

**NHS 24  
STAFF GOVERNANCE COMMITTEE**

**4 NOVEMBER 2019  
ITEM NO. 1.3**

**Approved Minutes of the Staff Governance Committee Meeting held on  
12 August 2019 at 10:00am in the Committee Room at Cardonald**

**REGULAR BUSINESS**

**1.1 Attendance and Apologies**

**Committee Members**

Dr Jay Butler	Non Executive
Mr John Glennie	Non Executive (Committee Chair)
Mr Fred McCosh	Partnership Forum Nominated Representative
Mr Mike McCormick	Non Executive
Mr Graham Revie	Non Executive (Committee Vice Chair)
Mr Alan Webb	Non Executive

**In Attendance**

Ms Suzy Aspley	Head of Communications
Ms Nicola Dawson	Head of Integrated Services
Mr Eddie Docherty	Director of Nursing and Care
Mrs Pauline Docherty	Head of Employee Relations
Mr Kevin McMahan	Head of Risk & Resilience (for Items 2.10 & 2.11)
Mr David Miller	Director of Workforce
Ms Steph Phillips	Director of Service Delivery
Mrs Chantal Robinson	EPA (minutes)

**Apologies**

Mrs Angiolina Foster	Chief Executive
Mrs Gill McInnes	Head of HR Business Services
Mrs Esther Robertson	Chair
Mr Kenny Woods	Partnership Forum Nominated Representative

Mr Glennie opened the meeting and welcomed all 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 16 May 2019**

The minutes of the meeting held on 16 May 2019 were approved as an accurate record of discussions.

## **COMPLIANCE REPORTING**

### **2.1 Workforce Report**

Mr Miller presented the HR Workforce Report to the Committee; the report provided a summary and analysis of key HR Management Information trends with a focus on the month of June 2019. This informs strategic decision making with regards to workforce development, recruitment requirements and required actions, as well as identifying any workforce risks or issues at the earliest opportunity.

Mr Miller highlighted the ongoing challenges regarding attendance, advising the Committee that discussions had commenced with Trade Union representatives to discuss further strategies and seek their ongoing support.

The Committee requested that a review take place regarding staff that have not completed mandatory CPD training and that this is closely monitored to ensure it is not the same staff members repeatedly avoiding training.

**Action: DM**

Mr Miller highlighted that as part of the Shift Review overview, professional development time had been built in to staff rotas.

The Committee noted the Report.

### **2.2 Workforce Plan 2019/20**

Mr Miller presented the Plan to the Staff Governance Committee for feedback. The Workforce Plan 2019/20 would then be presented for Area Partnership approval, followed by formal approval from the NHS 24 Board.

The Committee requested that the documents be checked for acronyms and the wording at 6.2.1 be changed to 'increasing'

**Action: DM**

The Committee extended its appreciation to Ms O'Neill and the Workforce Planning team for their continued efforts in relation to the Workforce Plan 2019/20.

The Workforce Plan would be published on the NHS 24 Internet by end of August 2019.

### **2.3 National Board Collaboration Update**

In line with the desired outcomes of the Scottish Government's Health & Social Care Delivery Plan, the National Boards had been tasked to work in a more cohesive and collaborative manner. Mr Miller highlighted the progress of this work and the Committee discussed the implications of efficiency savings that would be required to take place.

Mr Glennie declared that he had an interest as a member of the Board of Healthcare Improvement Scotland. Mr Revie and Ms Aspley declared an interest as members of the National Board of Collaboration.

The Committee noted the update.

## **2.4 Clyde Contact Centre Relocation**

Mrs Shanley advised the Committee that formal notification had been received from the Golden Jubilee National Hospital (GJNH) asking NHS 24 to vacate the Clyde contact centre, possibly as early as spring 2020. A cross Directorate project team, supported by the PMO took on the task of identifying and assessing the options. The immediate priority would be to secure appropriate accommodation to ensure the seamless continuation of NHS 24 services in 2020. The formal property search had commenced and initial options for review have provided 4 shortlisted properties for appraisal shortly. Mrs Shanley highlighted that the project team had been working closely with the Trade Unions and the aim had been to stay as close to home base as was possible.

