

**NHS 24
STAFF GOVERNANCE COMMITTEE**

**2 FEBRUARY 2021
ITEM NO. 1.3**

**Approved Minutes of the Staff Governance Committee Meeting held on
17 November 2020 at 10:00am in the Committee Room at Cardonald and
via Microsoft Teams**

REGULAR BUSINESS

1.1 Attendance and Apologies

Committee Members

Mr John Glennie	Non Executive (Committee Chair)
Ms Liz Mallinson	Non Executive
Mr Mike McCormick	Non Executive
Mr Alan Webb	Non Executive
Mr Kenny Woods	Employee Director (Committee Vice Chair)

In Attendance

Ms Suzy Aspley	Head of Communications
Ms Arlene Campbell	Head of Stakeholder Engagement Chair
Dr Martin Cheyne	Interim Director of Workforce
Ms Linda Davidson	Director of Nursing & Care
Mrs Maria Docherty	Head of Employee Relations
Mrs Pauline Docherty	Chief Executive
Mrs Angiolina Foster	Interim Director of Finance
Mr John Gebbie	Associate Director of Nursing
Mrs Janice Houston	Learning & Organisational Development Manager
Ms Val Hughes	Partnership Forum Nominated Representative
Mr Colin Keys	Partnership Forum Nominated Representative
Mr Fred McCosh	Head of HR Business Services
Mrs Gill McInnes	Partnership Forum Nominated Representative
Ms Mary-Jane Mitchell	Workforce Information and Development Manager
Ms Kerry O'Neill	External Consultant (For Item 2.1)
Mr Andy Robertson	Risk and Resilience Manager (for Item 5.1)
Ms Linda Robertson	EPA (minutes)
Mrs Chantal Robinson	Interim Director of Workforce
Ms Dorothy Wright	

Apologies

Mr Martin MacGregor	Partnership Forum Nominated Representative
Mr Joseph Markey	Partnership Forum Nominated Representative
Mr Kevin McMahan	Head of Risk & Resilience
Ms Steph Phillips	Director of Service Delivery

Mr Glennie opened the meeting and welcomed all members and attendees, noting that this would be Ms Wrights last meeting as Interim Director of Workforce and welcomed Ms Davidson to her first meeting of the Staff Governance Committee.

1.2 Declaration of Interests

There were no declarations of interest.

1.3 Minutes of the Previous Meeting of 25 August 2020

The minutes of the meeting held on 25 August 2020 were approved as an accurate record of discussions.

ORGANISATIONAL DEVELOPMENT PROGRAMMES

2.1 ICT/DIGITAL BUSINESS CASE

Mr Robertson joined the Committee for this item and provided an overview to the Committee of the Business Case for assurance. Mr Robertson advised that the Business Case had been developed from the review of ICT and Digital Capability and Capacity. The development of the Business Case delivers proposals for organisational change in response to the content of the review.

The Committee noted the Business Case had been reviewed by the Executive Management Team and would be progressing to the NHS 24 Board meeting on 10 December 2020.

2.2 Review of OD, Learning & Development

Mr Glennie advised the Committee that due to the late submission of the finalised report, discussion would take place at the February 2021 meeting. This would provide the members an opportunity to review the final report.

Ms Wright outlined to the Committee that the EMT had commissioned the report and an external consultant had been engaged. The EMT had discussed the Review at their meeting on 29 September 2020, and agreed to the suggested recommendations as outlined within the final report.

The Committee Members expressed their appreciation that the review had taken place and looked forward to discussing further at the February 2021 meeting. The Chief Executive advised that there could be a tendency within the NHS to focus on frontline staff in terms of investment, this would be a good opportunity to recognise the support functions within the organisation.

The Committee agreed that a Board Workshop to focus on OD within the organisation, would take place in the New Year.

Action: LD

WORKFORCE DATA AND INTELLIGENCE

3.1 Workforce Report

Ms Davidson presented the quarterly HR Workforce Report to the Committee; the report provided a summary and analysis of key HR Management Information trends with a focus on the months of July-September 2020. The Interim Director of Workforce and Interim Director of Finance continue to have regular meetings for their teams to ensure the appropriate alignment of data.

