

**NHS 24**

**Approved Minutes of the Meeting of the  
NHS 24 Staff Governance Committee  
held on Thursday 8 May 2025  
at 10:00 am  
Via Teams**

**PRESENT**

Ms Suzy Aspley – Chief Communications Officer  
Ms Jo Edwards – Director of Service Delivery  
Mr John Gebbie – Director of Finance  
Ms Louise Gordon – Head of People Services  
Dr Jacqui Hepburn - Deputy Chief Executive and Director of Workforce  
Ms Amina Khan – Non-Executive Director  
Ms Fiona Macaulay – Head of ODLL  
Mr Martin Macgregor – Union Representative  
Ms Liz Mallinson – Non-Executive Director  
Ms Helen Meldrum – Head of Learning Transformation  
Mr Jim Miller – Chief Executive  
Mr Andrew Moore – Director of Nursing and Care  
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**

Dr Martin Cheyne – Chair  
Mr Fred McCosh – Union Representative

**IN ATTENDANCE**

Mr Bob Benson - Observer  
Ms Chantal Robinson – Secretariat

**01. WELCOME, APOLOGIES AND INTRODUCTIONS**

The Chair welcomed members present to the 8 May 2025 meeting of the Staff Governance Committee. The Chair extended the Committee's thanks to Ms Gillie, Non-Exec Director for her significant contribution during her time as a committee member. The Chair welcomed Ms Amina Khan, Non-Exec Director to her first 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 5 FEBRUARY 2025**

The Staff Governance Committee considered the minute of the previous meeting held on Thursday 4 November 2024 [Paper No. Item 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. 4] and were content to accept the recommendation that 3 actions were complete. Accordingly, actions 388, 389 and 390 was approved for closure. Action 387 and 390 would remain on the Action Log until 31 July 2025 meeting.

Dr Hepburn highlighted Action 390 related to Climate Sustainability and advised a paper would be presented to the Committee in July 2025.

**Action: Actions to remain on log until Committee approve removal. CR**

**Action: Climate Sustainability paper to be presented to Committee at July 2025 meeting. JH**

There were no other matters arising raised.

#### **NOTED**

### **05. BUSINESS ITEMS**

#### **05.1 STAFF GOVERNANCE COMMITTEE ANNUAL REPORT TO THE BOARD**

The Committee considered the paper 'Staff Governance Committee Annual Report to the Board' [Paper no 5.1] presented by Mr Webb.

The Committee approved the Staff Governance Annual Report to the Board for onward submission to the Audit and Risk Committee and NHS 24 Board.

#### **APPROVED**

#### **05.1.2 REMUNERATION COMMITTEE ANNUAL REPORT 2024-25**

The Committee considered the paper 'Remuneration Committee Annual Report to the Board' [Paper no 5.1.2] presented by Mr Webb.

The Committee approved the Remuneration Committee Annual Report to the Board.

#### **APPROVED**

#### **05.1.3 STAFF GOVERNANCE COMMITTEE WORKPLAN**

The Committee considered the paper 'Staff Governance Committee Workplan 2024-25' [Paper no 5.1.3] presented by Mr Webb.

The Committee noted the updated Workplan.

#### **APPROVED**

## ITEMS FOR ASSURANCE

### 6.1 STAFF GOVERNANCE RISK REGISTER

Mr Gebbie presented the Risk Register and asked the Committee to review the risks, provide feedback prior to recommending onward submission to the NHS 24 Board meeting on 19 June 2025.

Mr Gebbie provided the following update:

- Currently 14 staff governance risks in total (3 scoring 10 and above). compared with 13 reported to the previous Committee meeting on 4 February 2025.
- 3 new risks have been identified.
- 2 risks have been closed.
- No other risks have increased or decreased in score.

The Committee thanked Mr Gebbie for the update provided.

### **NOTED**

### 6.2 WORKFORCE QUARTERLY REPORT AND ANNUAL REPORT

The Committee considered the paper 'Workforce Quarterly Report and Annual Report [paper no 6.2] presented by Dr Hepburn. Dr Hepburn advised the Committee members to note the workforce report in terms of progress made during quarter 3 (January 2025 – March 2025) and the overall 12-month picture for the last financial year.

Dr Hepburn highlighted that the KPIs for each of the key strategic workforce objectives demonstrated the successes of the various workforce initiatives developed and embedded.

