

NHS 24

Minutes of the Meeting of the NHS 24 Staff Governance Committee held on Thursday 18 May 2023 at 10.00am via MS Teams

PRESENT

Mr Alan Webb (in the Chair)

Ms Carol Gillie	Ms Liz Mallinson (until Item 2.4.2)
Mr Kenny Woods	

IN ATTENDANCE

Mr Jim Miller	..	Chief Executive
Dr 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 and Learning
Mr Andrew Moore	..	Associate Director of Nursing & Care
Mrs Geraldine Mathew	..	Board Secretary (Minutes)
Ms Gemma O'Brien	..	Talent Acquisition Manager
Mr John Gebbie	..	Director of Finance
Ms Kerry O'Neill	..	Workforce Information and Development Manager
Ms Linda Robertson	..	Risk and Resilience Manager
Ms Stephanie Phillips	..	Director of Transformation, Strategy, Planning and Performance
Ms Nicola Dawson	..	Clinical Services Manager (For Item 2.4.2)
Ms Lisa Morton	..	Associate Head of Communications
Ms Beverly Cornbill	..	Organisational Development, Leadership and Learning Manager (Observing)

		ACTION BY
1.1	WELCOME, APOLOGIES AND INTRODUCTIONS	
	<p>The Chair welcomed those present to the May Staff Governance Committee meeting. Apologies were intimated on behalf of Dr Martin Cheyne, Ms Marnie Westwood, Ms Maria Docherty, Mr Kevin McMahon, and Ms Suzy Aspley.</p> <p>Mr Webb welcomed Ms Beverly Cornbill, Organisational Development, Leadership and Learning Manager, who was in attendance to observe the meeting.</p> <p>The Chair noted that this was Mental Health Awareness Week and wished to acknowledge all colleagues across the organisation for their fantastic work in respect of raising Mental Health Awareness. He reiterated the Boards commitment to the mental health and wellbeing of all colleagues across the organisation.</p> <p>Due to time pressures, the Chair recommended amendment to the order of the agenda and proposed that items 3.1 to 3.6 of the agenda be considered first, with the Committee reverting to the agenda order thereafter. The Committee were content to accept this proposal.</p>	

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	NOTED	
1.2	DECLARATIONS OF INTEREST	
	The Chair invited members to declare any interests in any of the items being discussed. There were no declarations made. NOTED	
1.3	MINUTES OF PREVIOUS MEETING OF 9 FEBRUARY 2023	
	The Staff Governance Committee considered the minute of the previous meeting held on Thursday 9 February 2023 [Paper No. Item 1.3] and were content to approve this as a complete and accurate record, subject to the following amendment: Item 2.1 Festive Update, Page 2, 3rd paragraph Duplication of the sentence “advised the importance of looking behind the numbers, as they only tell half the story.” removed. APPROVED	
1.4	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 345, 346, 347, and 350 were removed from the Rolling Actions Log. The Committee acknowledged that 1 action – 351, remained ongoing and was scheduled for completion at the next Committee meeting of 3 August. There were no other matters arising raised. APPROVED	
3.1	STAFF GOVERNANCE COMMITTEE WORKPLAN 2023/24	
	The Committee considered the paper ‘Staff Governance Committee Workplan 2023/24’ [Paper No. 3.1]. A comment was made regarding some of the topics, for example, Health and Safety, which did not have a meeting date assigned to it. Following discussion, it was agreed that all topics included in the Workplan would be assigned to a specific meeting date. APPROVED	Dr Hepburn
3.2	STAFF GOVERNANCE COMMITTEE SELF ASSESSMENT OF EFFECTIVENESS 2023	
	The Committee considered the paper ‘Staff Governance Committee Self-Assessment of Effectiveness 2023’ [Paper No. 3.2] presented by the Committee Chair, Mr Alan Webb. The paper sought approval of the timescales and questionnaire to undertake the Committee Self-Assessment of Effectiveness in July 2023. In summary, the Committee were content to approve the attached survey and the proposed timescales for completion of the survey and reporting of the findings. APPROVED	
3.3	STAFF GOVERNANCE MONITORING RETURN 2021/22 SCOTTISH GOVERNMENT RESPONSE	