The report 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.

It was agreed that further investigation would take place in relation to the Sickness Absence Report 'unknown' reasons. A dashboard report would be created to encourage Managers to input the data accordingly.

Action: PD

The Committee noted that Initial discussions had commenced with key stakeholders to establish the statutory and mandatory training needs for NHS 24 staff. The aim of this work is to develop a clear view of training needs, in alignment with organisational and skillset requirements, and with national Once for Scotland developments in content design and approach. Ms Docherty advised that due to Covid 19, there would be a delay in the implementation of Once for Scotland, this would have an ongoing impact until at least spring 2021.

The Committee noted the Report.

3.2 Workforce Data – Programme Update

Ms O'Neill provided a presentation to Committee Members highlighting the update on recent progress made in implementing the use of NHS Education for Scotland's (NES) digital solution; Microsoft Azure Data Lake for storing workforce data.

Drawing on the experience and expertise at NES, NHS 24 would maximise the processes they have established which would help overcome the current data challenges and would be an enabler in NHS 24's people analytics journey. Ms O'Neill advised that the next steps for NHS 24 involved:

- Identifying people performance indicators that would inform dashboards and measure performance against Workforce Strategic Framework
- Upload absence data
- Work with NES and Developers to identify NHS 24 specific business rules for Learning and OD performance information

The Committee noted the presentation and thanked Ms O'Neill for providing the update.

3.3 Homeworking

Ms Campbell provided an update and advised that the Executive Management Team had considered the findings of the Homeworking survey at their meeting on the 3 November 2020 and had agreed to the Working From Home Group reforming and

moving forward as a Steering Group under revised terms of reference. The results from the survey would be fed into the Estates Workshop 'Office for the Future – agile working'.

Ms Campbell advised that the group continued to engage with the staff currently working from home to ensure that they felt supported by the organisation and had the relevant equipment to ensure they could work accordingly.

3.4 Everyone Matters Pulse Survey

Ms Hughes advised the Committee of the quantitative findings in the first part of the Pulse Survey and the approach to analysing the second part when they become available, alongside the internal data that is currently available. Ms Hughes also advised the members of the approach for aligning actions arising from the Pulse Survey with existing plans that are ongoing.

The Committee noted the report and requested that the updated report be presented to the Committee at the February 2021 meeting.

Action: LD/VH

BUSINESS PROGRAMME UPDATES

4.1 Attendance Management Update

Ms Davidson provided an update since the last Staff Governance Committee meeting, and highlighted that the Attendance Management Steering Group had met five times to consider the following:

- The approach to implementing the Discovery Phase, to capture insights into the barriers to delivering improved levels of attendance and help identify ways in which we can develop more effective resources, support and action plans
- There had been a delay to the launch date, due to the challenges to get the level of engagement and agreement on how the time will be allocated for this intervention;
- Monitoring of progress against our training and development plans; the objective is for all managers to have completed the relevant modules by 31 March 2021, with 85% completed by 31 December 2020. Fortnightly updates are provided to line managers on progress within their teams and Directorates; the current position is set out in the Attendance Management Improvement Plan
- The Steering Group has agreed that it would like to see accelerated progress with completion rates and has agreed a more proactive approach to engaging with managers and teams to explain this whole improvement programme and the importance of the training and development in particular; there will be an opportunity to discuss further at the meeting

The Committee noted the update.

4.2 Redesign Urgent Care

Mrs Houston provided an update to the Committee in relation to the delivery and implementation of the Redesign Urgent Care pilot with Ayrshire and Arran and advised that it had been a good joint working experience. In advance of the National rollout, final readiness assessments were expected from all Boards by Monday 23 November. The Board Chief Executive's will discuss at their meeting on 24 November to reach a collective formal view of readiness. Feedback will also be provided by Sir Lewis Ritchie shortly afterwards with the final decision to be made by the Cabinet Secretary.