- Headcount increased steadily over the last 12 months, reaching the highest headcount of 2204 in March 2025. Turnover continued a downward trend and reached 14.97%, which exceeded the Workforce Strategy KPI of 17.5%.
- During 2024/25 the Workforce Planning Group have been associated with making £293,678 of savings through robust vacancy management.
- Nursing staff vacancy % saw a decrease of 9.07% in Q4 from 16.39% in Q3 to 7.32%.
- Clinical Supervisors continue to increase and reached 169.57 WTE at end of March 2025 with a further 6.79 contracted. Ongoing recruitment predicts that we will reach the target of 185 WTE by the end of June 25.
- Ongoing drive to progress Appraisals for NHS 24 staff has yielded an organisation completion of 79.5% as of 31<sup>st</sup> March 25 and represents a 23.2% increase over the previous year-end figure of 56.3%. It is worth noting that when the formal appraisal window closed on the 30 November 24, 80% of all staff had completed all 3 required elements on that date. Each directorate individually and the organisation collectively have surpassed the 75% target for Year 2.
- Successful completion of Year 1 Culture and Wellbeing Directorate Action Plans indicated commitment across directorates, to take dedicated action to continuously improve staff experience.
- Evaluations of the Leadership Development Programme show an average programme effectiveness score of 88.5% (target 85%). Self-assessment scores of 30 leadership competencies taken pre and post learning show increases across the board. All 207 pre course 1:1s were successfully facilitated by the ODLL team.
- Attendance continues to be a focus and area of concern for Service Delivery. Short-term absence decreased in Q4 to 4.24% from 4.85% in Q3. Long term absence increased in Q4 to 5.25% from 5.09% in Q3. Overall, Q4 has seen a decrease in absence since the previous quarter (-0.46%).

Service Delivery have implemented a focused Attendance Management Improvement Plan and are continuing to support staff and implement early interventions to improve attendance.

**Action: Committee member requested a % figure within the report be checked. MW**

**NOTED**

**6.3 HEALTH AND SAFETY QUARTERLY & ANNUAL REPORT**

The Committee considered the paper 'Health & Safety Quarterly & Annual Report' [Paper 6.3] presented by Dr Hepburn. The Committee members noted the content of the report, and progress made during Q4, an overview of the last 12 months and were assured that NHS 24 had fulfilled its Health & Safety legal obligations. The Health & Safety Committee continued to work hard to ensure everyone was aware of their roles and responsibilities in relation to Health & Safety.

The Committee noted the following highlights:

- All KPIs were at or near target for year 3.
- A corporate risk for generic health and safety management had been proposed for consideration by the EMT/Staff Governance Committee.
- An action plan had been put in place for work to be progressed during 2025/2026.
- Staff Side confirmed they continued to work in partnership with Health & Safety colleagues.

The Committee noted the update.

**NOTED**

**6.4 BENEFITS REALISATION**

The Committee considered the paper 'Benefits Realisation' [Paper 6.4] presented by Dr Hepburn. The Committee had been asked to note benefits realised up to March 2025 of delivering the Workforce Strategy and Plan 2022-2025.

The Workforce Strategy and Plan had been published in October 2022, and this paper covered the benefits realised from 1 Nov 2022 – 30 March 2025.

- The last reported benefits were as of 30 September 2024, which covered Year 1 and Year 2 of the strategy.
- The benefits realised had been reviewed by Committee Members.
- A questionnaire would be circulated to both EMT and Staff Governance Members to get feedback on the benefits presented to in turn shape the benefits for our next three-year workforce strategy.

**Action: A Benefits Realisation update would be presented after March 2026 which would include the benefit to staff.**

The Committee discussed the Benefits Realisation paper and thanked the team for the update provided.

**NOTED**

## 6.5 WORKFORCE PLANNING ANNUAL REPORT

The Committee considered the paper 'Workforce Planning Annual Report' [Paper 6.5] presented by Dr Hepburn. The Committee noted the following highlights:

- NHS 24 is committed to managing resources effectively and efficiently. Through effective strategic resource management explicitly linked to the Corporate and Financial Planning processes we aim to ensure that we have the right skills developed, managed, and deployed to where we need them when we need them to meet our corporate and workforce objectives today and in the future through robust Workforce Planning.
- To support with this the Establishment Control Group (ECG) and the Strategic Workforce Planning Group (SWPG) merged in September 2024 forming the Workforce Planning Group, with the objective of creating a more integrated and efficient approach to workforce planning.
- NHS 24 seeks to ensure that through a process of robust workforce planning and adhering to best value principles it will continue to provide high-quality person-centred care to the people of Scotland. The guiding principles behind workforce planning and establishment control are that changes to the way we organise and pay our staff should not result in increased cost or risk without this being appropriately considered and approved at a strategic level.

