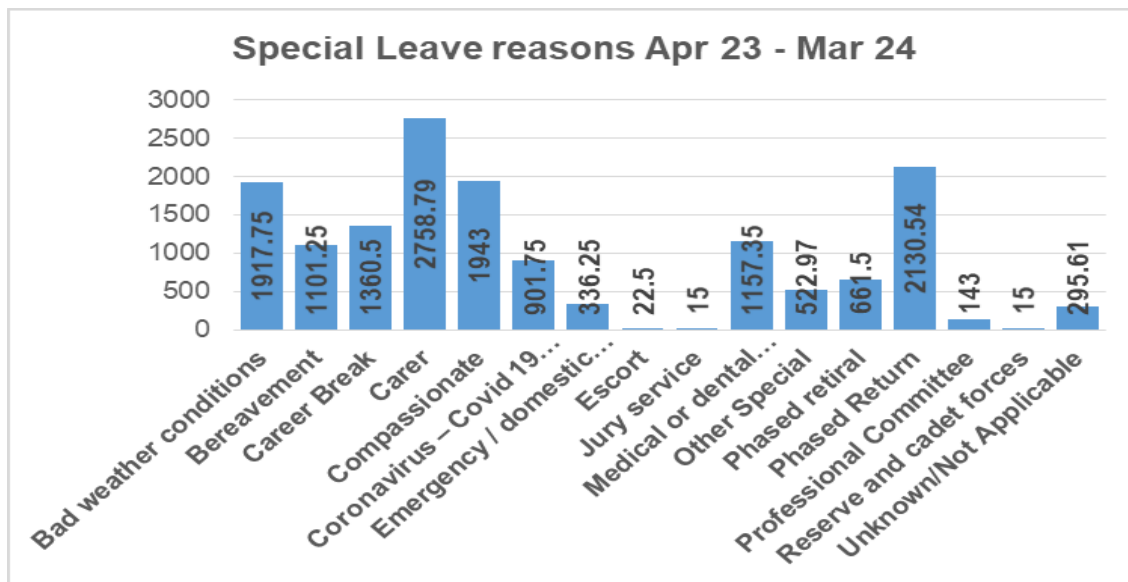
### Supporting the Work Life Balance

The information below provides a snapshot on the utilisation of the use of the [Once for Scotland Supporting the Work Life Balance Policies](#)

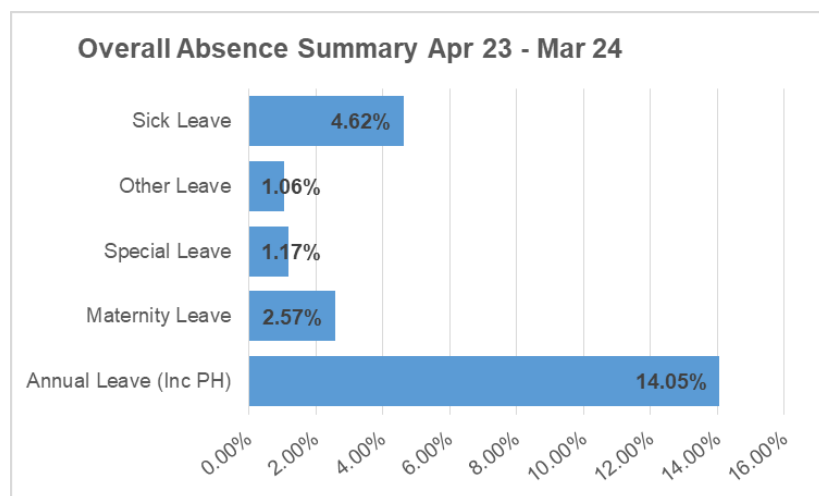
- **Maternity Leave** – during 2023/24 NHS Shetland have had 33 staff off on maternity leave, 7 have returned to date, with a further 2 known expected to be going on maternity leave soon. Total hours lost due to maternity leave in 2023/24 = 33290.25 hours lost
- **Adoption Leave** – there have been zero requests for adoption leave during 2023/24



- **New Parent Support (Paternity Leave)** – there have been 3 requests for Parental Leave equating to 195 hours lost within 2023/24
- **Career Break** – there have been 4 requests for Career breaks ranging between 4 – 6 months in duration during 2023/24, 3 having been approved resulting in 1360.5 hours lost up to the end Mar 2024.
- **Parental Leave** – there have been 79 requests for Paid Parental leave during 2023/24 equating to 3004.23 hours lost and 5 requests for Unpaid Parental Leave equating to 235.50 hours lost
- **Flexible Work Location** – there has been 2 requests for Flexible working location during 2023/24 with 19 staff continuing to work remotely. There are also quite a number of hybrid workers however our systems are not set up in a way that we can capture figures accurately
- **Flexible Work Pattern** – during 2023/24 we have had 40 flexible working pattern requests, 1 for annualised hours, 28 substantive hour's changes and 10 Temporary hours changes with 5 of these going on to be made substantive after trial period and 1 condensed hours
- **Retirement** – during 2023/24 there were 14 retirements, 3 of whom have returned to the organisation through 'Retire and Return'.
- **Special Leave** – there have been 398 requests for special leave equating to 15282.76 hours lost over the year. The chart below shows the various reasons requested