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		ACTION BY
	<p>The Committee considered the paper 'Staff Governance Monitoring Return 2021/22' [Paper No 3.3] presented by Mrs Pauline Docherty, Head of Employee Relations. The paper provided an overview of the response from Scottish Government in relation to the NHS 24 National Annual Staff Governance Monitoring Return 2021/22. The feedback received was positive and Mrs Docherty highlighted that this included the areas which worked well and could be shared as good practice. Consideration would be given to the areas which could be fed into the next Plan. Dr Hepburn added that one of the specific areas of good practice was the manager dashboard and highlighted that this was well received.</p> <p>The Chair thanked Mrs Docherty and Dr Hepburn for the helpful report and noted congratulations on behalf of the Committee for all the successful work undertaken.</p> <p>NOTED</p>	
3.4	NHS 24 STAFF CODE OF CONDUCT	
	<p>The Committee considered the paper 'NHS 24 Staff Code of Conduct' [Paper No. 3.4] presented by Mrs Geraldine Mathew, Board Secretary. The paper provided an overview of the recent work undertaken to review the NHS 24 Staff Code of Conduct, following the review of the Corporate Governance Framework in 2022 and the internal audit of governance recommendations from the January 2023 audit. No material changes had been made to the Code of Conduct, however minor amendments were outlined which represented updates to terminology, references, and where applicable, provided additional clarity.</p> <p>Mr Webb thanked Mrs Mathew for the report and invited comments and questions from members.</p> <p>In response to a question regarding how the updated Code of Conduct would be communicated to staff, Ms Lisa Morton, Associate Head of Communications, noted that staff would be informed of the updated Code of Conduct via the usual communication channels. Ms Helen Meldrum, Head of OD, Leadership and Learning, added that the updated Code of Conduct would be included in the new digital induction handbook for staff.</p> <p>The Committee were content to approve the revised Staff Code of Conduct and noted the next steps of publication on the NHS 24 Intranet, communication to staff via the usual communications channels, and inclusion of the updated Code of Conduct in the new digital induction handbook.</p> <p>APPROVED</p>	<p>Ms Morton</p> <p>Ms Meldrum</p>
3.5	STAFF GOVERNANCE COMMITTEE ANNUAL REPORT TO THE BOARD 2022/23	
	<p>The Committee considered the paper 'Staff Governance Committee Annual Report to the Board 2022/23' [Paper No. 3.5] presented by Mr Alan Webb, Chair of the Staff Governance Committee.</p> <p>In summary, the Committee were content to note the Annual Report for 2022/23 and approved submission of the Report to the Audit and Risk Committee at its meeting on 8 June, and to the NHS 24 Board at its meeting of 22 June.</p> <p>APPROVED</p>	
3.6	DIRECTOR'S LETTERS	
	<p>The Committee considered the paper 'NHS PCS/DL Circulars' [Paper No. 3.6] presented by the Director of Workforce, Dr Jacqui Hepburn. The paper provided an overview of recent correspondence received from the Scottish Government in relation to relevant PCS/DL</p>	

