

**NHS 24**  
**BOARD MEETING**  
**19 DECEMBER 2024**  
**ITEM NO 11.2**  
**FOR ASSURANCE**

**KEY POINTS OF THE STAFF GOVERNANCE COMMITTEE HELD  
ON 4 NOVEMBER 2024**

**Executive Sponsor:**  
Alan Webb, Chair

**Lead Officer/Author:**  
Jacqui Hepburn, Deputy Chief Executive and Director of Workforce

**Action Required:**  
The Board is asked to note the key points for assurance from the Staff Governance Committee meeting held on 4 November 2024.

**Key Points for the Board/Committee to consider:**  
The NHS 24 Board is asked to receive and note the key points outlined.

**1. Outcome of the Strategic Review of Recruitment Year 1**

The Committee noted the outcome of the Strategic Review of Recruitment to date and noted the positive impact the implemented changes have had.

The overall objectives of the review had been:

- To improve our **employer brand**.
- To attract the **right candidates**.
- To enhance our **candidate experience**.
- To assess and select the **best candidates**.
- To **achieve headcount** requirements.
- To help **reduce absence**.
- To help **reduce attrition**.

To deliver on the recommendations of the review, thematic structures were put in place e.g. working groups for absence and attrition, cross-directorate project teams focused on brand and experience and focus groups to develop marketing materials. Key successes achieved were:

- Call Handler establishment target reached in February 2024.
- Engagement with external partners, advertising and events has increased awareness and reputation of the NHS 24 employer brand.
- Reduced clinical skillset attrition.

## 2. Workforce Strategy and Plan 2022-2025 Refresh

The Committee members noted the progress made in Year 2 against the Workforce Strategy and Plan 2022-2025 with 100% completion. It also approved the refreshed documents 'Developing our Strategy and Plan' and 'Our 3 Year Plan'.

A commitment had been made to refresh the plan each year to ensure it kept pace with both societal and organisational change. The 'Developing our Strategy and Plan' document which provided the evidence base for the five priorities detailed within the Strategy had been updated to reflect changes both at a societal and organisational level. The refreshed evidence base determined that NHS 24's five priorities would remain relevant and as such the Strategy document remained unchanged. 'Our 3 Year Plan' document has been updated to include new deliverables which have emerged from the new evidence base and have been aligned to those priorities. Both documents will be published as addendums.

## 3. Leadership Development Update

The Committee noted the NHS 24 Leadership Development Programme update highlights:

- The programme had reached the halfway point in its approved delivery schedule and evaluations continued to be very positive. Overall, LDP 'met or exceeded expectation' rating is 95.5% (target >85%).
- Leadership Development Programme would continue to be delivered through to Dec 2025.
- 100% of in-scope senior leaders commenced their 'Leading for Impact' (LFI) course, with 50% now completed.
- 61% of in-scope middle leaders commenced their 'Leading with Courage' (LWC) course, with 20% now completed.
- Continued buy-in and prioritisation of attendance from our leaders remains critical to maintain momentum.
- Wicked Issue process has been established and communicated to EMT and cohort members.

Feedback had been gathered from delegates via Mentimeter after each workshop and again via a fuller evaluation survey at the end of the programme. During each 'Celebrating Success Event' leaders also shared their course reflections.

### Leading for Impact Evaluation Feedback

- *"Really interactive, good mix within the cohorts, loved the wicked issue exploration and connecting with colleagues I would not have otherwise."*
- *"Would absolutely recommend this course to colleagues! Getting the time out to travel along this journey was invaluable to me personally and to our cohort."*

### Leading With Courage Evaluation Feedback

- *"All managers at all levels should be encouraged to ask how direct reports are getting on with the course during 1:1 meetings as I would have appreciated more time to talk through what I was getting out of the course and how I was applying it."*
- *"I think the leadership sessions were very useful and helped me to think about my role as a leader and what impact I could have to the organisation."*

#### **4. Reduced Working Week (RWW)**

Committee members were provided an update in relation to progress of the reduced working week implementation and the intended next steps:

- The short-life working group will be re-established in November 2024 to plan for the second 30-minute reduction from 1 April 2025. This is based on our understanding of the current position which could change.
- Await output from lessons learned exercise following submission of NHS 24 feedback.
- Measure the impact of the reduction both on resource, service delivery and staff wellbeing following guidance on the approach to do so from the Scottish Government.

#### **5. Staff Governance Monitoring Response**

The Committee noted the response to the request from the Scottish Workforce and Staff Governance (SWAG) Committee, and reviewed the requested data collated on bullying and harassment, whistleblowing, and retire and return.

- NHS 24's Bullying and Harassment and Whistleblowing cases remains low, and we continue to offer our managers training and support in these areas, particularly in trying to address these types of concerns at the Early Resolution stage through for example mediation and have increased the number of confidential contacts staff can reach out to.
- The retire return numbers are positive and 100% of all retire and return applications have been approved in the date range being reviewed. NHS 24's Establishment Control Panel thoroughly scrutinise all retire and return applications to ensure equity and fairness to vacancies.

The response had been approved and signed by the NHS 24 Chair, Director of Workforce and Employee Director.

#### **6. Post Implementation Shift Review Benefits and Realisation**

Committee members had been advised Shift Review would become part of Business as Usual. With the conclusion of the Shift Review, the agreed next steps would be:

- Continue to measure operational benefits, which would be overseen by the Service Delivery Directorate Senior Management Team under the auspices of the Service Delivery SMT.
- Shift review evaluation group in place to identify any potential areas for improvement and development based on staff feedback. The group is supported by Matter of Focus with a 12-month review period. Report progress to the Staff Governance Committee in June 2025 on the outcomes of the longitudinal evaluation.
- This report concludes the implementation of current shift review programme. Any future workforce considerations will be through the auspices of Service Delivery Transformation.