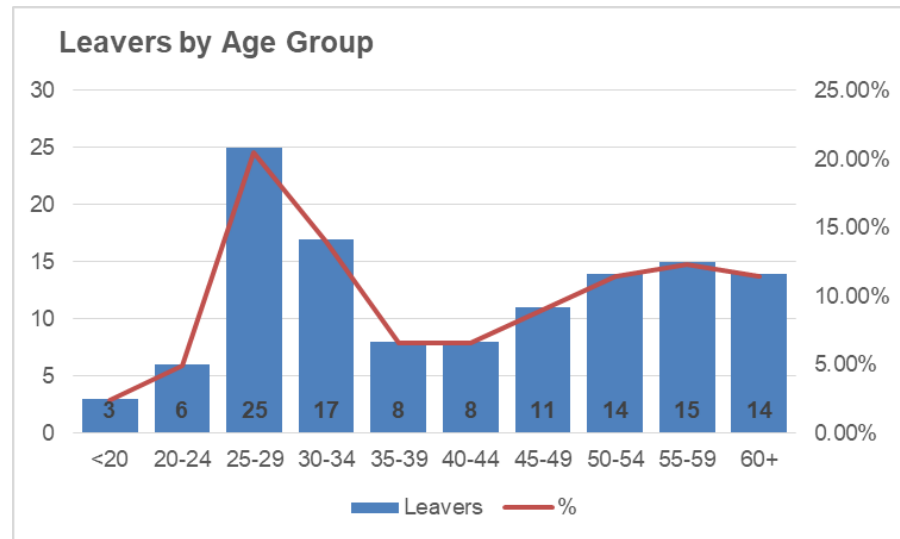
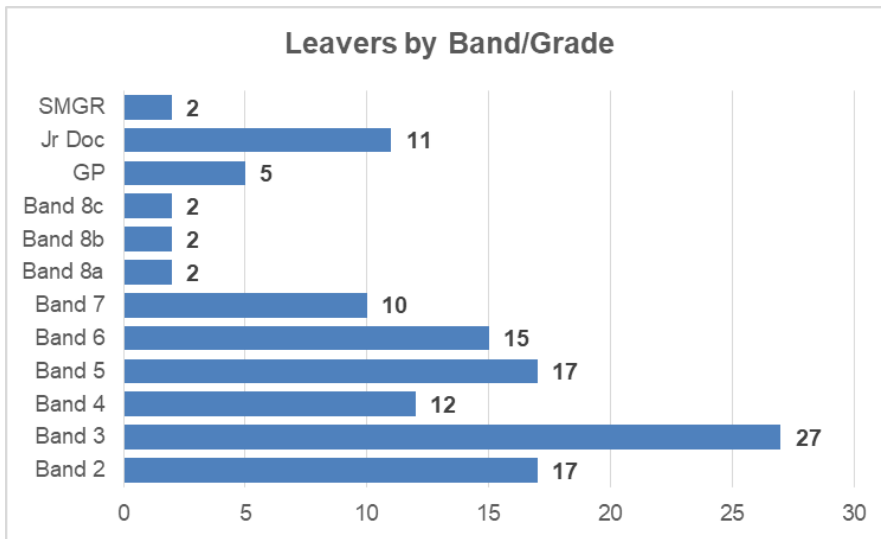
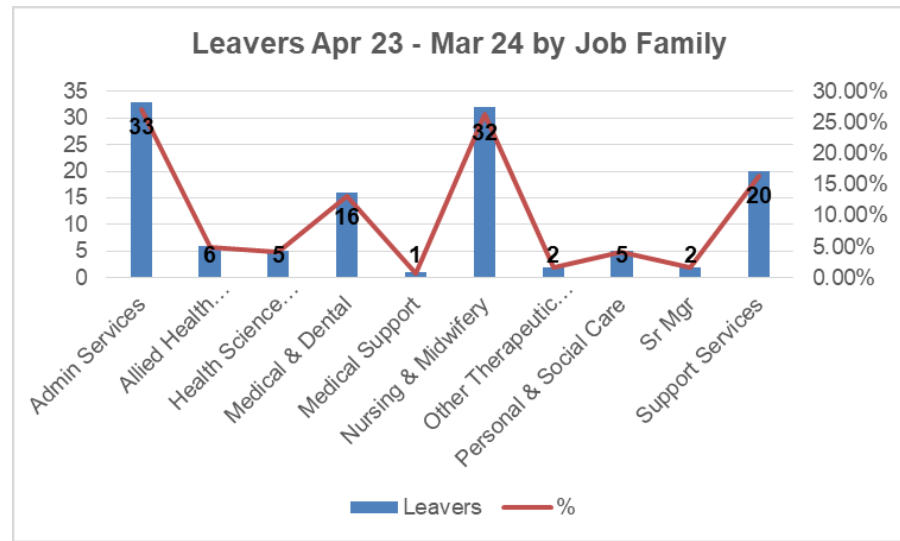
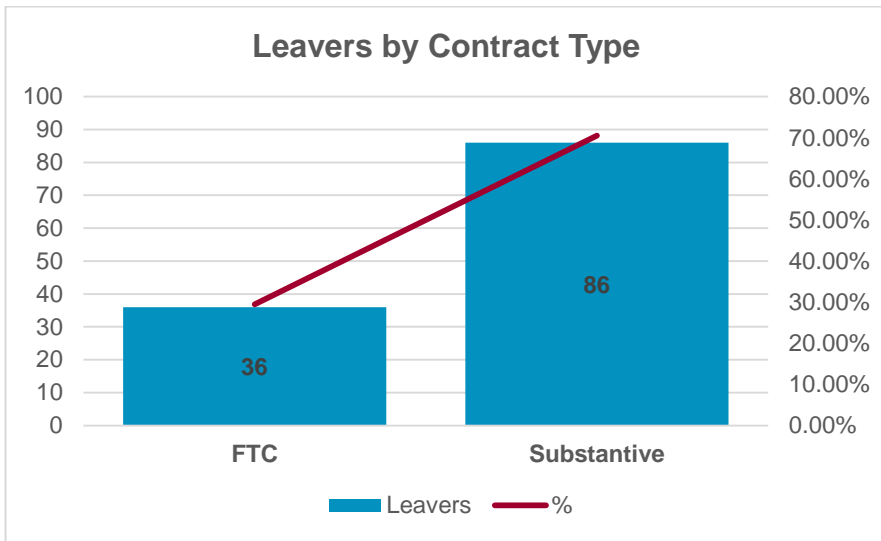


The chart below shows overall absence summarised for Apr 23 – Mar 24 – this remains much in line with % for previous years in terms of absence type:

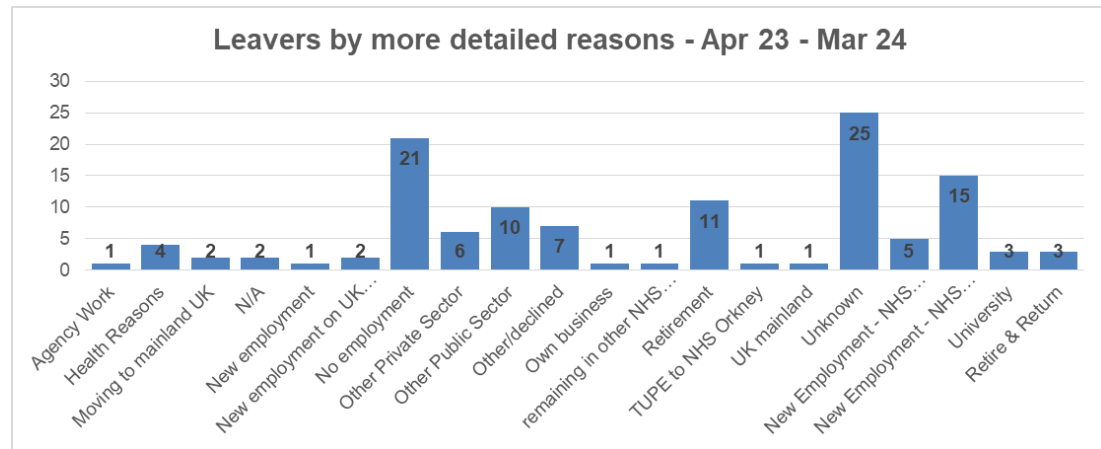
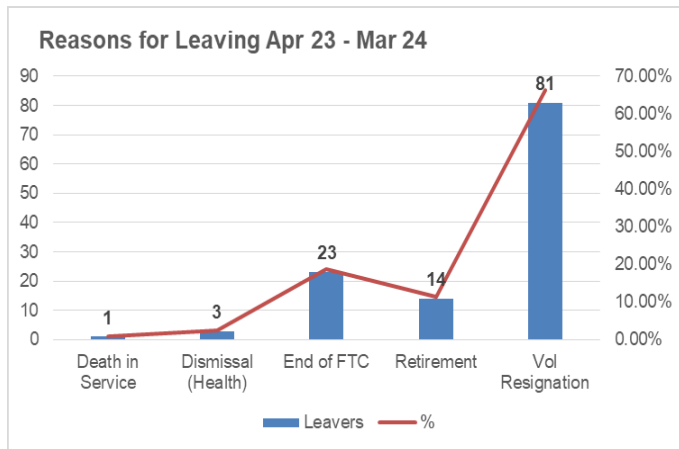


## Leavers

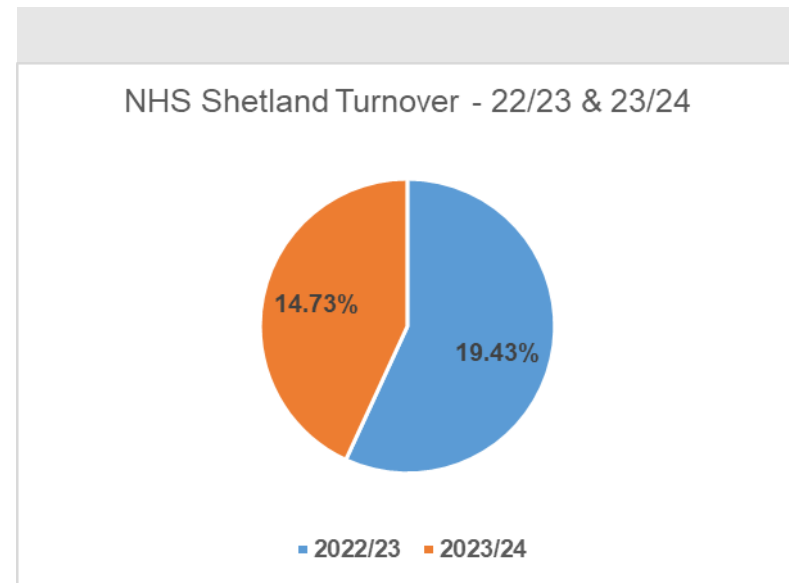
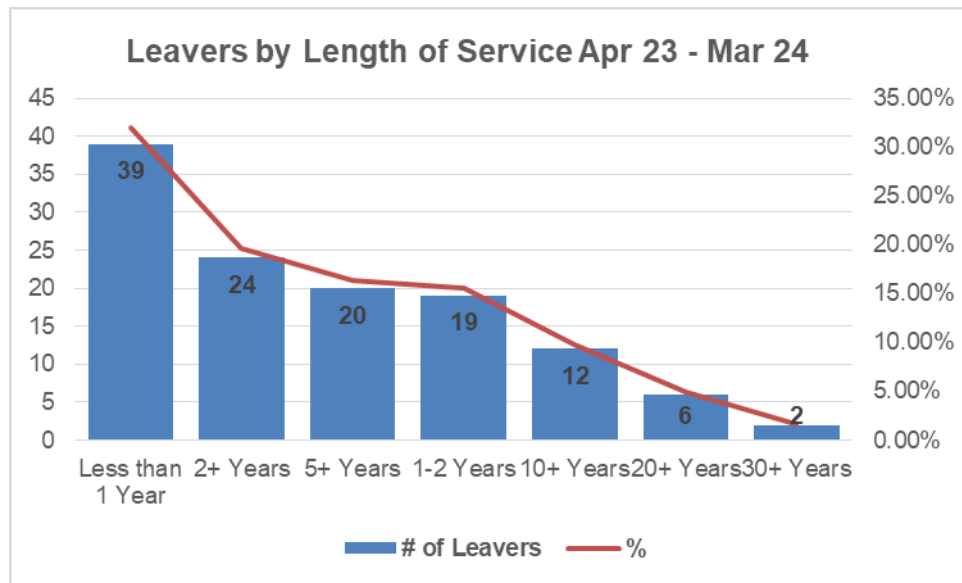
- There have been a total of 122 substantive/fixed term leavers and 197 bank (total = 319) this is a decrease of 30 in substantive /fixed term staff and an increase of 45 bank staff. The reason for increase in bank leavers is mainly due to the removal of inactive bank members.
- The chart below details Leavers by contract type. Of the end of fixed terms, 11 of these are Junior Doctors that fill short term gaps. Also below is a chart detailing leavers by Job Family, banding and age group. On comparison to previous years the leavers by age group & job family remains on similar levels.