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	<p>circulars. Mrs Docherty highlighted that this new report would be presented to the Committee on a regular basis to ensure visibility.</p> <p>Dr Hepburn specifically noted DL (2023) 05 Supplementary Staffing – Agency Controls and assured the Committee that a framework was in place in respect of this and this was consistently applied when roles were being recruited to. She highlighted that NHS 24 was in a positive position in respect of this.</p> <p>The Chair thanked Dr Hepburn for the report and invited comments and questions from members.</p> <p>In response to a question, Dr Hepburn clarified that whilst the organisation did not have a formal staff bank, there were extra hours offered to staff on an informal basis. The staff bank had been explored previously, however this was not something that was viable for progressing currently. The Establishment Control Group considered agency use in May 2022 and progress had been made to reduce this significantly.</p> <p>Following a question regarding any PCS/DLs related to the Remuneration Committee, Dr Hepburn assured the Committee that all relevant PCS/DLs would be considered and actioned by the Remuneration Committee where appropriate.</p> <p>In response to a question regarding DL(2023) 04 – Carry Forward of Annual Leave and how this would be complied with, Dr Hepburn assured the Committee that an update on this would be provided at the August Committee meeting.</p> <p>In summary, the Committee were content to note the correspondence received from Scottish Government in relation to relevant PCS/DL circulars.</p> <p>NOTED</p>	Dr Hepburn
2.2	AREA PARTNERSHIP FORUM UPDATE AND WORKPLAN	
	<p><u>Area Partnership Forum Update</u> The Committee received an update from Mr Kenny Woods, Employee Director, on the work of the Area Partnership Forum, and highlighted several topics discussed at the last meeting including the positive performance over the Easter period, an update from Ms Steph Phillips on the Annual Delivery Plan, and the Area Partnership Forum Self-Assessment.</p> <p>Mr Webb thanked Mr Woods for the update and invited comments and questions from members.</p> <p>In response to a question regarding flexible working, Mr Woods noted feedback received regarding approval of flexible working applications, Mrs Docherty assured the Committee that discussions continued in respect of this, and that the organisation strived to support both staff members flexible working applications and the business needs. Furthermore, regular reports were produced, and Mrs Docherty assured members that further engagement with the Clinical Service Managers would be undertaken and the outcome of these discussions would be presented to a future Committee meeting.</p> <p><u>Area Partnership Workplan</u> The Committee considered the paper ‘Area Partnership Workplan’ [Paper No. 2.2.2] presented by Mr Kenny Woods, Employee Director. He provided an update on progress in respect of the Area Partnership Workplan and noted that work was progressing to review the terms of reference for the forum, along with a review of the partnership agreement. This work would link with the Regional Partnership Forums review of terms of reference and further work and engagement with local representatives would take place. Positive discussions regarding access to RCN and Unison support were ongoing and Mr Woods highlighted that the new Full Time Officer has been invited to become a member of STAC.</p>	Mrs Docherty

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	<p>The Committee were content to note the update from Mr Woods on the work of the Area Partnership Forum and the update on the Workplan and noted that this would be presented to a future meeting of the Committee.</p> <p>NOTED</p>	<p>Mr Woods</p>
2.3	INTERNAL COMMUNICATIONS AND STAFF ENGAGEMENT UPDATE	
	<p>The Committee considered the paper 'Internal Communications and Staff Engagement Update 2023/24' [Paper No. 2.3] presented by Ms Lisa Morton, Associate Head of Communications. The paper provided an overview of planned activity during 2023/24. Ms Morton provided an overview of the key topics within the report including the Staff Experience Improvement Programme, the new Service Delivery Communications Process, and the Patient Safety and Staff Engagement Leadership Sessions, the proposal for the Staff Awards for 2023, the staff suggestion scheme, and the development of the organisational culture work.</p> <p>Mr Webb thanked Ms Morton for the report and invited comments and questions from members.</p> <p>In response to a question about the new Service Delivery Communications Process, Ms Morton advised that the process was now in place and a report detailing how well this was working would be brought to a future Committee meeting. Ms Pauline Howie, Director of Service Delivery, added that alternate Team Talk and Newsletters were being used to ensure that frontline staff receive information pertinent to them, as well as the opening of a central feedback channel for staff to use, with continuous learning. The Chair added that it would be helpful for the Committee to receive an example of the type of feedback received from staff via this channel at a future meeting.</p> <p>In summary, the Committee were content to note the report and the work underway in respect of internal communications and staff engagement and would anticipate a further update in due course.</p> <p>NOTED</p>	<p>Ms Morton</p>
2.4.1	CARER POSITIVE ENGAGED EMPLOYER AWARD	
	<p>The Committee considered the paper 'Carer Positive Award Success' [Paper No. 2.4] presented by Mrs Pauline Docherty, Head of Employee Relations. The paper provided an overview of the recent Carer Positive Engaged Employer Award recently received by NHS 24. Mrs Docherty outlined the requirements of the first stage of the Award which included awareness and commitment of the organisation, systems in place and how carers were identified. The next step of the Award would entail creation of an Action Plan to engage with carers and how they could be supported. The Action Plan would be presented to a future meeting of the Committee.</p> <p>The Chair thanked Mrs Docherty for the update and invited comments and questions from members.</p> <p>In response to a question about the ambition for this work, Mrs Docherty confirmed that there was a commitment to reach the highest level of award to ensure that carers were supported and to improve managers knowledge of the challenges facing carers and the wide range of support available to them. The Chair suggested that it would be useful for the Committee to receive an example of a staff member who had received support as a carer at a future meeting of the Committee.</p>	<p>Mrs Docherty</p>

