

**NHS 24**  
**BOARD MEETING**  
**27 FEBRUARY 2025**  
**ITEM NO 12.2**  
**FOR ASSURANCE**

**KEY POINTS OF THE STAFF GOVERNANCE COMMITTEE HELD  
ON 4 FEBRUARY 2025**

**Executive Sponsor:**  
Alan Webb, Chair

**Lead Officer/Author:**  
Dr 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 February 2025.

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

**1. Workforce Quarterly Report Q3**

The Committee members received an update in relation to activities with the Workforce Directorate during the period October – December 2024. Key highlights included:

- Turnover continues to reduce, now at 17.06%, down from 27% when attrition work started.
- On track to meet the SG target of 175 clinical supervisors by the end of March and 185 by July.
- NHS 24 gained accreditation as a Real Living Wage employer, with an award presentation scheduled for later this month.
- Exceeded target for e-Learning and appraisals.
- Absence due to flu doubled from 131 instances in November to 252 in December in line with general population. To maintain focus on attendance management, an action plan is in place in agreement with key stakeholders.
- Annual health and safety audits were conducted across all NHS 24 sites. Each site achieved 100% compliance, an improvement from 99.6% last year.
- The stress audit reported that less than 1% of stress, anxiety, and depression cases were work-related. Various support mechanisms have been implemented to manage these cases proactively.

**2. Workforce Strategy Update**

The Committee noted the revised approach to Workforce Planning for 2025 which had been provided by Scottish Government. Scottish Government had provided a reporting

template and asked NHS 24 to consider and respond to 9 key workforce planning questions, working with other Directorates to finalise the NHS 24 response. 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. The responses are due by 17 March 2025 to the Health Workforce Planning and Strategy Unit of Scottish Government.

### **3. Anti-Racism Action Plan**

The Committee were 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.

### **4. Essential Learning Annual Review**

The Committee noted the outcome of the Essential Learning Benchmarking Review:

- 5 national and 9 territorial boards responded to the benchmarking request, totalling 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 and the review has enabled substantial time savings for NHS 24 across all skillsets whilst maintaining patient safety.

### **5. Digital Transformation Programme (DTP) Training & Learning Update**

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.

**6. Digital Transformation Programme Staff Engagement/Communications Plan Update**

The Committee reviewed the Digital Transformation Programme (DTP) Communications Engagement Plan and noted the detailed deliverables which would expand as the DTP project leads provided key information in relation to timetables, plans and communications required.

The Committee noted the importance of Staff Engagement as a core component of the plan, and the Communications team would continue to work closely with the DTP Programme, Service Delivery and Corporate directorates to ensure all staff were provided with both digital and face-2-face opportunities.

The Committee were advised that both the media and 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 proposed a light touch, close monitoring approach.