- Leaving Reasons are detailed in the charts below



Leavers by length of service detailed in the chart below – as you will note the highest proportion are less than 1 year, 20 of these were fixed term contracts. Of these fixed term contracts, 9 were junior doctor short gap covers, with another 5 fixed terms coming to a natural end. Also below is NHS Shetland’s Turnover rate for the last 2 years, there is a reduction in 2023/24 but this would be mainly attributed to the Covid FTC contracts ending in 2022/23.



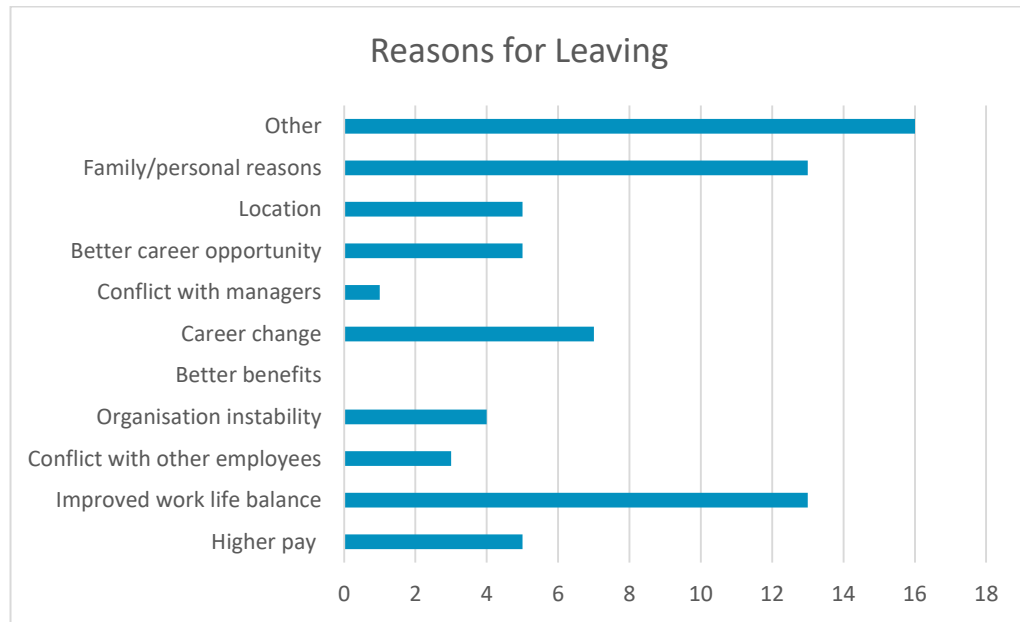
## Exit Interviews

Employees leaving NHS Shetland are invited to complete an Exit Interview. This takes the form of a questionnaire that is sent via email by a member of the Human Resources Team. Employees are also able to request that the interview takes place via Teams or in person.

Employees completing an Exit Interview are asked how they would like the information shared- e.g line manager, Executive Director or other members of the Executive Management Team.

In 2023-24 41 Exit Interview questionnaires were completed by members of staff leaving their role with NHS Shetland. It is acknowledged that this figure is lower than we would like. On the most part those completing Exit Interviews are positive about their experiences within the organisation.

Employees were able to choose more than one reason for leaving:



'Other' is the most common reason given. Some respondents have given more information, this includes End of Fixed Term Contract, Retirement, Career Progression and Working Night Shift.

The questionnaire is broken down into a number of sections The Job Itself, Remuneration and Benefits. The Organisation, My Supervisor/Line Manager, Management (of the organisation as a whole). The questions are not compulsory and staff can choose not to answer all.

There is recognition that improvement in the Exit Interview process is required moving forward. A review is underway which will cover the following:

- A review of questions asked. Are we collecting the correct information to help inform decision making going forward?

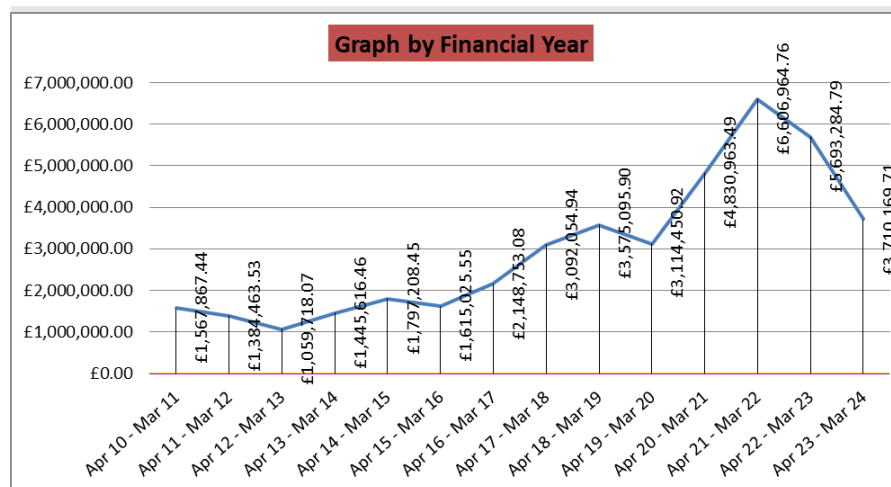
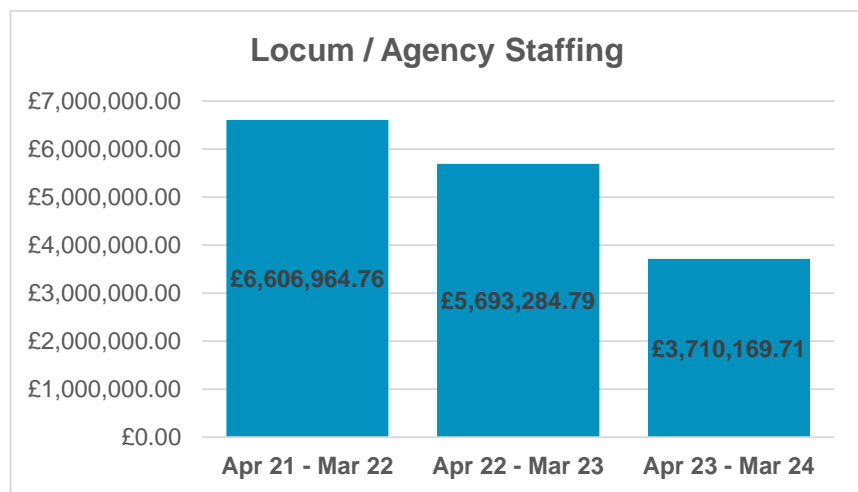
- Consideration of using MS Forms for completion.
- Set up generic email address for sending out invite to complete and reminder.
- An Action/Issues log where things raised are recorded and tracked (recognising what is within our control)
- Quarterly review of submitted Exit Interviews by DHRSS/Employee Director