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	<p>The Committee were content to note the award of the Carer Positive Engaged Employer Award to NHS 24 and would anticipate further updates on progress of this in due course.</p> <p>NOTED</p>	
2.4.2	SHIFT REVIEW CASE STUDY	
	<p>The Committee received a verbal update from Ms Nicola Dawson, Head of Integrated Service Delivery, which detailed examples of the configuration of teams both before and after implementation of alignment with the Team Manager.</p> <p>Mr Webb thanked Ms Dawson for the informative presentation and invited comments and questions from members.</p> <p>In response to a question regarding to what extent was the organisation achieving team alignment, Ms Dawson noted that previously there had been no alignment between team members.</p> <p>Following a question about how alignment could be improved, Ms Dawson assured the Committee that a recruitment strategy was in place and a suite of working patterns was continually refreshed in liaison with recruitment colleagues to ensure ongoing improvements in alignment.</p> <p>The Committee were content to note the case study provided and were assured by the information provided that work continued to ensure ongoing improvements in team and team manager alignment as well as how Team Managers could better support their teams once aligned.</p> <p>NOTED</p>	
2.5	QUARTERLY WORKFORCE REPORT	
	<p>The Committee considered the paper 'Workforce Performance Report (Quarter 4 January to March 2023)' [Paper No. 2.5] presented by Ms Kerry O'Neill, Workforce Information and Development Manager. The report provided an update on areas of focus and analysis of workforce information to inform decision making in relation to the workforce and identified any workforce issues. Ms O'Neill provided an overview of the key topics within the report including the positive year end position in respect of vacancies, the vacancy factor, the number of new recruits, the attrition rate, the strategic review of recruitment, enhancements to the interface between Job Train and EESS, mandatory training compliance, progress of the Management Essentials Programme, the new corporate induction programme, the work undertaken in respect of the appraisal process, absence rates, key performance indicators for case management, and the launch of the 3 Tier model incorporating helpdesk support for HR enquiries.</p> <p>The Chair thanked Ms O'Neill for the update and invited comments and questions from members.</p> <p>Following questions raised, discussion took place regarding the number of vacancies and Ms Hepburn provided assurance that all job groups were being recruited to, the number of open cases and the complexity of these.</p> <p>The Committee were content to note the Workforce Performance Report Quarter 4 January to March 2023 and were assured by the information provided that work continued in respect of the key topics.</p> <p>NOTED</p>	

