

**NHS 24
STAFF GOVERNANCE COMMITTEE**

**25 AUGUST 2020
ITEM NO. 1.3**

**Approved Minutes of the Staff Governance Committee Meeting held on
20 May 2020 at 10:00am in the Committee Room at Cardonald**

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 Graham Revie	Non Executive (Committee Vice Chair)
Mr Alan Webb	Non Executive

In Attendance

Ms Suzy Aspley	Head of Communications
Mrs Gayle Baxter	Learning Infrastructure Manager
Dr Martin Cheyne	Chair
Mrs Maria Docherty	Director of Nursing & Care
Mrs Pauline Docherty	Head of Employee Relations
Mrs Angiolina Foster	Chief Executive
Mr Colin Keys	Partnership Forum Nominated Representative
Mr Joseph Markey	Partnership Forum Nominated Representative
Mr Martin MacGregor	Partnership Forum Nominated Representative
Mr Fred McCosh	Partnership Forum Nominated Representative
Mrs Gill McInnes	Head of HR Business Services
Mr Kevin McMahan	Head of Risk & Resilience (for Item 3.1)
Ms Mary-Jane Mitchell	Partnership Forum Nominated Representative
Ms Steph Phillips	Director of Service Delivery
Ms Kerry O'Neill	Workforce Information and Development Manager
Mrs Chantal Robinson	EPA (minutes)
Mr Kenny Woods	Partnership Forum Nominated Representative
Ms Dorothy Wright	Interim Director of Workforce

Mr Glennie opened the meeting and welcomed all members and attendees. Mr Glennie welcomed Ms Liz Mallinson and Ms Dorothy Wright to their first Staff Governance Committee meeting.

1.2 Declaration of Interests

There were no declarations of interest.

1.3 Minutes of the Previous Meeting of 20 May 2020

The minutes of the meeting held on 20 May 2020 were approved as an accurate record of discussions.

COMPLIANCE REPORTING

2.1 Staff Support and Wellbeing – COVID-19

Committee members discussed the staff move to the Lightyear facility at Glasgow Airport, due to take place by end of August 2020. Given the current 2 metre physical distancing advice provided by Scottish Government and also due to the expanding services that the organisation would be providing in the future, it had become necessary to locate alternative facilities to host additional staff. A robust communications plan had been put in place to inform staff members that would be making the move of the facilities available at the new site.

The Committee noted that as part of the response to the COVID-19 outbreak, and in response to DL (2020) 8, NHS 24 has responded to support the wellbeing of staff and has created a dedicated wellbeing work stream, led by our Health & Wellbeing Champion. The identification of a Wellbeing Champion was in response to a request from the Minister for Mental Health who is leading on this work.

Ms Wright highlighted that the work stream would be directed by a cross Directorate wellbeing reference group providing expert subject matter advice and the development of a comprehensive package of practical, emotional and psychological support for staff that would continue to develop in line with identified need. NHS 24 had reviewed the revised version of Core COVID-19 Information and Guidance for General (Non-Healthcare) Settings version 4.2 which would inform NHS 24's Operating Processes for Social Distancing Adherence.

The Committee requested in relation to Covid-19 coaching that the numbers of staff interested be made available.

Action: DW

The Committee noted the paper.

2.2 Staff Data – Challenges and Opportunities

Ms O'Neill provided a presentation to the Committee in relation to the current challenges and opportunities NHS 24 face in the delivery of integrated workforce sets. Despite the wealth of data held, the sources of data available for the workforce are diverse and not currently connected, therefore limiting the ability to measure performance against our Workforce Strategic Framework 2019-2023. Due to the complexity of the current systems landscape it limits the ability to hold managers to account for their people performance and set corporate key performance indicators.

The purpose of the presentation had been to raise awareness to the Committee of the current challenges and to outline opportunities in the journey for NHS 24 to become an insight driven organisation. NHS 24 is currently collaborating with NES to host the workforce data on the Azure Data Cloud. The primary purpose of hosting this information in a data warehouse is to allow people data from multiple sources to be

combined and to apply transformation techniques to the data to make it readable by visualisation tools such as PowerBI. Therefore allowing for dashboards to be designed and published to support managers and Committees in decision making.

The Committee thanked Ms O'Neill for the informative presentation.

2.3 Appraisal, Objective Setting and Personal Development Planning

Ms Baxter presented to the Committee the need to effectively implement a quality appraisal process and provided an overview of the current status of this within the organisation. The Committee noted the 'Appropriately Trained and Developed' characteristic within the Staff Governance Standard requires that "All staff have a regular, effective Personal Development Plan (PDP) and review discussion, in order to appraise past performance and identify any necessary learning and development opportunities" and that staff "....actively participate, agree and review their Personal Development Plan (PDP) annually with their manager reflecting mandatory training and both organisational and personal priorities, including career aspirations." ([Staff Governance Standard](#)). Whilst there is evidence of good practice in this area, it was noted that there is a need to improve the consistency of the approach taken across NHS 24. It was recognised that managers would require training and support to enable them to participate in effective appraisals with their staff, and this will continue to be a key part of the approach moving forward.

The Staff Governance Committee endorsed the renewed commitment to quality appraisal, further steps on how to effectively action this would be agreed with the Executive Management Team.

Action: DW/GB

The Committee noted the paper.