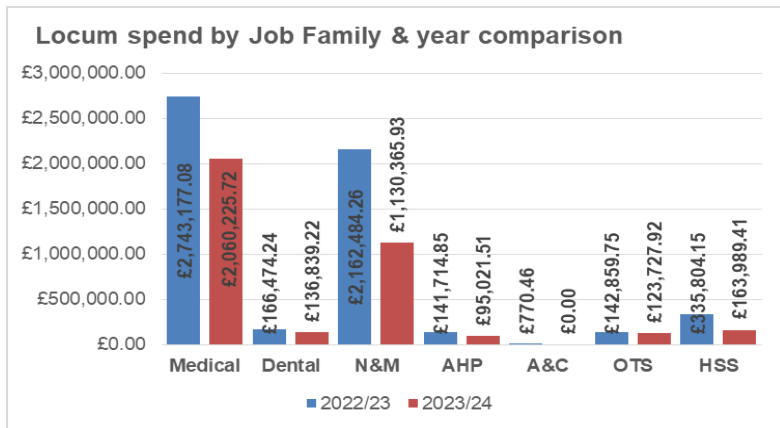
## Employee Relations

Formal processes have been initiated in line with the NHS Scotland Workforce Policies including investigation, attendance (there are currently 8 formal processes underway alongside a number of informals), grievance and capability however as the figures in each of these areas are 5 or less this cannot be provided as would potentiality be identifiable.

## Locum Use

The charts below shows the monthly Locum Spend taken from Finance for 2021/2022, 2022/23 and 2023/24. Also below is a graph to show locum spend since Apr 2010, this is purely to show that the board have actively reduced locum/agency spend in the last 2 years down to pre-covid levels. Also shown in chart below is the locum spend by Job family and year comparison which clearly shows a decrease in all job families with Medical Staffing & Nursing being the highest area which would be expected. The Medical & Nursing spend is mainly due vacancy cover.





## 6. Nurture

### Sickness Absence

Over the past year, NHS Shetland has seen monthly sickness absence rates fluctuate between 3.14% and 5.66%.

The following chart shows the ISD (Information Services Division) monthly sickness absence rates detailing short and long term absence Month by Month, from April 2023 to March 2024.