The Chief Executive advised that Sir Lewis Ritchie would be providing an independent evaluation to Scottish Government, and a Go Live date of 1 December 2020 had been pencilled in with all Boards. He Chief Executive advised that Sir Lewis Ritchie would be attending the NHS 24 Planning & Performance Committee as an observer.

Mr Webb advised that he felt it would be beneficial for the Committee to discuss further the impact of the growing organisation and the impact what this meant to our workforce, culture etc. The Committee agreed to discuss this at the next Staff Governance Committee in February 2021.

Action: CR

Mr Glennie congratulated the team for their efforts and Committee Members noted the update.

4.3 Estates Strategy

Mr Gebbie provided an update on each of the newly implemented premises of Lightyear and Lumina. Mr Gebbie also confirmed that work to upgrade rooms 4, 5 & 6 to provide appropriate training room resource within Cardonald had now been completed. A workshop for the Estates Programme Board, was due to take place on 27 November 2020 and the outputs would be used to shape a future Estates Strategy.

The Committee noted the update.

4.4 Communications Delivery Plan 2020

Ms Aspley presented NHS 24's Communication Delivery Plan and highlighted the following key activities, although coronavirus has resulted in the suspension of some activity.

- Significant activity to support the RUC programme.
- Redesign of the NHS 24 winter health preparedness campaign, with Dr Owl paused for a new creative 'Show You Care. Prepare'.
- Launch of the 'Together Let's Care' campaign and the delivery of a suite of national materials supporting primary care Scotland-wide, including a dedicated space on NHS inform.
- Successful delivery of Call Handler Day.
- Internal Flu campaign launched to encourage vaccination programme.

- Continued programme of communications and engagement activity for Estates Programme including welcome packs and staff communications for the move to Lightyear.

Key activities over the coming quarter include:

- Deliver virtual staff engagement content, including updated Team Talk through a digital staff experience programme.
- Thank you cards, badges and lanyards to all staff and NHS Charities support package for winter.
- Working with colleagues at Scottish Government to finalise and deliver the Urgent Care campaign, including internal communications and staff engagement for NHS 24
- Deliver refreshed national winter health campaign supporting health and care to the public from December to February.
- Development of new national winter marketing campaign which will be aligned to the Urgent Care Pathway Redesign.

The Committee noted the plan.

FOR NOTING/INFORMATION

5.1 Staff Governance Risk Management Update

Ms Robertson presented the risks to the Committee and highlighted the updates from the previous meeting.

The Committee noted the updated Risk Register.

5.2 Whistleblowing Report Update

Ms Davidson advised the Committee that the implementation of the Standards had been halted by Scottish Government in response to the COVID 19 pandemic. Work had been continuing to prepare for implementation and Scottish Government had advised a proposed implementation date of 31 March 2021.

5.3. Area Partnership Forum (APF) Report

Mr Woods provided an overview and advised that the APF had formally met on 19 August 2020, 17 September and 12 October.

The Committee noted the update.

5.4 Matters Arising

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

Accordingly, actions 314 and 315 were considered complete and were approved for removal from the Action Log. In relation to Actions 304 and 307 they remain open until 2 February 2021 meeting.

5.5 Reflection on Committee Papers

The Committee considered the papers had been of a high quality standard with a good presentation provided. The Committee members highlighted that it would have been better to have had more time to further discussion.

5.6 Committee Schedule & Workplan

The Committee approved the Staff Governance Committee Workplan.

5.7 Agreed Committee Highlights to the Board

The Committee agreed that Mr Glennie would finalise the points to be submitted to the 10 December 2020 meeting of the NHS 24 Board.

5.8 Any Other Business

Ms Davidson advised the Committee of the recent guidance received from Scottish Government in relation to COVID 19 pandemic Sick Pay arrangements. The Committee noted the update.

There being no further business, the meeting was closed.

5.9 Date of Next Meeting

It was noted that the next meeting of the Staff Governance Committee would be held on Tuesday 2 February 2021 at 10:00am via Microsoft Teams.