

NHS 24

**Minutes of the Meeting of the
NHS 24 Staff Governance Committee
held on Tuesday 4 February 2025
2024 at 10:00 am
Via Teams**

PRESENT

Dr Martin Cheyne - Chair
Mr John Gebbie – Director of Finance
Ms Carol Gillie – Non-Executive Director
Ms Louise Gordon – Head of People Services
Dr Jacqui Hepburn - Deputy Chief Executive and Director of Workforce
Ms Victoria Knox – Associate Director of Workforce
Ms Fiona Macaulay – Head of ODLL
Mr Martin Macgregor – Union Representative
Ms Liz Mallinson – Non-Executive Director
Mr Fred McCosh – Union Representative
Ms Helen Meldrum – Head of Learning Transformation
Mr Jim Miller – Chief Executive
Mr Andrew Moore – Director of Nursing and Care
Mr Davie Morrison - Participation & Equalities Manager
Ms Lisa Morton - Associate Head of Communications
Ms Steph Phillips – Director of Transformation, Strategy and Planning and Performance
Mr Patrick Rafferty - Associate Director of Operations and Nursing
Ms Linda Robertson – Risk, Resilience and Planning Manager
Mr Alan Webb (Committee Chair) – Non-Executive Director
Ms Marnie Westwood – Head of Resourcing and Planning
Mr Kenny Woods – Employee Director

APOLOGIES

Ms Joanne Edwards – Director of Service Delivery

IN ATTENDANCE

Charlotte Preston – Wellbeing and People Manager
Kelly Underwood - Senior People Services Advisor
Ms Chantal Robinson – Secretariat

01. WELCOME, APOLOGIES AND INTRODUCTIONS

The Chair welcomed members present to the 4 February 2025 meeting of the Staff Governance Committee. Apologies noted as above.

NOTED

02. DECLARATIONS OF INTEREST

The Chair invited members to declare any interests in any of the items being discussed. There were no declarations made.

NOTED

03. MINUTES OF PREVIOUS MEETING OF 4 NOVEMBER 2024

The Staff Governance Committee considered the minute of the previous meeting held on Thursday 4 November 2024 [Paper No. Item 1.3]. The Committee were content to approve this as a complete and accurate record.

APPROVED

04. MATTERS ARISING

The Staff Governance Committee considered the paper 'Rolling Actions Log' [Paper No. 1.4] and were content to accept the recommendation that 1 action was complete. Accordingly, action 375 was approved for closure. Action 387 would remain on the Action Log until 31 July 2025 meeting.

There were no other matters arising raised.

NOTED

05. BUSINESS ITEMS

05.1 WORKFORCE Q3 REPORT [October – December 2024]

The Committee considered the paper 'Workforce Q3 Report' [paper no 5.1] presented by Ms Westwood, Head of Resourcing and Planning.

The Committee noted the key highlights of the report:

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

- The refresh for year 3 Workforce Strategy and Plan is complete. The refreshed plan and evidence base alongside KPI scorecard was presented to NHS 24 Board in December 2024.
- NHS 24 are now an accredited Real Living Wage Employer.
- A short life working group including Trade Union and Professional Body representatives had been involved in the soft launch of Phase 2.2 of eight refreshed Once for Scotland Workforce Policies under equalities, foundation, and employment contract categories. During the soft launch phase, the group familiarised themselves with the new and updated policies and processes to ensure NHS 24's readiness for full launch. Communication and Engagement plans will progress in 2025.

An increase in both long-term and short-term absence was noted, with a spike in November 2024 and December 2024 aligning with seasonal illnesses such as coughs, colds, and flu. This trend was reflected nationally and in call demand and key word data. Interventions to support attendance included additional flu clinics, remote working options, enhanced communication on winter health, and a new attendance management action plan focusing on clear roles, early interventions, and strict process adherence. Trade Union & Professional Body colleagues welcomed the interventions and approaches.

The Committee Chair thanked Ms Westwood for the update.