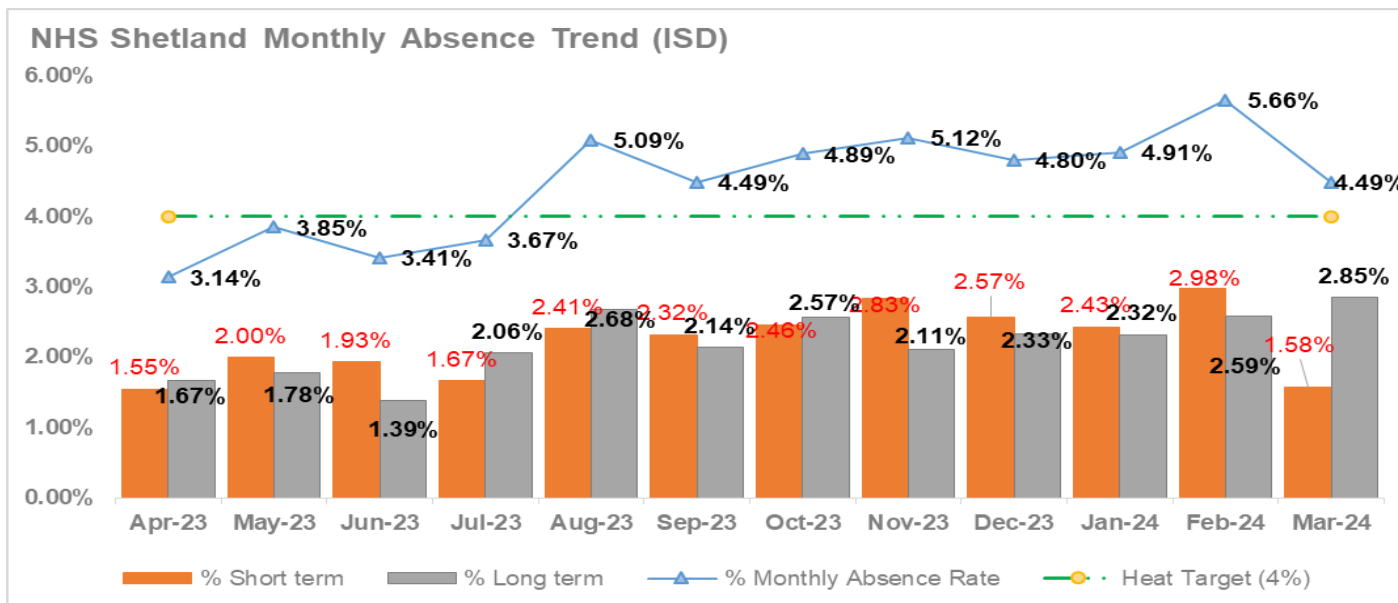
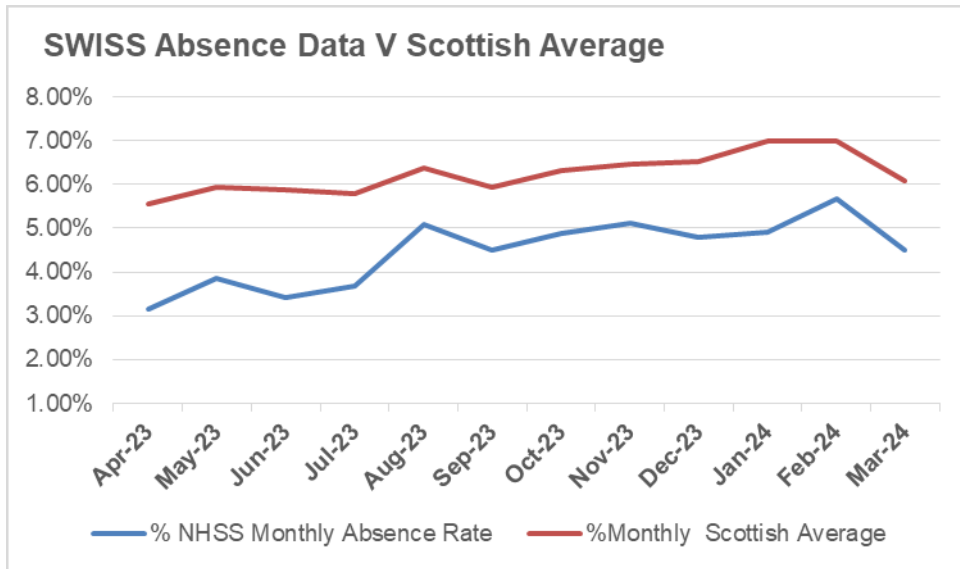
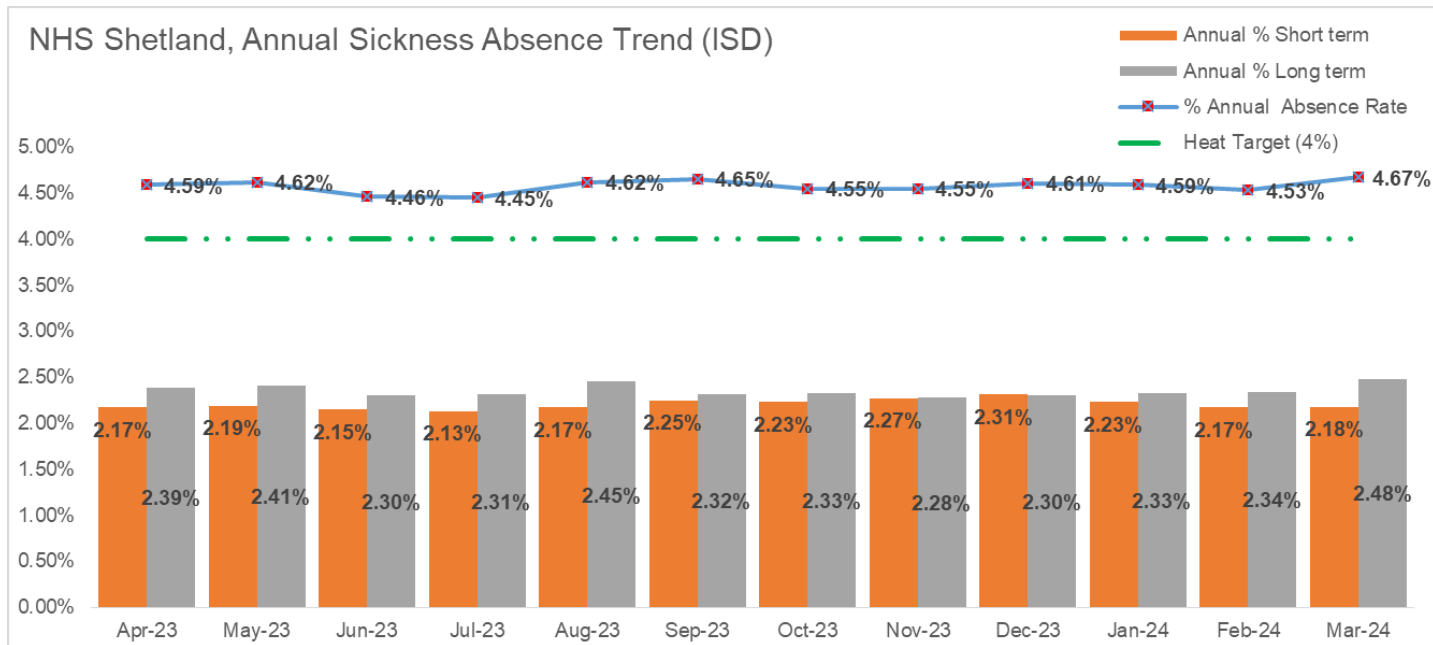


Chart 9 below shows NHS Shetland's monthly sickness absence in comparison to the monthly Scottish Average



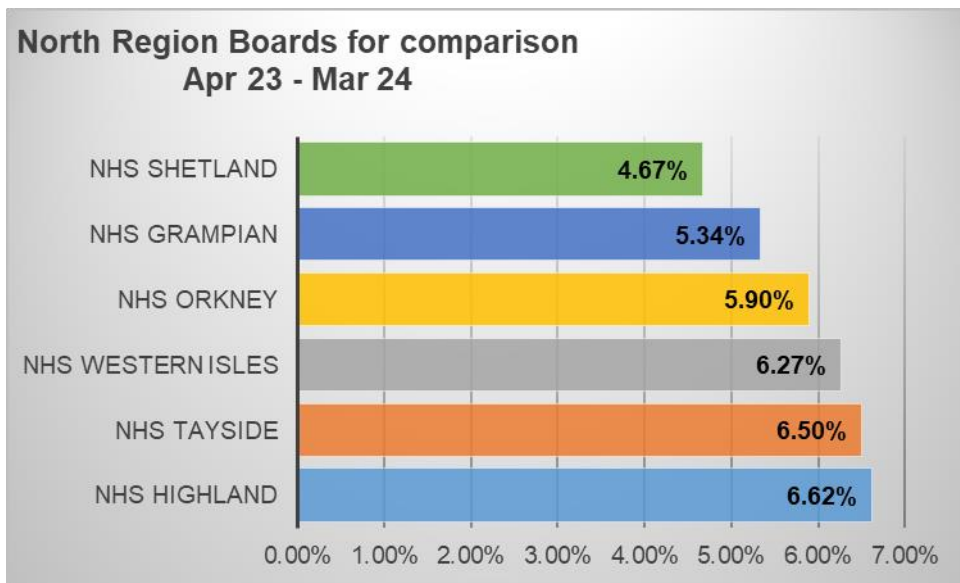
NHS Shetland has consistently reported annual sickness absence rates between 3.14% and 5.66%. This compares with a NHS Scotland average of 6.07%.





