

NHS 24

**Approved Minutes of the Meeting of the
NHS 24 Staff Governance Committee
held on Thursday 4 November 2024
at 10:00 am Via Teams**

PRESENT

Dr Martin Cheyne - Chair
Ms Joanne Edwards – Director of Service Delivery
Mr John Gebbie – Director of Finance
Ms Carol Gillie – Non-Executive Director
Dr Jacqui Hepburn - Deputy Chief Executive/Director of Workforce
Ms Victoria Knox – Associate Director of Workforce
Ms Liz Mallinson – Non-Executive Director
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 Alan Webb (Committee Chair) – Non-Executive Director
Mr Kenny Woods – Employee Director

APOLOGIES

Mr Martin Macgregor – RCN Union Representative

IN ATTENDANCE

Ms Chantal Robinson (Minutes) – Exec PA
Mr John Duffin - Learning and Development Advisor
Ms Stephanie Cowan - Workforce Data & Digital Analyst
Ms Marie-Claire Miller – ODLL Manager

01. WELCOME, APOLOGIES AND INTRODUCTIONS

The Chair welcomed members present to the 4 November 2024 meeting of the Staff Governance Committee and extended a warm welcome to Ms Knox, Associate Director of Workforce who attended her first Staff Governance Committee meeting. 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 1 AUGUST 2024

The Staff Governance Committee considered the minute of the previous meeting held on Thursday 1 August 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 4 actions were closed. Accordingly, actions 383, 384, 385, and 386 were approved for closure.

There were no other matters arising raised.

NOTED

05. BUSINESS ITEMS

05.1 WORKFORCE Q2 REPORT [July – November 2024]

The Committee considered the paper 'Workforce Q2 Report' [paper no 5.1] presented by Ms Westwood, Head of Resourcing and Planning. Ms Westwood advised the Establishment Control Group and Strategic Workforce Planning Group had merged to provide increased continuity to review the 3 horizons of Workforce Planning. The Committee noted this provided a new and improved method of reporting which also added assurance.

The Committee noted the key highlights of the report:

- Rolling turnover continued to decline and was now **18%**, exceeding the Workforce Strategy KPI of 20%.
- The **Call handler establishment** remained above target at 591.42 WTE as at September 2024.
- The focus had shifted to increase the **Clinical Supervisor workforce**. A joint **Recruitment Action Plan** had been agreed in collaboration with Service Delivery for the Clinical Supervisor skill set focused on meeting establishment target by March 2025. Workforce continued to engage with Practice Education on a regular basis to monitor and adapt the training plan as appropriate.
- Year 1 of the **Data and Digital plan** was **91%** completed with 22 tasks being delivered, 4 tasks remained in progress which would be carried into year 2 of the plan. In Q2 the Director Dashboards were implemented, offering Directors streamlined access to **essential metrics** for monitoring and acting on workforce trends and analyses. Additionally, advancements in automation have been implemented for the Induction intake, eliminating the need for manual reporting adjustments.
- Following the launch of the new '**Living the Values**' **Assessment** platform for Call Handler and Clinical Supervisor skill sets our Quarterly candidate experience rating survey shows that 8.06/10 are likely to speak positively about their assessment experience.
- Successfully completed the recruitment of **Associate Director of Workforce, Associate Director of Nursing and Care and Associate Medical Director** in line with the new Executive Recruitment Model.
- The **Clinical Supervisor Recruitment Action Plan** is progressing with Service Delivery which covers attraction, shortlisting, interviewing, and onboarding.
- In collaboration with **Cemvo Scotland** we have had three consultancy sessions funded by the Race for Human rights project, the discussions and learning will feed into the Anti-Racism Action plan.
- **Health and Safety Committee** met in July and work is progressing on the digitisation of the Stress Risk Assessment. Next committee is on Monday 21st October with work also underway on reviewing the policy calendar and updating the relevant policies.
- The **Copilot test of change** has also been initiated across the **Workforce Directorate**.

- **Digital advancements:** Progress for year 2 of the Workforce Data and Digital Plan is ongoing, eleven tasks are now in progress including facilities recording and reporting, flexible working and reasonable adjustment process automation which will be taken forward in Q3.

The Committee Chair thanked Ms Westwood for the update.