NOTED

05.1.2 WORKFORCE DATA AND DIGITAL TRANSFORMATION ANNUAL UPDATE

The Committee considered the paper 'Workforce Data and Digital Transformation Annual Update' [Paper No. 5.1.2] presented by Ms Westwood, Head of Resourcing and Planning. Ms. Westwood provided an overview of key projects developed and implemented:

- **Culture and Wellbeing dashboard:** Provides an overview of key culture and wellbeing metrics that can be analysed to help identify and explain any areas of strength or concern.
- **Attrition dashboard:** A dashboard that calculates and tracks key metrics in relation to turnover and stability. Also enables the identification of factors that may influence attrition.
- **Balanced scorecard:** An automated scorecard that reflects the latest available data (from published datasets) and shows how the organisation is performing against all the KPIs set out in the Workforce Strategy.
- **Director dashboards:** Directorate-specific dashboards that allow each director to see extensive workforce data relating to their directorate and how they are scoring against the organisation's Workforce KPIs.
- **Absence dashboard:** This dashboard tracks monthly absence trends and allows end users to filter by their area or key skillsets. This functionality enables users to gather the insights they need efficiently in a user-friendly/interactive format.
- **Induction Intake tracker process:** A new tracker has been developed and is now accessible through SharePoint, allowing multiple users to access it. Information is automated wherever possible, reducing the need for manual checks and reporting. Automated flows are now in place, further minimising manual intervention. Additionally, security access has been enhanced using SharePoint functionality.
- **Case Management process:** A Director dashboard for Case Management has been developed to monitor timescale compliance, highlighting potential hotspots or cultural trends ensuring management accountability is a focus. This is underpinned by a new Case Management tracker. The dashboard provides insight to delays allowing remedial action to take place quickly.
- **Reduced Working Week process:** Automated process set up to contact every member of staff with personalised information and options relating to the reduced working week.

Ms Westwood advised through year 2 and 3 of the Workplan NHS 24 would seek to create a digital workplace in which our people can thrive by ensuring digital solutions span the whole of the employee lifecycle. To do this there is a need to extend digital skills capability across teams ensuring that the workforce is equipped with the necessary digital skills through ongoing training and development programs.

Going forward, the plan would be to gather feedback from the end users of the processes that have been improved by digital efficiency. This feedback would focus on collecting information about time savings, efficiency gains, insights, and overall satisfaction. By doing so, we aim to continuously refine and enhance our processes to better meet the needs of our users.

Action – The Committee discussed the inclusion of digital skills capability being captured within individual objectives. JH

NOTED

05.1.3 HEALTH & SAFETY QUARTERLY REPORT Q3 (October – December 2024)

The Committee considered the paper 'Health & Safety Quarterly Report Q3' [Paper no 5.1.3] presented by Ms Westwood, Head of Resourcing and Planning. The Committee noted the following highlights:

- eLearning continued to remain high with a 95.2% completion rate.
- Annual Site Audits completed with each site achieving 100% rating.

Ms Westwood advised a H&S Committee action plan had been developed and highlighted the main focus during Q3 included:

- Establishment of a H&S Risk Register.
- Conclude the review of DSE process.
- Review content of all three H&S modules.
- Implementation of RESPOND for H&S adverse events.
- Standard Operating Procedures between H&S and Estates.

Action: Ms Westwood confirmed a full suite of KPI's would be included in the next report and presented to the Committee at the 8 May 2025 meeting. MW

NOTED

05.1.4 WORKFORCE STRATEGY AND PLAN 2022-2025 REFRESH

The Committee considered the paper 'Workforce Strategy and Plan 2022-2025 Refresh' [Paper No. 5.1.4] presented by Ms Westwood, Head of Resourcing and Planning. The Committee noted the revised approach to Workforce Planning for 2025 which had been issued by Scottish Government. Scottish Government had provided a reporting template and asked NHS 24 to consider and respond to 9 key workforce planning questions. The draft submitted will be further updated with input from all Directorates. The responses are due by 17 March 2025 to the Health Workforce Planning and Strategy Unit of Scottish Government. The Committee noted the current Workforce Strategy which currently runs to October 2025 would be extended to March 2026, in line with both corporate planning and financial planning.

NOTED

05.2.1 IMATTER NATIONAL AND BOARD RESULTS

The Committee considered the paper 'iMatter National and Board Results' [paper no 5.2.1] presented by Ms Meldrum, Head of Learning Transformation. Committee members noted the following:

- NHS 24 would continue to work closely with Board and leaders across the organisation to build on the progress made in the past year relating to Board visibility and involvement in decision making.
- A comprehensive Communications Plan would be developed ahead of iMatter 2025, as staff engagement and involvement in the process has been critical to the success in 2024, as too has the 'storytelling' format of these communications. The plan would highlight specific actions the organisation took in response to key themes identified through the iMatter results, offering clear examples of how staff voice has driven meaningful change ('You said, we did').
- The iMatter cycle for 2025 would commence with Team Confirmation activities in Q1.

NOTED

05.2.2 APPROACH TO MENTORING YEAR 1 UPDATE – MENTOR24

The Committee considered the paper 'Approach to Mentoring' [Paper 5.2.2] presented by Ms Meldrum, Head of Learning Transformation.