### **NOTED**

## 6.6 TRAINING AND PRACTICE EDUCATION DTP AND TRANSFORMATION DELIVERY PLAN

The Committee considered the paper 'Training and Practice Education DTP & Transformation Delivery Plan [Paper No. 6.6] presented by Dr Hepburn. The Committee members noted the update:

- In March 2025, the Training and Practice Education function had been realigned to sit as a standalone workstream under the Digital Transformation Programme structure.
- A new Head of Learning Transformation had been appointed to lead the integrated Training and Practice Education DTP and Transformation Delivery Plan.
- When required, escalated clinical input would be matrix managed through the Associate Directors of Nursing and Care and Medical directorates. Oversight and approvals for clinical education products and programmes will be through the Clinical Education Governance Group (CEGG).
- The integrated Training and Practice Education DTP and Transformation Delivery Plan has been derived from the current DTP Training Strategy and Project Plan and the previously approved business case and implementation plan that outlined the redesign of the Training and Practice Education function in terms of form, function, quality, and value.

**Action: Practice Education team to attend a Partnership Meeting. HM**

The Committee thanked Dr Hepburn for the update.

### **NOTED**

## 6.7 DTP TRAINING PROJECT

The Committee considered the paper 'DTP Training Project' [Paper No. 6.7] presented by Dr Hepburn. Committee members had been asked to note for assurance the DTP Training and Learning Project progress update as aligned to the Contact Centre/Customer Relationship Management (CC/CRM) programme implementation timeline. Dr Hepburn highlighted the following:

- The Training and Learning Strategy had been ratified by the Digital Transformation Programme Board in May 2024.
- The Training Assessment and Evaluation Strategy and Plan had been completed and would be presented to Organisational Assurance Group on 1 May 2025.
- In April 2025 DTP Training and Learning project and Training and Practice Education redesign and transformation project amalgamated.
- An overview of the training phases had been provided to the Committee. They are fully aligned to the wider DTP Programme timelines.

The Committee noted the significant amount of progress that had taken place and thanked the Practice Education Team for their work in conjunction with Coforge colleagues.

**Action: An updated paper in relation to Training to be presented at the 31 July 2025 meeting. HM**

Committee Members extended thanks to the Communications Team for their continued support in relation to staff communications.

The Committee noted the progress.

**NOTED**

## **6.8 REDUCED WORKING WEEK UPDATE**

The Committee considered the paper 'Reduced Working Week Update' [Paper No. 6.8] presented by Dr Hepburn. Dr Hepburn advised the Committee of 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 from
- 37.5 hours to 36 hours with a phased reduction taking place over a 3-year period with no
- loss of earnings to staff.
- The first 30-minute reduction for NHS 24 staff was implemented within the deadline of 31 October 2024. All Boards in Scotland have been awaiting guidance on the way in which the next reduction should be implemented, whether this would be one full reduction or a further staggered approach. On the 18 February 2025, circular PCS(AFC)2025/1 (Appendix B) was issued outlining that a 1-hour reduction should be implemented in one final phase on 1 April 2026.
- In advance of implementing the further 60-minute reduction the circular indicated that Boards should agree in partnership an outline implementation plan for implementation by 1 May 2025.

**Action: Paper to be brought back to provide information on the impact to the staff and organisation.**

**NOTED**

## **6.9 ONCE FOR SCOTLAND' WORKFORCE POLICIES PROGRAMME – MANAGING HEALTH AT WORK CONSULTATION**

The Committee considered the paper 'Once for Scotland Workforce Policies Programme – Managing Health at Work Consultation' [paper No. 6.9] presented by Dr Hepburn.

Dr Hepburn asked the Committee to note on the 20 February 2025 NHS 24 received a Chief Executive Letter (Appendix A) detailing the consultation on a new suite of Once for Scotland Workforce Policies would open for consultation from the 21 February 2025.

The consultation would be an opportunity for NHS 24 to have its say and shape the final version of the fourth suite of Once for Scotland policies. All Boards were invited to review the draft policies and collate staff, manager and Trade Union and Professional Bodies' responses and feedback prior to submission. Boards have been requested to submit one full response to the consultation. This is aimed to help reduce duplication of responses which will support the national group in managing and considering the feedback.

The Once for Scotland Workforce Policies aim to promote NHS Scotland as a modern, exemplar employer by showcasing core values and promoting consistent employment policy and practice. This supports the implementation of the Staff Governance Standard and effective recruitment and retention of our staff.

To date NHS 24 have engaged in a successful consultation phase and subsequent implementation of all live Once for Scotland policies.

The Committee thanked Dr Hepburn for the update provided.

### **NOTED**

#### **6.10 OUR CULTURE AND WELLBEING MATTERS – YEAR IN REVIEW**

The Committee considered the paper 'Our Culture and Wellbeing Matters – Year in Review' [Paper No. 6.10], presented by Dr Hepburn.

Dr Hepburn advised the priorities contained within the Cultural Alignment Programme and Wellbeing Matters Strategy and Action Plan would continue, in line with the Workforce Strategy timeline.