Charts below show the ISD Annualised Sickness Absence for all boards across NHS Scotland and also a chart showing North Regions only where you can see clearly that NHS Shetland is again the lowest territorial board – this has been consistent for a number of years now.

Board - ISD Annualised Sickness Absence	% Rate for 01/04/2023 - 31/03/24
<b>Scotland</b>	<b>6.29</b>
NHS Ayrshire & Arran	5.82
NHS Borders	5.87
NHS National Services Scotland	4.84
NHS 24	8.65
NHS Education For Scotland	1.79
Healthcare Improvement Scotland	3.94
Public Health Scotland	3.21
Scottish Ambulance Service	9.04
The State Hospital	7.70
National Waiting Times Centre	5.62
NHS Fife	6.70
NHS Greater Glasgow & Clyde	6.53
NHS Highland	6.62
NHS Lanarkshire	7.24
NHS Grampian	5.34
NHS Orkney	5.90
NHS Lothian	5.77
NHS Tayside	6.50
NHS Forth Valley	7.13
NHS Western Isles	6.27
NHS Dumfries & Galloway	5.97
NHS Shetland	4.67



### Sickness Absence - Hot Topics

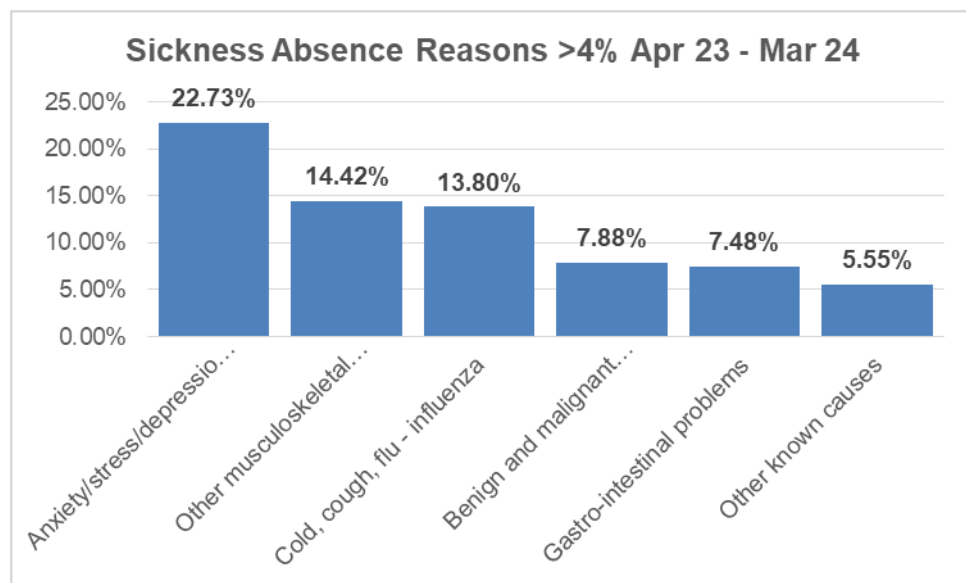
From SSTS Absence reports, during the year 2023/24 '**anxiety/stress/depression/other psychiatric illnesses**' has remained the highest sickness absence reason totalling 13585.84 hours for the full year. This equates to 22.73% of all sickness absence across NHS Shetland affecting 116 employees (17 staff members having multiple episodes). This is a slight decrease of 1.27% compared to the period 2022/23.

During this same period "**Other musculoskeletal problems**" has been recorded as the second highest sickness absence reason with 8615.58 hours lost. This equates to 14.42% of all sickness absence across NHS Shetland, affecting 61 employees (11 staff members having multiple episodes). This has increased by 4.72% for the same period last year.

"**Cough, cold, flu**" has been recorded as the third highest sickness absence reason with 8249.49 hours lost during this period. This equates to 13.80% of all sickness absence and reflects 488 episodes across NHS Shetland. This is also an increase of 0.92% from last year.

**Covid-19** Covid related absence was recorded under special leave codes, not sickness absence up to the 1 September 2022. There is now a specific sickness absence reason code for Covid related absence. The % rate for covid related illness in 2023/24 is 2.72% which is a decrease of 3.58% from 2022/23 where Covid sat as 4<sup>th</sup> highest last year.

The chart below shows all sickness absence reasons >4% for the period 2023/24 with the top 3 remaining the same but with Musculoskeletal moving to 2<sup>nd</sup> highest rather than 3<sup>rd</sup>. All reasons noted below remain the same as those noted as >4% in 2022/23 with exception of Back problems and Injury/Fracture which is now under 4% range for the year.



### Other Wellbeing Activities

A Staff Wellbeing Group has been established, quarterly meetings were held on TEAMS in 2023. The desire to meet more frequently is prevented by capacity challenges and service priorities. The TEAMS channel enables members to raise ideas for discussion and consideration; provide feedback on any general concerns; provides a forum for discussion of other workplace activities such as mandatory training, survey findings, workforce related policies, safety issues, absence levels, pay, reward and recognition schemes. Free access to yoga retreats in regional locations were provided in 2023. Current work is being undertaken to introduce long service recognition awards across the organisation. Planned work includes a working group to review the intranet links to staff wellbeing support and guidance documents and service providers available in order to bring them together so that they are more accessible.

### Occupational Health Activities

The table below details appointments during April 23 – March 24. There was an overall total of 1050 (inc. external services provided) with an 8.75% DNA (did not attend) rate. We do not have the full previous year total appointments for comparison as yet. Out of all appointments booked there was a total of 2674 NHS appointments with an attendance rate of 89.34% with 285 DNA's which equates to 10.66%. Out of the NHS appointments booked, 724 were referral appointments; 670 were Management referrals and 54 Self referrals. All DNA's are rescheduled

up to three times before the manager is informed that no further appointments will be made until they discuss attendance with the individual staff member.