NOTED

05.1.2 HEALTH & SAFETY QUARTERLY REPORT

The Committee considered the paper 'Health & Safety Quarterly Report' [Paper No. 5.1.2] presented by Ms Westwood, Head of Resourcing and Planning. Ms. Westwood highlighted the following:

- E-Learning had reached an all-time high of a 95% completion rate.
- A defibrillator had been procured and installed at the Cardonald site; every site now has access to a defibrillator.
- Annual Site Audits are scheduled for November 2024.

The Committee Chair thanked Ms Westwood for the update.

NOTED

05.1.3 STRATEGIC REVIEW OF RECRUITMENT OUTCOME

The Committee considered the paper 'Strategic Review of Recruitment Outcome' [Paper no 5.1.3] presented by Ms Westwood, Head of Resourcing and Planning. The Committee noted the following highlights:

- In February 2024 NHS 24 reached Call Handler establishment target for the first time.
- The review delivered 134,842 hours of capacity to frontline services and non-cashable efficiency savings of £1,151,287.
- Engagement with external partners, advertising and events had increased awareness and reputation of the NHS 24 employer brand.
- Continued focus required on curbing clinical skillset attrition.

Ms Westwood advised as the directorate moved into year 3 of the Workforce Strategy and Plan, the team would continue to build on the foundations set since the Strategic Review, namely:

- Leading recruitment action plan to ensure NHS 24 meets budgeted establishment figures (with a focus on clinical recruitment).
- Rolling out the new recruitment model across other skillsets and specialist roles.
- Creation of the Hiring Manager Hub for all skillsets including interview question banks aligned to the NHS 24 Values and Behaviours Framework.
- Developing and implementing a revised Recruitment and Selection Policy.
- Evaluating the success of the new recruitment model for Call Handlers and Clinical Supervisors to ensure we are hiring right first time and curbing attrition.
- Focusing on reducing any pay gaps experienced by staff and gaining the Real Living Wage Accreditation.
- Developing ongoing actions to target areas of high attrition (focus on clinical).

- Continuing to develop and apply high quality workforce analytics and insights through further development of dashboards and ensuring there are clear definitions of measures/KPI's.
- Monitoring and progressing employability measures in line with Anchor Strategy and national measures to meet Public Sector Equality Duty.
- Supporting the delivery of the Year 2 revised ED&I Action Plan and engaging with diversity and inclusion specialist organisations to focus on race/age/social mobility including delivery of the actions in anti-racism plan.
- Signing the Armed Forces Covenant and becoming accredited by the Defense Employer Recognition Scheme.

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:

- NHS 24 Workforce Strategy and Plan 2022-2025 was published on 31 October 2022 and Appendix 1 'Workforce KPI Scorecard' provides an update in relation to progress made against the Strategy and Plan from publication to 30 September 2024.
- 100% completion of both Year 1 and Year 2 deliverables has been achieved and progress has already commenced against Year 3 deliverables.
- The publishing of NHS 24's Workforce Strategy and Plan 2022-2025 came with a commitment to refresh it each year. Appendix 2 provides an update on the evidence base of the Strategy and Appendix 3 provides an update of the associated deliverables for Years 2 and 3.
- This refresh ensures that NHS 24 continues to align our workforce with corporate objectives and future needs, considering national and local drivers. This document and associated action plan highlight 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.

NOTED

05.2.1 LEADERSHIP DEVELOPMENT UPDATE

The Committee considered the paper 'Leadership Development Update' [paper no 5.2.1] presented by Ms Miller, OD Leadership and Learning Manager. Committee members noted the following:

- Continue to advocate the importance of the programme.
- Encourage teams to champion the programme as an organisational priority and honour all workshop commitments to maximise attendance.
- Encourage leaders to discuss their 360°/720° feedback at their 1:1's to maintain development momentum.
- Commit to attending the 'Celebrating Success' events and provide feedback to cohorts on their wicked issues.
- Note the new wicked issue process.

Ms Miller advised the programme would be delivered through to December 2025, with continued listening to NHS 24 leaders in a bid to address emerging themes in real time. Regular updates would be provided to the Staff Governance Committee.

An end of programme evaluation report and update would be provided to Executive Management Team and Staff Governance Committee once the programme has been completed and full data sets available. Updates relating to high level data such as commencements, completions and rolling overall effectiveness ratings would continue to be provided within the Quarterly Workforce Report.