Ms Meldrum advised that several key actions had been undertaken to address the identified barriers and improve engagement with Mentor24:

- **Manual Matching of Mentors and Mentees:** This is starting to be introduced for targeted groups, starting with **new nurses**, where early attrition presents a workforce sustainability challenge.
- In collaboration with Lumina **Head of Clinical Service**, five mentors have been identified to support new nurses during key stages of onboarding.
- Discussions with the **Talent Acquisition Manager** have helped to identify key onboarding stages where mentorship can be most impactful.
- These initiatives align with the **NHS 24 Workforce Strategy**, which emphasises reducing **attrition rates among new starts** and addressing **skills gaps** through structured support and development opportunities.
- Currently, there are 43 participants registered on the platform, 23 Mentors and 20 Mentees.

The Committee thanked Ms Meldrum for this update.

NOTED

05.2.3 ANTI-RACISM ACTION PLAN

The Committee considered the paper 'Anti-Racism Action plan' [Paper 5.2.3] presented by Ms Macaulay, Head of ODLL. The Committee had been presented with NHS 24's Anti-Racism Action Plan 2025 to 2028 in response to Scottish Governments request. A Director's Letter received from Scottish Government in September 2024 asked Health Boards to progress work to tackle the impacts of racism through development and delivery of anti-racism plans covering both workforce and racialised healthcare inequalities.

- National guidance had been shared to support NHS Boards with the development of their anti-racism plans; this guidance closely underpins the actions within the plan.
- The NHS 24 Anti-Racism Action Plan will be published alongside NHS 24's Equality Mainstreaming Report in April 2025.

The Committee noted the updated provided.

NOTED

05.2.4 ESSENTIAL LEARNING ANNUAL REVIEW

The Committee considered the paper 'Essential Learning Annual Review' [Paper 5.2.4] presented by Ms Meldrum, Head of Learning Transformation. The Committee noted the outcome of the Essential Learning Benchmarking Review:

- 5 national and 9 territorial boards responded to the benchmarking request, totaling 14 boards out of 22 (64%), representing a comprehensive benchmark.
- Due to the extensive nature of the data provided by Boards during the benchmarking exercise, summary data had been provided.
- One of the key findings had been NHS 24 requires staff to complete more Essential Learning e-learning modules compared to other boards across NHS Scotland.

NOTED

05.2.5 DTP TRAINING & LEARNING UPDATE

The Committee considered the paper 'DTP Training and Learning Update [Paper No. 5.2.5] presented by Ms Meldrum, Head of Learning Transformation. The Committee noted the DTP Training and Learning Project progress and the high-level plan due to be implemented, based on current Contact Centre/Customer Relationship Management (CC/CRM) Implementation timeline.

- The Training and Learning Strategy had been approved in May 2023 and was available for Committee members to review.
- During the procurement phase, Training Project co-leads had been fully involved in developing the Statement of Requirements for training and learning and participated in subsequent tender scoring and supplier negotiation sessions.
- An overview of the training phases had also been provided. These are fully aligned to the wider DTP Programme and critical path, should this change, the timeline for training will require to flex and/or shift accordingly.

The Committee thanked Ms Meldrum for the updated provided.

Action: Ms Meldrum to provide a paper for the 8 May 2025 Committee meeting to lay out the learning, approach and roll-out of training. HM

NOTED

05.3.1 ONCE FOR SCOTLAND POLICY UPDATE

The Committee considered the paper 'Once for Scotland Policy Update' [Paper No. 5.3.1] presented by Ms Gordon, Head of People Services. The Committee noted the launch of the next suite of Once for Scotland workforce policies expected during February 2025, with staff engagement and communication commenced during January 2025 via Regional Partnership Fora and Staff Experience Group networks.

The Committee noted the progress.

NOTED

05.3.2 REDUCED WORKING WEEK UPDATE

The Committee considered the paper 'Reduced Working Week Update' [Paper No. 5.3.2] presented by Ms Gordon, Head of People Services. Ms Gordon highlighted to the Committee the following:

- As part of the non-pay element of the 2022/23 Agenda for Change pay deal it was mandated that all Boards in NHS Scotland must move to a reduced working week of 36 hours with a phased reduction taking place over a 3-year period with no loss of earnings to staff.
- NHS 24 was fully compliant with the circular that indicated that all staff must have moved to Phase 1 of the reduced working week by 30 November 2024.
- Midway through the implementation of the reduced working week the Scottish Government amended a decimal placing calculation which has added a level of complexity to Public Holiday calculations, impacting annual leave calculations. NHS 24 awaits information from Scottish Terms and Conditions Committee on how to progress this issue.