Total number of NHS Appts booked	Total number of NHS Appts which were DNA's		No of NHS manager referral appts undertaken	No of NHS Self Referral appts booked		Total number of ALL Appts booked	Total number of which were DNA's
2674	285		670	54		4148	363

Occupational Health Services have provided support to NHS Shetland staff and departments within the following areas of work –

- Pre-employment health clearances
- Management referral consultations and reviews
- Health Surveillance (which includes Audio, Skin and HAVS)
- Immunisations
- Needlestick Injuries
- Night time Workers assessments
- Management and Self-referrals as well as general enquiries
- Ill health Retirement
- Occupational Immunisations and serology
- Workplace/Workstation assessments

Occupational Health also provide support to external providers which include the above services and also:

- Spirometry
- ML5 and ENG 1 Medicals
- Other medicals on request of employers

The OH system upgrade has generated significant work, and is not yet complete, the OH team are still facing challenges and working with the provider to seek solutions to the issues faced. It is likely that a national system will be identified in order to align OH data and service provision across Scotland.

In order to reduce / sustain reasonable waiting times for management referral appointments we will need to introduce a triage process to establish the suitability and priority of the referral. Occupational Health will link into the working group to improve signposting staff to support and guidance available with the revision of the intranet.

## Staff Appraisals

The data from Turas Appraisal for Agenda for Change staff highlights the very low numbers of NHS Shetland staff who are completing an annual appraisal. Further investigation into the completed appraisals highlights a misunderstanding by many staff and managers on the Appraisal or PDPR cycle compared to the previous e-KSF cycle. Nationally work is underway on a Once for Scotland policy and suite of resources to support staff's understanding.

	Active Employments	Completed Appraisals	Learning Activities Accepted	Objectives Accepted	Discussion Summary Updated	KSF Progress Updated	% Completed Appraisals	Learning Activities Accepted	Objectives Accepted	Completed Appraisals Higher/Lower than previous Month
Apr-23	1152	<b>138</b>	45	96	138	34	12%	4%	8%	
May-23	1155	<b>139</b>	48	100	139	37	12%	4%	9%	Higher
Jun-23	1160	<b>148</b>	53	111	148	35	13%	5%	10%	Higher
Jul-23	1112	<b>136</b>	47	103	136	35	12%	4%	9%	Lower
Aug-23	1112	<b>135</b>	46	102	135	34	12%	4%	9%	Equal
Sep-23	1099	<b>136</b>	45	103	136	32	12%	4%	9%	Equal
Oct-23	1115	<b>136</b>	49	106	136	28	12%	4%	10%	Higher
Nov-23	1108	<b>137</b>	48	106	137	29	12%	4%	10%	Equal
Dec-23	1103	<b>146</b>	50	114	146	31	13%	5%	10%	Equal
Jan-24	1090	<b>150</b>	52	118	150	31	14%	5%	11%	Higher
Feb-24	1094	<b>159</b>	54	125	159	29	15%	5%	11%	Equal
Mar-24	1096	<b>173</b>	60	134	173	28	16%	5%	12%	Higher

## Medical Appraisals

During Apr 23 – Mar 24 a total of 49 Medical staff currently received their appraisals locally through SOAR with 2 more in progress – this includes consultants, doctors, junior doctors, GPs and regular locums who have asked for their appraisals to be completed within NHS Shetland.

25 of the above were Secondary Care Appraisals and 26 Primary Care Appraisals. We have 37 Primary Care Appraisees and 39 Secondary Care Appraisees.

We have 8 appraisers with some support being provided by NHS Orkney.

## Medical Job Plans

NHS Shetland currently has 15 colleagues who require an annual job plan (includes Consultants and SAS doctors). To date we know that 6 job plans have been signed off during April 23-March 24 period. All job plans are being reviewed as part of the move to e-job planning. Towards the end of 2023 and into 2024, time has been spent getting all NHS Shetland medical job plans onto the ejob planning system, with a number added to the system so far and the remaining expected to be added by the end of May 2024. Job plan discussions/sign off for all job plans can then take place.

## Staff Engagement- 2023 iMatter Cycle

Aims for iMatter 2023 Cycle	Progress
<p>Aims for 2023 iMatter 2023 Cycle were:</p> <p>iMatter to be a meaningful and useful tool for managers and staff</p> <ul style="list-style-type: none"><li>• Increase awareness that process is owned by Teams</li><li>• 60% response rate to survey</li><li>• 40% of Action Plans completed before 14 August deadline</li></ul>	<p>Following the disappointing Action Plan completion figure of 27% in the 2022 cycle, the Board undertook a number of initiatives to improve engagement in the wider iMatter cycle.</p> <p>The iMatter team visited a number of teams during the Winter of 2022/23 to speak about the process, taking teams through the cycle and receiving feedback as to how we could improve the support offered.</p> <p>A Communication Plan was developed which detailed when communications would be placed in the staff newsletters throughout the team confirmation, questionnaire and action planning period.</p>

Every communication around iMatter, whether on our intranet page or in the staff bulletins, clearly displayed the dedicated iMatter email address and linked to the NHS Fife eLearning module for managers. We worked closely with the Directorate administrator for the Health and Social Care Partnership to ensure that regular communications also went out to Local Authority colleagues within the partnership.

Guides for Managers were also developed for both the Team Confirmation and Action Planning stages.

During the questionnaire period:

- Clear communication in newsletter asking staff to get in touch if they had not received a questionnaire
- iMatter team wrote to managers who had paper respondents to encourage them to support their staff to complete
- Printed off paper copies of questionnaires and sent to managers
- During the last 10 days of the questionnaire period managers were contacted individually where response rates sat below 60%.

We were delighted that our response rate increased from 55% to 60%.

Alongside promoting the eLearning module and the Action Planning Guide we:

- Contacted managers who had not received a report to encourage them to have positive conversations around the Directorate report.
- Kept Executive Management Team up to date with completion figures within their Directorates

	We saw a significant improvement in action planning during the 8 week deadline, there was an increase from 27% to 41%. Since the 14 August deadline it has increased to 52% completion.
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**Staff Engagement- Greatix**

Greatix is a positive feedback system for staff that was launched in March 2023. Over the reporting year 221 submissions were made. These were a mixture of individual and group ‘awards’ and covered staff from across all Directorates in the organisation. Feedback for the scheme has been universally positive and it is hoped to develop and embed it as ‘business as usual’ during 2024-25.