NOTED

05.2.2 BENEFIT REALISATION - WORKFORCE STRATEGY AND PLAN 2022-2025

The Committee considered the paper 'Benefit Realisation – Workforce Strategy and Plan 2022-2025' [Paper No. 5.2.2] presented by Ms Meldrum, Head of ODLL. Ms Meldrum advised the Workforce Strategy and Plan had been published during October 2022, the paper highlighted the benefits realised during 1 November 2022 – 30 September 2024. The Committee noted a comprehensive closure report, including full benefits realised would be prepared following completion of NHS 24's Workforce Strategy and Plan in October 2025. A benefit realisation plan would be built in to the next 3 Year Strategy for 2025 – 2028, which would be published in October 2025.

NOTED

05.3.1 REDUCED WORKING WEEK

The Committee considered the paper 'Reduced Working Week' [Paper No. 5.3.1] presented by Ms Gordon, Head of People Services. Ms Gordon advised that all NHS 24 staff had moved to the reduced working week by 1 October 2024. This had been a particularly strong example of working in Partnership, and a further meeting had been scheduled to take forward in Partnership the next phase of the process.

NOTED

05.3.2 STAFF GOVERNANCE MONITORING RESPONSE

The Committee considered the paper 'Staff Governance Monitoring Response' [Paper No. 5.3.2] presented by Ms Gordon, Head of People Services. The members noted NHS 24's submission regarding the request from Scottish Government and SWAG to return information in relation to Whistleblowing, Bullying and Harassment cases and the number of staff who have retired and returned during the period 1st April 2023 to 31st March 2024.

NOTED

05.4 SHIFT REVIEW BENEFITS EVALUATION

The Committee considered the paper 'Shift Review Benefits Evaluation' paper [Paper No. 5.4], presented by Ms Edwards, Director of Service Delivery. The Committee had requested this paper be presented to provide further information in relation to financial costings and Business As Usual (BAU) status. Ms Edwards advised that financial clarification included within the paper had been provided by

the Director of Finance, and Service Delivery had taken an approach to embed team alignment within BAU, mitigating where there are challenges.

ACTION

A further update to be provided at the 31 July 2025 meeting to provide the outcomes of the longitudinal evaluation. **JE**

NOTED

05.5 INTERNAL COMMUNICATIONS AND ENGAGEMENT UPDATE

The Committee considered the paper 'Internal Communications and Engagement Update [Paper No. 5.5] presented by Ms Morton. The paper provided key highlights within staff engagement:

- **Spotlight Awards:** Our annual staff recognition event received a record number of nominations this year show casing the incredible work happening across our teams and the dedication of amazing colleagues across the following categories: *Outstanding Colleague, Shining Star, Community Impact Award, Outstanding Team, Compassionate Heroes.*
- **Meet Our Directors MS Teams Series:** The second of our new visible leadership engagement sessions took place in October with Service Delivery Director Jo Edwards. With more than 180 staff from across frontline and corporate directorates joining the morning and evening sessions, Jo provided an update on key organisational priorities underway within Service Delivery followed by a good selection of staff questions. Next sessions in planning include updates on both Digital and Service Transformation Programmes.
- **Patient Safety Leadership Session (PSLS):** We supported the delivery of October's PSLS at our Dundee centre. The session was led by Patient Safety lead, Prof Dawn Orr, with Dr Ron Cook as our executive lead and David Howe as non-executive lead. As with previous sessions, a very positive discussion took place on a range of topics and was followed up with an action note to all centre staff. Our final sessions of the year will focus on Cardonald and a remote session with local centre staff.
- **Digital Transformation Programme:** Regular updates continue to be provided to staff including the formal announcement of our contract award with global digital services and solution provider Coforge as our new business partner to develop our new CC/CRM system.
- **Staff Experience Groups (SEG):** Monthly briefs providing operational and corporate information for SEG lead dissemination continues. Development work to support information sharing has now resulted in key Regional Partnership Fora updates from local meetings now included in the Briefs.
- **Sustainability:** As part of the national Scotland Climate Week in September, a weeklong spotlight was placed on NHS 24's sustainability programme including a range of digital Wallboard posts and a special edition of Team Talk.
- **Speak Up Week:** An additional week-long focus was also placed on Speak Up Week 2024 highlighting a range of key messages from our Senior Managers, a message from Whistleblowing Champion Liz Mallinson, and spotlighting our Confidential Contacts.