The Committee thanked Mrs Shanley for the update provided and looked forward to continuing to be kept apprised of the situation.

## **2.5 Workforce Framework 2019-2021**

Mr Miller presented the updated Workforce Framework highlighting to the Committee the aim of the Workforce Directorate would be to achieve the following strategic priorities:

- Building and sustaining NHS 24's workforce for now and for the future
- Developing NHS 24's workforce and ensuring it's technology ready
- Staff Health & Wellbeing
- National Collaborative Workforce

The Committee noted the Workforce Framework.

## **2.6 Sturrock Report and Recommendations**

Mr Miller presented NHS 24's response to the Sturrock Report and Recommendations and highlighted to the Committee the proposed action plan. Mr Miller advised that a Short Life Working Group had been set up by the Cabinet Secretary and additional actions may be added at a later date.

## **2.7 Service Model Implementation**

Ms Phillips provided a comprehensive update highlighting the current status of the Shift Review and advised that to date 316 members of staff had responded to the pro forma, 85% of which had accepted. A panel process had been scheduled at the end of August to resolve responses with any issues.

Ms Phillips advised that an extensive recruitment campaign had commenced and a new approach had been devised with a comprehensive recruitment pack developed, an offer of a site visit and a discussion with a Senior Charge Nurse to explain the role, the working patterns and the clinical supervision model developed through Better Working, Better Care.

The Committee expressed its appreciation and thanks to both the CRT and ERG teams for their work throughout the Shift Review process.

## **2.8 Attendance Improvement Plan**

Mrs Docherty presented the Attendance Improvement Plan and highlighted the support that the Employee Relations team continued to provide. Mrs Docherty advised the Committee of a working group that had been established with Service Delivery to develop mechanisms for manager training. Mr Revie advised that it would be helpful for Trade Union representatives to be trained at the same time as managers. As there had been a number of activities outlined within the action plan, Mr Revie stressed the importance of the work being carried out in partnership with the Trade Union and Professional Bodies.

The Committee discussed the current reporting methods and advised that it would be beneficial to have a separate target for both short term and long term absence going forward.

**Action: PD**

## **2.9 Appointment and Role of Dedicated Non-Executive Whistleblowing Champions**

Mr Miller introduced the letter from the Cabinet Secretary for Health and Sport announcing the intention to appoint a dedicated non-executive Whistleblowing Champion to each Board within NHS Scotland. The Committee discussed the implications of this arrangement within NHS 24. Mr Miller advised the group that he would report back any feedback the Committee wished to provide.

**Action: DM**

## **2.10 EU Exit Preparedness**

Mr McMahon advised the Committee that work is increasing nationally in relation to this issue. NHS 24 is engaged with the planning structure within Scottish Government and will continue to keep the Committee informed.

## **2.11 Staff Governance Risk Management Update**

The Committee noted the Risk Register and requested that a meeting be scheduled to review the National Board Collaborative Risks.

**Action: KMcM/GR/DM**

## **2.12 Integrated Governance Group**

Mr Glennie advised the Committee that the purpose of this briefing was to provide each NHS 24 Governance Committee with assurance on the work being progressed through the Integrated Governance Group. The Committee requested that the paper be added to the agenda of the Area Partnership Forum due to be held on 22 August 2019.

**Action: GR**

The Committee noted the paper for assurance.