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2.6.1	STRATEGIC REVIEW OF RECRUITMENT	
	<p>The Committee considered the paper 'Strategic Review of Recruitment' [Paper No. 2.6.1] presented by Ms Gemma O'Brien, Talent Acquisition Manager. The paper provided an overview of the actions underway following the strategic review of recruitment. Ms O'Brien provided an overview of the work undertaken by the strategic external partner to improve recruitment and retention, improve attrition rates, improve the employer brand, and enhance the candidate journey. She highlighted the introduction of an online recruitment assessment and creation of candidate personas, introduction of Recruitment Ambassadors, and refreshment of the Hiring Manager pool of interviewers and training.</p> <p>The Chair thanked Ms O'Brien for the report and invited comments and questions from members.</p> <p>Following questions raised, discussion took place regarding robust processes and induction in place, the cost of the programme of work and the potential return on investment, capacity and efficiency savings, and the development of the candidate personas. Dr Hepburn agreed to present the return-on-investment metrics to a future meeting of the Committee.</p> <p>The Committee were content to note the introduction of online recruitment assessments and the creation of candidate personas, the introduction of a minimum of 2 Recruitment Ambassadors at each site, recruitment, and refreshment of the Hiring Manager pool of Interviewers and the release of Hiring Managers to attend training and would anticipate further updates on this work as this progressed.</p> <p>NOTED</p>	Dr Hepburn
2.6.2	HEALTH AND SAFETY QUARTERLY REPORT	
	<p>The Committee considered the paper 'Health and Safety Quarterly Assurance Report' [Paper No. 2.6.3] presented by Ms Gemma O'Brien, Talent Acquisition Manager. The paper provided an overview of key updates from the Health and Safety Committee on health and safety matters for the last quarter. Ms O'Brien noted the key highlights within the report including the work of the short life working group to redefine the roles and responsibilities for health and safety, upcoming changes to protocols for attendance at incidents by the Fire Service, ongoing personal injury claims, compliance with the health and safety mandatory training modules, and the recent internal audit which noted good governance with regards to the management of health and safety risks.</p> <p>The Chair thanked Ms O'Brien for the update and invited comments and questions from members.</p> <p>Following questions raised, discussion took place regarding reasonable adjustments, and Mrs Docherty agreed to investigate the possibility of reporting this centrally.</p> <p>The Committee were content to note the key updates from the Health and Safety Committee on health and safety matters for the last quarter and wished to note thanks to Ms Marnie Westwood and the wider team for their significant work to ensure continual improvements in relation to the health and safety agenda.</p> <p>NOTED</p>	Mrs Docherty
2.7.1	WORKFORCE PEOPLE ACTION PLAN UPDATE	
	<p>The Committee considered the paper 'Workforce Strategy and Plan 2022-25 3 Year Workforce Plan Update' [Paper No. 2.7.1] presented by Ms Helen Meldrum, Head of OD, Leadership and</p>	

		ACTION BY
	<p>Learning. The paper provided an overview of progress to date in relation to key deliverables of the 3 Year Workforce Plan. Ms Meldrum highlighted the key points within the paper including the significant work and effort to progress activities and to build the foundations of the plan.</p> <p>The Chair thanked Ms Meldrum for the update and invited comments and questions from members.</p> <p>Following questions raised, discussion took place regarding the metrics included within the report represent the mid-year position, all of the metrics would be reported in the year-end report. Discussion also took place regarding the Management Essentials Programme, and initial feedback from the first cohorts indicated this was well received. Work continued to gather this valuable organisational intelligence to continue to further enhance the programme and inform the wider organisational culture work.</p> <p>The Committee were content to note the report and that a progress dashboard had been devised to track completion rates against the 3 Year Workforce Plan deliverables; progress against the plan was ahead of schedule, with 100% of year 1 deliverables completed and 14% of year 2 completed; and that the refresh of the strategy in October 2023 would identify new deliverables which would be encompassed within the remaining 2 years.</p> <p>NOTED</p>	
2.8	STAFF GOVERNANCE RISK REGISTER	
	<p>The Committee considered the paper 'Staff Governance Risk Register' [Paper No. 2.8] presented by Ms Linda Robertson, Risk and Resilience Manager. The paper provided an overview of all staff governance risks scoring 10 or greater, all new risks, and all closed risks since the previous report. Ms Robertson noted that a comprehensive review of risk to ensure all risks to the delivery of the Workforce Strategy were captured and articulated appropriately.</p> <p>The Chair thanked Ms Robertson for the report and invited comments and questions from members.</p> <p>Discussion took place regarding the early engagement with members in relation to the review of the risk register and it was suggested that further actions could be added to further strengthen and fully describe the mitigations. There was consensus that the risk register should remain aligned with the organisational strategy, with milestones added for 2024 and further additions to the planned actions. There was also agreement that the risk on essential learning should be reviewed due to the progress made in 2022/23.</p> <p>The Committee were content to note the attached risks for assurance and were content to endorse the report for onward presentation to the next Board meeting in June 2023.</p> <p>NOTED</p>	Ms Robertson
2.9	AOB	
	<p>The Chair noted that Ms Pauline Docherty, Head of Employee Relations, would retire later in 2023, and as such, it would be Ms Docherty's last meeting of the Staff Governance Committee in August 2023.</p>	
	DATE OF NEXT SCHEDULED MEETING	
	Thursday 3 August 2023, 10am, Lumina/MS Teams	
	The meeting concluded at 12:16pm	