- Directors' Award: We launched the new Directors' Award with the Executive Management Team as part of NHS 24's Reward & Recognition programme and in collaboration with the Chair and Chief Executive's office. The new award aims to:
 - Highlight organisational commitment towards recognition and reward.
 - Ensure celebration and recognition activities take place across the year, rather than solely focused on Spotlight Awards.
 - Increase leadership visibility particularly across larger teams.
 - Attract staff by showing that we are an organisation known for recognising and rewarding our staff.

The Committee thanked Ms Morton for the comprehensive update.

NOTED

05.6.1 AREA PARTNERSHIP FORUM UPDATE

The Committee considered the paper 'Area Partnership Forum Update' [Paper no 5.6] presented by Mr Woods.

The Committee received an update from Mr Woods, Employee Director, on the work of the Area Partnership Forum, and highlighted several topics discussed at recent APF meetings.

05.6.2 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

05.7 STAFF GOVERNANCE RISK REGISTER

The Committee considered the paper 'Staff Governance Risk Register' [Paper No. 5.7] presented by Mr McMahon. The paper provided an overview of all Staff Governance risks which are presented on an annual basis. Mr Gebbie advised there were 15 risks in total, 2 risks had been closed and 3 new risks had been presented.

The Committee noted the updated Risk Register.

NOTED

05.8 HEALTH AND CARE (STAFFING) (SCOTLAND) ACT 2019 QUARTER 2 2024-25

The Committee considered the paper 'Health and Care (Staffing) (Scotland) Act 2019 [Paper No. 5.8] 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 2 is reasonable assurance.
- A few 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

05.9 PRACTICE EDUCATION REPORT Q2

The Committee considered the paper 'Practice Education Evaluation Report Q2' [Paper No. 5.9] presented by Mr Moore for July – September 2024. Mr Moore advised evaluations are undertaken following each core induction group session. The results are viewed, and any resulting actions are taken forward by the Practice Education and Development Team. The Clinical Education Governance Group approve amendments and changes to training materials.

Mr Moore highlighted some feedback received:

- 'Role specific training' was identified as a central theme, with comments including building skills in relation to SBAR assessment structure, information gathering & processing, triaging skills, risk assessments, decision making, scripting, processes, call control and signposting to provide person centred care.
- Other themes identified included developing and extending existing knowledge & skills to manage a wide variety of clinical presentations, including mental health assessments, increased awareness of public protection & welfare issues, SAP system navigation/functionality, multitasking elements of role, practice call scenario's, available referral pathways, clinical governance underpinning practice, feedback to feed forward into calls and opportunities for reflective practice using call levelling, facilitating a shared learning approach were also identified.

The Committee noted the update.

NOTED

05.10 CLIMATE EMERGENCY AND SUSTAINABILITY PROGRAMME UPDATE

The Committee considered the paper 'Climate Emergency and Sustainability Programme Update' noting the focus on engagement continued with feedback and input from staff being encouraged. Directorates had been challenged with identifying additional savings in terms of redesigning how they do things to support efficiencies.

NOTED

06. FOR NOTING/INFORMATION

06.1 COMMITTEE REVIEW OF SELF EFFECTIVENESS ACTION PLAN

The Committee considered the paper 'Annual Committee Self Effectiveness Action Plan' [Paper no. 6.1] presented by Dr Hepburn, Deputy Chief Executive and Director of Workforce. Committee members noted the plan and welcomed the actions contained within.

NOTED

06.2 STAFF GOVERNANCE COMMITTEE WORKPLANS 2024-25 & 2025-26

The Committee considered the paper 'Staff Governance Committee Workplan 2024-25' [Paper no 6.2] presented by Mr Webb.

The Committee approved the updated Workplans for 2024/25 2024/25 and 2025/26.

APPROVED

06.3 SCOTTISH GOVERNMENT KEY PUBLICATIONS

The Committee considered the paper 'Directors Letters' [Paper no 6.3] presented by Ms. Gordon.

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

NOTED

06.4 ANY OTHER BUSINESS

Mr Webb thanked all workforce colleagues for the excellent standard of papers presented at the meeting. Mr Webb added, the robustness of the Committee's planning had helped to capture the level of activity taking place within NHS 24.

There being no further business the meeting closed.

07. DATE OF NEXT SCHEDULED MEETING

10:00am, Tuesday 4 February 2025

The meeting concluded at 12:35pm.