

**NHS 24
BOARD MEETING**

**22 JUNE 2023
ITEM 12.2
FOR ASSURANCE**

**Approved Minutes of the Staff Governance Committee Meeting held on
9 February 2023 at 10:00am via Microsoft Teams**

REGULAR BUSINESS

1.1 Attendance and Apologies

Committee Members

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| Ms Carol Gillie | Non-Executive Director |
| Ms Liz Mallinson | Non-Executive Director |
| Mr Kenny Woods | Employee Director (Committee Vice-Chair) |

In Attendance

| | |
|----------------------|-----------------------------------|
| Mr Martin Cheyne | Chair |
| Mr Jim Miller | Chief Executive |
| Ms Jacqui Hepburn | Director of Workforce |
| Ms Pauline Howie | Director of Service Delivery |
| Mrs Pauline Docherty | Head of Employee Relations |
| Ms Helen Meldrum | Head of OD, Leadership & Learning |
| Mr Kevin McMahon | Head of Risk & Resilience |
| Ms Marnie Westwood | Head of Resourcing and Planning |
| Mr Andrew Moore | Associate Director Nursing & Care |
| Aileen Frazer | Observer |
| Cheryl Grant | Observer |
| Gayle Westwood | Observer |
| Gemma O'Brien | Observer |
| Mrs Chantal Robinson | EPA (minutes) |

Apologies

| | |
|-------------------|---------------------------------|
| Mr Alan Webb | Non-Executive (Committee Chair) |
| Ms Maria Docherty | Director of Nursing & Care |

The Vice-Chair welcomed Committee Members and Attendees, noting apologies as above.

1.2 Declaration of Interests

There were no declarations of interest.

1.3 Minutes of the Previous Meeting of 17 November 2022

The minutes of the meeting held on 17 November 2022 were approved as an accurate record of discussions.

1.4 Matters Arising

The Committee considered actions arising from the minutes of the previous meeting and noted the updates provided against each item.

Accordingly, actions 344, 348 and 349 were considered complete and approved for removal from the Action Log.

Actions 345 and 346 remain on the action log until 18 May 2023 meeting. Action 346 in relation to Flexible Working, Committee Members agreed an Action Plan to be provided on how this work will continue to be progressed to be presented to the APF and be brought back to a future meeting.

Action: ND

BUSINESS ITEMS

2.1 Festive Update

Ms Howie presented the Festive Update highlighting the unprecedented volume of calls which had been answered during festive:

- Calls Offered over the 4-day Festive period in December - **49,513** - 20% over forecast of 41,326.
- New Year period **49,154** - was 2.6% higher than forecast (47,909).
- Overall, 8 Day period – **98,667** – one of the busiest on record – exceeded only by 2004/5 and 2010/11.
- The percentage of callers abandoning after waiting over 5 minutes exceeded the 10% target during both periods.
- Median time to answer over the 8-day festive period was **01:07:03** against a target of 10 minutes.
- Time to answer 90% of calls at **02:00:06** also exceeded the target of 30 minutes.
- Patient Journey Time exceeded the 30-minute target at 1 hour 3 minutes 3 seconds.
- Endpoint splits have remained consistent over both holiday periods.
- Urgent Care pathway accounted for 90% of volume, 6% Dental and 4% Mental Health.
- Demand in December was influenced by Strep A concerns, particularly around children aged 1-14.
- Demand was also influenced by a high level Flu season – Public Health Scotland raised Influenza incidence activity rate to extraordinary on 21 December.

Ms Howie confirmed the team would now focus their efforts on Easter Planning and areas of improvement.

The Chief Executive highlighted NHS 24 staff had performed fantastically throughout the 2, 4-day period weekends. It had been a tough time, however, the atmosphere within the centres had been positive and festive. The Chief Executive advised the importance of looking beyond the headline numbers as that only tells half the story. The calls in relation to Strep A and Covid symptoms take longer to flow through the process, therefore it can appear that there is a need for improvement.