NOTED

05.3.3 REVIEW OF NHS 24'S BANK WORKERS

The Committee considered the paper 'Review of NHS 24's Bank Workers [paper No. 5.3.3] presented by Ms Gordon, Head of People Services. Ms Gordon advised the following:

- Cleanse of the bank was completed by end of January 2025 for those staff who have completed no shifts in the reference period, completing Phase 1.
- Identify those staff who routinely do additional/hours overtime and offer those as permanent changes to T&Cs.
- Short Life Working Group to be established and extended to deliver Phase 2.
- Benchmark against other Boards in terms of approach to the Bank.
- Practice Education to scope what a training programme for an internal and external bank of staff could look like to support the development of Phase 2 of this work.

NOTED

05.3.4 ESTATES IMPLEMENTATION AND STAFF RELOCATION PLAN

The Committee considered the paper 'Estates Implementation and Staff Relocation Plan' [Paper No. 5.3.4], presented by Mr Rafferty, Associate Director of Operations and Nursing. Committee members noted the approved recommendation to relocate all Lumina-based 111, Breathing Space, and Dental staff to Caledonia House in Cardonald.

The approval had been initiated by the formal Organisational Change Consultation process to enact the move. Additionally, the EMT approval was sought for the Estates and Facilities Implementation Plan, which would be a key component to facilitate the relocation of staff. Mr Rafferty advised the following:

- The Committee noted the EMT had approved to move forward with the consultation, from January 2025. Workforce and communications colleagues would develop and execute consultation and engagement plans in partnership with Trade Union & Professional Body representatives. The plans included various communication channels such as emails, newsletters, and intranet updates to ensure widespread awareness.

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- Weekly implementation groups for both work packages, and monthly Project Board Meetings would continue.
- Regular monitoring and evaluation will be conducted to assess progress and make necessary adjustments to achieve the desired outcomes.

NOTED

05.4 DTP STAFF ENGAGEMENT/COMMUNICATIONS PLAN UPDATE

The Committee considered the paper 'DTP Staff Engagement/Communications Plan Update' [Paper No. 5.4] presented by Ms Morton. The paper provided key highlights within staff engagement:

- The Delivery Plan has been designed as a 'Living Document,' and detailed deliverables will expand as the DTP project leads – particularly around Training and Implementation' – provide the Communications team with their timetables, plans, and information to be communicated.
- Staff Engagement is a core component of the plan, and Communications work closely with the DTP Programme, Service Delivery and Corporate directorates to ensure all staff are provided with digital and face-2-face opportunities.
- External communications - media and the political sector interest and influence would vary according to the development of the DTP and external influences such as the news agenda. In this context, NHS 24's communications team proposes a light touch, close monitoring approach.

The Committee thanked Ms Morton for the comprehensive update.

NOTED

05.5.1 AREA PARTNERSHIP FORUM UPDATE

The Committee considered the paper 'Area Partnership Forum Update' [Paper no 5.5] presented by Mr Woods. on the work of the Area Partnership Forum, and highlighted several topics discussed at recent APF meetings.

05.5.2 AREA PARTNERSHIP FORUM WORKPLAN

The Committee noted the Area Partnership Workplan which had been updated to reflect progress against actions. Mr Woods advised the plan is aligned to both Workforce and Employee Director objectives.

Mr Webb thanked Mr Woods for the update and invited comments and questions from members.

NOTED

05.6 STAFF GOVERNANCE RISK REGISTER

The Committee considered the paper 'Staff Governance Risk Register' [Paper No. 5.6] presented by Ms Robertson, Head of Risk Management. The covering paper provided an overview of all Staff Governance risks, and the attached risk register contained all risks scoring 10 and above.

Ms Robertson advised that since previously presented to the Committee, the key changes for consideration were as follows:

- There are currently 13 staff governance risks in total, compared with 15 reported previously.
- 2 new risks have been identified and outlined in section 5.7.
- 4 risks have been closed, rationale for closure provided in section 5.8.
- 2 risks have reduced in score, as outlined in section 5.9.

The Committee noted the updated Risk Register.

NOTED

05.7 HEALTH AND CARE (STAFFING) (SCOTLAND) ACT 2019 QUARTER 3 2024-25

The Committee considered the paper 'Health and Care (Staffing) (Scotland) Act 2019 [Paper No. 5.7] presented by Mr Moore. The Committee noted:

- a) The ongoing work to ensure monitoring and compliance with the legislative requirements of the Health and Care (Staffing) (Scotland) Act 2019.
- b) The improvement actions in train that will strengthen systems and processes further and ensure progress towards substantial assurance for all relevant duties.
- c) The requirement to submit quarterly reports to Healthcare Improvement Scotland and to receive feedback from them regarding any further improvement actions.