2.4 Attendance Management

Ms Wright presented the Attendance Management Improvement Plan which focused on supporting line managers through the learning and development programme. Within Service Delivery, there had been a clear focus on line managers and how they manage early intervention within absence cases. As part of NHS 24's "Better Working, Better Care Programme" and the Shift Review a number of actions to improve the proactivity of attendance management would be taken forward and the organisation looked at the current alignment of managers and teams to better monitor and address attendance and any other issues with staff.

NHS 24's Plan include objectives to develop key positioning and messaging on the benefits of managing attendance well and the links to the organisations wider health and wellbeing agenda. NHS 24 also needs to recognise that in managing attendance while we very much wish to see staff be well and attend work, a range of outcomes would be possible. Successful management of attendance requires good data, confident and supported managers and consistent treatment of staff.

Ms Wright highlighted the work which had been done to develop health and wellbeing resources for staff as the organisation dealt with the implications of changed ways of

working as a result of Covid-19. NHS 24 aims to continue to develop those resources and where appropriate align those resources with any trends noted through staff data reporting.

Ms Wright advised that the Attendance Management Improvement Plan would become a Transformational Change Programme as it is developed.

The Committee requested that the plan timetable be reconsidered and the attendance target % be reviewed at the Attendance Management Steering Group.

Action: DW

The Committee noted the update.

2.5 Workforce Report

Ms Wright 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 April 2020. 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.

The Committee noted the content of the report and took the highlights of the report as read, welcoming the in-depth discussion into key areas of attendance management.

The Committee noted the Report.

2.6 Whistleblowing Update

Ms Mallinson advised the Committee of her role as Whistleblowing Champion and highlighted the current work taking place to ensure that the organisation provided a positive working environment for staff. Ms Mallinson advised that a review was underway to map current processes against proposed standards and progress towards this would be presented to the Board during June 2020.

The Committee extended their thanks and appreciation to Dr Butler for her efforts as Whistleblowing Non Executive.

2.7 Service Model Implementation

Ms Phillips presented this paper and highlighted the following points

- Significant recruitment and induction, including redeployment of NHS 24 staff in delivering our response to Covid-19, establishing a national pathway 24/7 for COVID-19, and expanding our mental health services. Ms Phillips advised that the mental health hub services would become available 24/7 commencing June 2020.
- Planning for both phase 2 of the shift review and the full roll out of the supervision model had halted due to the Covid-19 outbreak, however, the new supervision

model had been implemented for the Covid-19 pathway and care delivered at first contact had consistently exceed target as a result.

- The level of detailed planning by the Resource Planning Team in response to Covid-19 and the requirements for physical distancing had been considerable and will continue as we manage the increased demand to the service and reduced capacity as a result.

The Committee noted the content of the paper.

3.1 Staff Governance Risk Management Update

Mr McMahon presented the risks to the Committee and highlighted the updates from the previous meeting. The Committee agreed that the Attendance risk should be reviewed and be presented as stand-alone.

The Committee noted the updated Risk Register.

STAFF GOVERNANCE STANDARD

3.2 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.

- NHS 24 social media designated as the public facing channels by Scottish Government.
- Instigated and co-ordinated the Covid-19 mental well-being section on NHSinform for launch by First Minister.
- The team has produced 50 graphics, 47 videos and 10 animations as part of the comms response to Covid-19.
- Significant leadership around ongoing internal communications and staff engagement to support the rapid changes in working practices and additional pressures experienced by all staff across NHS 24.
- Continued support to the Estates Programme through a period of rapid rethink due to evolving issues caused by physical distancing and infection control measures.
- Leadership around significant stakeholder engagement activity with Scottish Government, NHS Scotland partners, Police Scotland, Care Sector, Primary Care across Scotland.

Key activities over the coming quarter include:

- Continue to respond to the Covid-19 situation with communications that are clear, unambiguous and engaging.
- Support NHS 24 services with effective and highly engaging content.
- Ensure communications team colleagues are well supported and able to deliver their commitments while working remotely.
- Renew Comms Delivery Plan
- Publish new Communications Strategy covering a three year period (2020 – 23)

The Committee noted the plan.

3.3. Area Partnership Forum (APF) Report

Mr Revie provided an overview and presented the APF agendas for 5 March 2020, 26 March 2020, 16 April 2020 and 13 May 2020 Covid-19 Sessions.

The Committee noted the update.

3.4 Matters Arising

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

Accordingly, actions 306 and 308 were considered complete and were approved for removal from the Action Log. In relation to Actions 304, 305 and 307 they remain open until 25 August 2020 meeting.

3.5 Reflection on Committee Papers

The Committee considered the papers had been of a high quality standard with good presentations provided. The Committee members highlighted that the meeting had a good well rounded approach.

3.6 Committee Schedule & Workplan

The Committee approved the Staff Governance Committee Workplan, requesting that Whistleblowing be added.

Action: CR

3.7 Annual Report to the Board

The Committee approved the Annual Report to the Board with the following additions/changes:

- Mr Alan Webb to be added to Committee Membership
- Section 9.2 – Areas of achievement to be added

Action: DW

3.8 Agreed Committee Highlights to the Board

The Committee agreed that Mr Glennie would finalise the points to be submitted to the 18 June 2020 meeting of the NHS 24 Board.

3.9 Any Other Business

Ms Wright advised the Committee of the Health & Safety NHS 24 Statement which would be reviewed at an Extraordinary Health & Safety Committee Meeting to be held on 4 June 2020. The Committee formally endorsed the statement.

There being no further business, the meeting was closed.

3.10 Date of Next Meeting

It was noted that the next meeting of the Staff Governance Committee would be held on Tuesday 25 August 2020 at 10:30am in the Committee Room, Caledonia House.