Trade Union colleagues highlighted how supported staff had felt during the festive period, particularly by Service Support Staff in each of the centres. The Trade Unions looked forward to working together in partnership to view lessons learned and continue to work together to ensure NHS 24 meets the needs of patients.

2.2 Area Partnership Update

APF Forum

Mr Woods provided an update and highlighted:

- A Short Life Working Group to be set up to review the workings of the Regional Partnership Forums to ensure they are fully aligned with the Area Partnership Forum. Terms of Reference would be created for review at the SLWG prior to be presented at the Regional Partnership Forums for approval.
- The proposed updated Corporate Induction had been presented to the APF which had been well received by both trade unions and professional bodies.
- An update in relation to the Shift Review Phase II had been presented and colleagues had been advised individual discussion with any staff who have not accepted their proposed rota would take place.

APF Workplan

Mr Woods provided an update in relation to ongoing activity within the proposed 2023 Workplan and advised that a further update would be provided at the May 2023 meeting. The review of the Regional Partnership Fora's would also be presented at the May 2023 meeting.

ction: KW

2.3 Internal Comms Delivery Plan/Engagement

Ms Aspley presented the progress made by the team and the deliverables set out in the Communications Delivery plan for 2022 – 23. Ms Aspley highlighted current Staff Engagement activities taking place within the organisation. Ms Aspley advised the committee positive feedback regarding staff had been received from patients during the festive period and confirmed these had been added to Team Talk.

Committee Members noted the update.

2.4 People Services

Attendance Management Update

Mrs Gordon presented an in-depth overview of sickness absence within the organisation and provided assurance to Committee members by highlighting the support provided to staff and managers.

Mrs Gordon advised:

- Rolling sickness absence figure was 7.52% which is a reduction overall from this time last year.
- Attendance improvement plan is in place and had been reviewed for 2023/24.
- Covid special leave provision ended on 1st September 2022 which resulted in an initial increase in the sickness absence figure.
- There had been an increase in long term sickness absence due to long covid related illnesses.

- In terms of length of service, under 1 years' service and 5-7 years categories are a cause for concern that we require to do more work on.

Shift Review Update

Mrs Docherty provided an update in relation to the Shift Review process, which had successfully been implemented on 6 February 2023. Discussion took place in relation to Line Manager alignment, Mrs Docherty agreed to review this with the Shift Review Working Team and provide an update at the next meeting.

Action: PD

2.5 Quarterly Report

Ms Westwood presented the Q3 report to Committee members and highlighted the following:

- Continue to work with other Directorates to provide accurate forecasting, this would ensure the organisation responds proactively.
- Progress made in relation to the Attrition Improvement Plan would be presented at the 18 May 2023 Staff Governance Committee meeting.
- The recruitment Microsite had been launched during January 2023; the recruitment team received very positive feedback on the microsite.
- The recruitment campaign for the Talent Acquisition Team had been successful, two new members of the team joined in February 2023.
- Review the RAF's etc, group is effective and embedded process now – get a strategic overview of the organisation.
- Stakeholders from across Workforce and Finance continue to meet with Directors monthly to review and update their Establishment movement sheets to ensure they are a true reflection of their structure. An output from this meeting is now a monthly Vacancy Report is presented to the Establishment Control Panel to review and discuss from an organisational standpoint.
- Revisions have now been made to the current retire/return process with the first requests under the new process being presented at the establishment control movement sheet meetings with the relevant Director in December, progressing onwards to the Establishment Control Panel for ratification.
- Scenarios are now being drafted looking at the next two years (2023/24 and 2024/25) to establish the amount of recruitment required to reach different establishment targets.

The Committee noted the Report.

2.6 Ways of Working & Planning

H&S Quarterly Report

Ms Westwood presented the report and highlighted the following:

- The short life working group had redefined the roles and responsibilities for H&S and an outcome report would be presented at the next H&S meeting.
- Accidents have increased slightly over the last quarter.
- Mandatory training for H&S modules has increased from 80 to 85%.
- Concerns around first aid provision were identified and are being actioned.

- Work is continuing to prepare us for the time for change (changes to the fire service attendance at incidents) which come into force in April 2023.