## **STAFF GOVERNANCE STANDARD**

### **3.1 Well Informed**

#### **3.1.1 Communications Delivery Plan 2019**

Ms Aspley presented NHS 24's Communication Delivery Plan and highlighted the following key activities:

- Regular communications support is being given to the Clydebank relocation project and broader organisational estates review.
- Better Working Better Care and the Shift Review have been the focus of significant staff engagement activity including Executive Team engagement sessions over the last quarter.
- Development of a mental health guide to services in partnership with the Police and SAS and the showcasing of the collaborative work at the NHSScotland event with several sessions and a joint stand with SAS.
- Staff recognition and awards planning for October is further advanced with the event being launched through our Summer Insight magazine.
- Delivery of an online summer health campaign aligned to seasonal illness 111 triage data and self-help guides.

Key activities over the coming quarter include:

- To support the tech refresh programme with a comprehensive communications and engagement plan.
- Continue planning for the staff awards.
- Work with Health Scotland to plan national social media campaign for Flu campaign for 2019.

The Committee noted the plan.

### **3.2 Appropriately Trained**

#### **3.2.1 Apprenticeship Frameworks**

Mrs Docherty presented the paper highlighting that the Apprenticeship Frameworks are integral to the development of Career Pathways to attract and retain skill sets.

Mrs Docherty also advised that the Government funded the apprenticeship Framework and by participating in them, NHS 24 would be able to recoup the Apprenticeship Levy it annually paid.

### **3.3 Involved in Decisions which Affect Them**

#### **3.3.1 Area Partnership Forum (APF) Report**

Mr Revie provided an overview and presented the APF agenda for the workshop session which took place on 10 July 2019.

Mr Revie highlighted that the workshop had focused on:

- The Membership of the Forum had been reviewed to take account of the recent changes within the Executive Management Team Structure.
- The Employee Director and Director of Workforce would carry out a review of Area Partnership Forum Terms of Reference to ensure the Authority to Act, Duties and Responsibilities, and Values reflect the current organisations demands on the forum. This will be presented at the September Area Partnership Forum for approval.
- A discussion took place around the effectiveness of the Partnership Forum in delivering its function within Staff Governance and a commitment was given by the Executive Managers and Trade Unions to strive to improve this going forward.
- The Partnership Forum received a short presentation on the importance of Staff Governance and its context within the corporate governance framework.
- The Directors and the Trade Unions conducted an exercise identifying where Partnership was in place and identify any gaps that require to be addressed. An Engagement Map will be created and presented to the APF in September 2019.

The Committee noted the update.

### **3.3 Provided with an Improved & Safe Working Environment**

#### **3.4.1 Area Health and Safety Committee Minutes**

Mrs Docherty presented the minutes of the Health and Safety Committee meeting held on 4 June 2019. Mrs Docherty highlighted that all nominated officers have now received fire training in accordance with NHS 24 Fire Safety Policy and Management Arrangements.

The Committee noted the paper.

### **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 288, 289, 290, 291, 292, 293, 294, 295 and 296 were considered complete and were approved for removal from the Action Log.

### **5. Reflection on Committee Papers**

The Committee considered that the papers presented had been helpful and contained meaningful information.

### **6. Committee Schedule & Workplan**

The Committee approved the Staff Governance Committee Workplan.

#### **6.1 Annual Report to the Board**

Mr Glennie noted that all Governance Committees were required to produce an Annual Report to the Board detailing the key areas of work and focus of the Committee during the year. The Committee approved the report for onward submission to the Board.

## **7. Any Other Business**

Mr Miller advised the Committee of the recently published Once for Scotland' Workforce policies which would promote NHSScotland as a modern, exemplar employer; showcasing the core values, and promoting consistent employment policy and practice that supports the implementation of the Staff Governance Standard and effective recruitment and retention.

Mr Revie advised that Staff Side would be sending out a Stress Survey to all members of staff and would provide an update at a future meeting.

There being no further business, the meeting was closed.

## **8. Agreed Committee Highlights to the Board**

The Committee agreed that Mr Glennie would finalise the points to be submitted to the 26 August 2019 meeting of the NHS 24 Board.

## **9. Date of Next Meeting**

It was noted that the next meeting of the Staff Governance Committee would be held on Monday 4 November 2019 at 10:00am in the Committee Room, Caledonia House.