| NHS 24 BOARD MEETING | 21 DECEMBER 2023 ITEM NO 11.2 FOR ASSURANCE |
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**KEY POINTS OF THE STAFF GOVERNANCE COMMITTEE HELD ON 9 NOVEMBER 2023**

| **Executive Sponsor:** | Committee Chair, Mr Alan Webb |
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| **Lead Officer/Author:** | Deputy Chief Executive/Director of Workforce, Dr Jacqui Hepburn |
| **Action Required** | The Board is asked to note the key points for assurance from the Staff Governance Committee meeting held on 9 November 2023. |

1. **Purpose of the report**

   This report provides the NHS 24 Board with an update on key issues arising from the Staff Governance Committee meeting held on 9 November 2023 at 10am, via MS Teams.

2. **Recommendation**

   The NHS 24 Board is asked to receive and note the key points outlined.

2.1 **Workforce Strategy and Plan 2022-23 – Year 1 Update and Refresh**

The Committee considered the paper Workforce Strategy and Plan 2023-Year 1 Update' presented by Ms Meldrum, Head of ODLL.

The Workforce team had made a commitment to refresh the strategy and plan each year to ensure it kept pace with both societal and organisational change. Our 'Developing our Strategy and Plan' document which provides the evidence base for the five priorities detailed in the Strategy has been updated to reflect changes both at a societal and organisational level. However, our refreshed evidence base has determined that our five priorities are still relevant and as such our Strategy document has remained unchanged. 'Our 3 Year Plan' document however has been updated to include new deliverables which have emerged over the past year aligned to our priorities.

Our NHS 24 Workforce Strategy details five priorities with the plan articulating key deliverables which, when complete, will realise the priorities.

Whilst each individual priority seeks to deliver transformational change within NHS 24, when delivered together they also act as mitigators of risk relating to

key organisational issues i.e., attrition, attendance, wellbeing, and leadership capability.

The Committee noted the Year 1 progress update in relation to key programmes of work pertaining to each of the priorities.

**2.2 Internal Communications and Engagement Update**

The Committee considered the paper 'Internal Communications and Engagement Update' presented by Ms Morton, Associate Head of Communications.

The paper provided key highlights from NHS 24's programme of improving staff experience over the last quarter and included:
- New *Feedback into Action* – regular content highlighting examples of how staff feedback has enacted change.
- An update on reward & recognition activity.
- Launch of new Senior Managers' Brief.
- Update on our Staff Experience Groups.

**2.3 Launch of Work Life Balance Policies**

The Committee considered the paper 'Launch of Work Life Balance Policies presented by Ms Louise Gordon, Head of People Services.

The 'Once for Scotland' Workforce Policies Programme has been designed to review and transform existing workforce policies. 11 new policies related to Work life Balance launched on the Once for Scotland portal on 1 November 2023.

Flexible Work Location and Flexible Work Pattern are the policies with the two most noted changes.

Workforce and Partnership colleagues have been reviewing and identifying any changes in practice for managers or staff.

A communication plan has been developed and commenced.

**2.4 NHS 24 Assurance Framework and Map Update 2023**

The Committee noted the Assurance Framework and Map Update 2023, presented by Ms Mathew.

Ms Mathew advised the Assurance Framework and Map provides board members, management, and employees with an understanding of the high-level single system of assurance that is operating within NHS 24. It ensures that there are clear links between the governance responsibilities of the Board, the lines of accountability across the Executive Directors, and the assurance activities of the Board's Governance Committees.

**2.5    Staff Governance Committee Self-Assessment Action Plan**

The Committee noted the Staff Governance Self-Assessment Action Plan, presented by Dr Hepburn.

Dr Hepburn advised an internal audit of governance had been undertaken during January 2023 and three low-rated findings had been identified, those being:

- Finding 1 – Remuneration Committee Terms of Reference and Staff Code of Conduct required an update.
- Finding 2 – The Board Member Skills Matrix required an update.
- **Finding 3 – Self-effectiveness reviews are not being carried out annually for all governance committees.**

In respect of Finding 3, the following actions had been agreed:
- Develop paper, including draft questionnaire, for presentation at each Committee and the NHS 24 Board in the May/June cycle of committee and Board meetings with recommendation that the Board and Committees undertake their individual self-effectiveness review throughout the month of July.
- Results of the self-effectiveness survey for each of the committees and for the Board, will then be presented to the committee and the Board, in the August cycle of meetings.
- An Action Plan to progress any improvement requirements to be developed and presented to each individual committee and the Board in the October/November committee and Board cycle of meetings.

All committee Action Plans would be presented to the Integrated Governance Committee.