The Committee noted the Report.

2.7 Organisation and Culture

iMatter National and Board Results

Ms Meldrum presented the iMatter results for 2022 and advised the proposed approach for 2023:

- A refocus be placed on the cycle, and in particular action planning.
- Organisational consideration be given to the 6 lowest scoring responses per the Board Yearly Components Report and a cross-directorate Action Plan devised.
- A Communications Plan be developed.
- A communication is released via Team Talk.

Ms Meldrum confirmed the proposed approach had been approved by the Executive Management Team (EMT) at their 10 January 2023 meeting.

Corporate Induction Update

Ms Meldrum presented the proposed NHS 24 Induction Programme, for all new employees of NHS 24.

- The proposed NHS 24 Induction Programme is a structured approach to the first 12 months of a new employee's career journey.
- The Induction Programme will be launched in Q4 2022/23 and will be mandatory for every new member of staff.
- Will be modernised and accessible, with a mix of digital and face to face delivery.
- Will digitally frontload 'need to know information', linked to on-boarding.

The Committee strongly agreed with the outlined approach for Induction moving forward.

External Events & Bursary

Ms Meldrum highlighted the intention to move to two fixed periods each year, when Bursary applications could be submitted. Timings had been selected to align with general delivery cycles for academic qualifications. This approach would allow greater financial oversight of bursary awards, ensuring fairness of distribution across the organisation.

The Committee noted the paper and were content with the improved approach.

Mandatory Training Update

Ms Meldrum presented the paper, highlighting the development of a Mandatory Training Action Plan.

Appraisals

Ms Meldrum presented the paper advising the Committee members to note the following:

- The move to a fixed appraisal window approach in 2023 and each year thereafter.
- Staggered completion phases to allow for alignment of objectives with organisational strategy, whilst avoiding periods of predicted increased pressure.
- Communications plan, comprehensive guidance and full relaunch to educate, inform and engage all NHS 24 employees.
- Approval to report on Objectives and PDP only in 2023/24 as end of year discussions will not take place until 2024/2025.

NHS 24 Chair expressed that from a governance and partnership working perspective, he felt NHS 24 was in a very comfortable position and thanked everyone for the updates provided.

2.8 Equality Mainstreaming and Workforce Data Report

The Staff Governance Committee noted the contents of the draft NHS 24 Equality Mainstreaming Report 2023 and Workforce Data Report 2023 highlighting the following:

- Mainstreaming progress and examples in action,
- Equality Outcomes mid-term update 2021-2025,
- Equal Pay Statement 2021,
- and Gender Pay Gap.

The Committee also noted supplementary content, analysis and feedback from leadership team and relevant committees would be considered/added to the reports prior to being presented to the Board for approval to publish by the end of April 2023.

2.9 Staff Governance Risk Register

The Committee noted a review of the Risk Register would be part of the Staff Governance Committee development session on 30 March 2023.

The Committee noted the paper.

2.10 Whistleblowing Standards Update

Mr Moore presented the current Whistleblowing Update and highlighted the ongoing recruitment of Confidential Contacts within NHS 24.

3.1 Committee Schedule & Workplan 2023/24

The Committee approved the Committee Schedule and Workplan, noting the Workforce Strategy would be embedded within the workplan for the coming year and would align the workplan to the strategic development.

3.2 Staff Governance Terms of Reference

The Committee noted and approved the updated Staff Governance Committee Terms of Reference.

3.3 Any Other Business

Ms Hepburn advised the Committee that there had been no significant findings from the recent Leadership & Culture Audit. The Workforce Team had been pleased with the outcome which highlighted their ongoing efforts.

There being no further business, the meeting was closed.

3.4 Date of Next Meeting

It was noted that the next meeting of the Staff Governance Committee would be held on 18 May 2023 at 10:00am.

ACTIONS

Matters Arising

Action 346 in relation to Flexible Working, Committee Members agreed an Action Plan to be provided on how this work will continue to be progressed to be presented to the APF and be brought back to a future meeting.

Action: ND

Shift Review

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APF Workplan

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