Mr Moore highlighted the key points for the Committee to consider:

- The overall assessment of the current level of compliance for Quarter 3 is reasonable assurance.
- A number of improvement actions are being progressed with a clear path to substantial assurance against each duty.
- In addition to Quarterly reports there is a requirement to submit an NHS 24 Board approved report by the 30 April 2025.

The Committee thanked Mr Moore for providing ongoing assurance.

NOTED

05.8 EVALUATION OF CORE INDUCTION PROGRAMME

The Committee considered the paper 'Evaluation of Core Induction Programme' [Paper No. 5.8] presented by Mr Moore. The Committee noted the continued evaluation of the induction programmes, including learner experience of the protected pod environment. As part of the re-design of the Practice Education function work towards the integrated evaluation for the first 12 months in post for frontline skill sets.

The Committee noted the update.

NOTED

05.9 WHISTLEBLOWING STANDARDS UPDATE

The Committee considered the paper 'Whistleblowing Standards Update' [Paper no 5.9] presented by Mr Moore. The Committee noted the Whistleblowing Group continued to meet monthly. Activities during

The last quarter included:

- Delivery of the support/development programme for Confidential Contacts.
- A communications plan to raise awareness of the role of the confidential contact and their contact details.

NOTED

05.10 CLIMATE EMERGENCY AND SUSTAINABILITY PROGRAMME ANNUAL REPORT

The Committee considered the paper 'Climate Emergency and Sustainability Programme Annual Report' [Paper no 5.10] noting the focus would continue to improve the data captured and monitoring of the various environmental indicators. Action would also continue to reduce the impact of NHS 24 on the environment.

Action: A paper to be presented at July 2025 Committee meeting in relation to Workforce Sustainability.

NOTED

05.11 EQUALITY MAINSTREAMING AND WORKFORCE DATA REPORT

The Committee considered the paper 'Equality Mainstreaming and Workforce Data Report' [Paper no 5.11] presented by Mr Morrison.

The Committee noted the content and publication of the draft Report, which had been split into three sections, (appendices A, B and C). The draft Report included information on the progress that has been made in relation to mainstream and embed equality, inclusion, and human rights activities across the organisation.

Mr Morrison highlighted that as a listed authority in Scotland, NHS 24 is required to meet certain equality, inclusion, and human rights related duties. These duties are defined in law and are referred to as the General Equality Duty. They set out three key aims intended to:

- Eliminate discrimination,
- Advance equality of opportunity, and
- Foster good relations.

Secondary legislation in Scotland, referred to as the Public Sector Equality Duty (PSED), sets out reporting requirements, including the requirement to report progress within a set timeframe. The next reporting period is to be achieved by April 2025.

The draft Report sets out the steps taken to meet NHS 24 duties and to further mainstream equality led initiatives across the organisation.

NOTED

06. FOR NOTING/INFORMATION

06.1 STAFF GOVERNANCE COMMITTEE WORKPLAN 2025-26

The Committee considered the paper 'Staff Governance Committee Workplan 2025-26' [Paper no 6.1] presented by Mr Webb.

The Committee approved the updated Workplan for 2025/26, noting that this would continue to be developed throughout the year, and consider any items which should be added to the Workplan.

APPROVED

06.2 UPDATED COMMITTEE TERMS OF REFERENCE

The Committee considered the paper 'Updated Committee Terms of Reference' [Paper no. 6.2] presented by Dr Hepburn, Deputy Chief Executive and Director of Workforce. Committee members approved the suggested changes.

APPROVED

06.3 COMMITTEE SELF EFFECTIVENESS ACTION PLAN UPDATE

The Committee considered the paper 'Committee Self Effectiveness Action Plan Update' [Paper no. 6.3] presented by Dr Hepburn, Deputy Chief Executive and Director of Workforce. Committee members noted the updated plan and welcomed the actions contained within.

06.4 REMUNERATION COMMITTEE REPORT

The Committee considered the paper 'Remuneration Committee Report [Paper no 6.4] presented by Dr Hepburn. The Committee noted the content of the Report and thanked Dr Hepburn for the update provided.

06.5 SCOTTISH GOVERNMENT KEY PUBLICATIONS

The Committee considered the paper 'Scottish Government Key Publications [Paper no 6.5] presented by Ms. Gordon.

The Committee noted the recent correspondence received from Scottish Government in relation to relevant PCS/DL Circulars.

NOTED

06.6 ANY OTHER BUSINESS

There being no further business the meeting closed.

07. DATE OF NEXT SCHEDULED MEETING

10:00am, Thursday 8 May 2025

The meeting concluded at 12:28pm.