- The development of a new Workforce Strategy for 2026-29 will encompass a refreshed approach to culture and wellbeing, ensuring that a healthy, inclusive workplace culture remains a priority for current and future workforces.
- Culture and Wellbeing Directorate Action Plans to be refined and refreshed for 2025/26, to build on progress made and maintain both commitment and momentum.
- The following areas are specifically identified as priority areas for focus; the Workforce Directorate will seek to ensure insights from key stakeholders form the collective approach for improvement:
  - Absence (to be a focus on wider 'national resourcing')
  - Clinical Supervisor Attrition

### **NOTED**

#### **6.11 APPRAISAL 2025-26 APPROACH**

The Committee considered the paper 'Appraisal 2025-26 Approach' [Paper No. 6.11] presented by Dr Hepburn.

- Significant progress had been made in relation to Appraisal completion during 2024/25, exceeding the Year 2 KPI target of 75%.
- The timeline for the 2025/26 Appraisal year has been proposed, to harness momentum, protect progress made and support NHS 24 staff through this year of transformation.

**Action: Statement to be added in relation of Protected Characteristics within EDIA. FM**

The Committee thanked Dr Hepburn for the comprehensive update.

**NOTED**

**6.12 IMATTER 2025-26 TIMELINES**

The Committee considered the paper 'iMatter 2025-26 Timelines' [Paper no 6.12] presented by Dr Hepburn.

- The iMatter cycle for 2024 is now complete.
- The 2024 iMatter results represent the strongest performance NHS 24 has achieved since the programme's introduction in 2017.
- NHS 24 has performed well nationally in 2024, as the highest scoring national patient facing board in multiple elements.
- The iMatter 2025 cycle begins in May 2025.

The Committee noted the update.

**NOTED**

**6.13 COMMUNICATIONS DELIVERY PLAN Q4 UPDATE**

The Committee considered the paper 'Communications Delivery Plan Q4 Update' [Paper No. 6.13] presented by Ms Aspley. The Committee noted the range of internal activity delivered during the last quarter to support staff experience:

- Delivery of our sixth annual Call Handler and Operator Day 2025 and Introduction of the new Call Handler of the Year Award.
- Comprehensive communications activity to support the Digital Transformation Programme.
- Evaluation activity underway of our Staff Experience Groups.

The Committee thanked Ms Aspley for the comprehensive update.

**NOTED**

**6.14 APF FORUM UPDATE**

The Committee considered the paper 'APF Forum Update' [Paper No. 6.14] presented by Mr Woods, Employee Director.

The Committee is asked to note these key topics of discussion:

- Corporate Delivery Plan 2025-2027.
- Appraisal 2025-2026.
- iMatter 2025-2026.
- Digital Transformation Programme (DTP) portfolio.

The Committee noted the update.

**NOTED**

## **6.15    APF WORKPLAN REFRESH 25/26**

The Committee considered the paper 'APF Workplan Refresh 25/26' [Paper No. 6.15] presented by Mr Woods, who highlighted the following:

- 98% completion of both Year 2 deliverables has been achieved, and progress has already commenced against Year 3 deliverables.
- This refresh of the plan ensures that NHS 24 continues to align our workforce with corporate objectives and future needs, considering national and local drivers. The plan highlights the importance of continuous improvement, innovation, and collaboration to build a sustainable and inclusive workforce that can meet the evolving health and care needs of Scotland.
- That the current plan deliverable dates will be extended to March 2026, in line with the corporate planning and financial planning.
- Leads have been allocated to each deliverable to ensure accountability.
- Actions may be added following APF Self-Assessment due to complete in June 2025. If this is the case these will be presented in the form of an update paper.

The Committee noted the update.

### **NOTED**

## **ITEMS FOR AWARENESS**

### **7.1    SCOTTISH GOVERNMENT KEY PUBLICATIONS**

The Committee considered the paper 'Scottish Government Key Publications [Paper no 7.1] presented by Dr Hepburn.

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

### **NOTED**

### **7.2    STAFF GOVERNANCE ACTION PLAN UPDATE**

The Committee considered the paper 'Staff Governance Action Plan Update [Paper no 7.2] presented by Dr Hepburn. The Committee noted the updated plan.

### **NOTED**

## **ITEMS FOR NOTING**

### **8.1    HEALTHCARE STAFFING PROGRAMME**

The Committee considered the paper 'Health and Care (Staffing) (Scotland) Act 2019 [Paper No. 8.1] presented by Mr Moore. The Committee noted:

- 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.

**NOTED**

**8.2 ANY OTHER BUSINESS**

There being no further business the meeting closed.

**DATE OF NEXT SCHEDULED MEETING**

**10:00am, Thursday 31 July 2025**

The meeting concluded at 12:11.