

**NHS 24  
STAFF GOVERNANCE COMMITTEE**

**11 NOVEMBER 2021  
ITEM NO. 1.3**

**Approved Minutes of the Staff Governance Committee Meeting held on  
29 July 2021 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**

Dr Martin Cheyne	Chair
Ms Linda Davidson	Interim Director of Workforce
Mrs Val Hughes	Learning & Development Manager
Mr Fred McCosh	Partnership Forum Nominated Representative
Ms Helen Meldrum	Head of OD, Leadership & Learning
Mr Jim Miller	Chief Executive
Ms Linda Robertson	Risk & Resilience Manager
Mrs Chantal Robinson	EPA (minutes)

**Apologies**

Ms Suzy Aspley	Head of Communications
Mr John Gebbie	Director of Finance
Mr Colin Keys	Partnership Forum Nominated Representative
Mr Kevin McMahan	Head of Risk & Resilience
Mr Martin MacGregor	Partnership Forum Nominated Representative

Mr Glennie opened the meeting and welcomed all members and attendees, he advised that Carol Gillie would be joining the meeting as an observer, Carol would join NHS 24 officially as a Non-Executive Director on 1 September 2021. The Committee also welcomed Gillian Phillips who joined NHS 24 as Corporate Governance Manager.

**1.2 Declaration of Interests**

There were no declarations of interest.

### 1.3 Minutes of the Previous Meeting of 6 May 2021

The minutes of the meeting held on 6 May 2021 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 314, 318, 319, 320 and 321 were considered complete and were approved for removal from the Action Log.

## BUSINESS ITEMS

### 2.1 Attendance Management Overview

Ms Davidson and Mrs Docherty updated the Committee in relation to ongoing activities to support staff wellbeing and recruitment activity to meet the demands of COVID19 and highlighted the following:

- **Attendance Management Implementation Plan** – discussion took place in relation to the additional actions which had been identified within the Attendance Management Scope of Analysis, and Mrs Docherty agreed that these would be added to the current implementation plan.

**Action: PD**

Mrs Docherty advised the Committee that the Workforce Planning Team had developed a Power Bi Dashboard for Heads of Clinical Services to use to provide all information relating to staff attendance etc. Mrs Docherty suggested that Ms O'Neill be invited to the next Committee meeting to provide a demonstration.

**Action: KO**

- **Attendance Management Scope of analysis** - Agreement had been reached that a representative from Scottish Government, would work with the Interim Director of Workforce, to undertake a short review and analysis on the current Action Plan, Data, Policies and further proposals to consider any areas which may need strengthening. The Report had been finalised and contained conclusions and suggested recommendations. Mrs Docherty advised the Committee that the team would be working through the recommendations and subsequently implemented into the Attendance Management Implementation Plan.

The Committee discussed the importance of implementing the next stage of the Shift Review in order for staff to fully benefit from working within teams, and discussed how managers could be evaluated to ensure they are working effectively.

## 2.2 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 April- June 2021.

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.

The Committee noted the improvement in the overall flow of the Report after feedback received from Committee members and the APF.

The Committee asked for an explanation of the following sentence as they felt the true meaning had been lost in translation: *'The vacancies in the Nurse Practitioner establishment are offset with recruitment to other clinical skill sets including Clinical Practice Educators, Mental Health Nurse Practitioners, Psychological Wellbeing Practitioners and Breathing Space Advisors to support the patient journey and new operational model'*.

**Action: MW**

The Committee noted the Report.

## 2.3 Updated Health & Wellbeing Strategy

Mrs Docherty advised that the Strategy had been further developed, as requested, to include the measurement of activity and progress.

The Committee noted the updated Strategy.

## 2.4 OD Leadership & Learning Transformation (ODLL)

Ms Meldrum provided an overview of the ODLL team and highlighted the following aims:

- Define Workforce Directorate's Target Operating Model and how ODL&L fits in (in conjunction with new Workforce Director, Jacqui Hepburn)
- Build the Business Case and associated financial appraisal
- Present Business Case for approval
- Complete any required Organisational Change Processes
- Build the Future State
- Re-launch Future State Model

The Committee noted the presentation and asked for an update at the November 2021 meeting.

**Action: HM**

## 2.5 iMatter 2021

The Committee noted the EMT's commitment to iMatter's core purpose as a staff experience continuous improvement tool and the EMT's approval of the iMatter Implementation Cycle and Approach, which is intended to improve Action-planning and Team Story performance. The Committee noted the change in team structures for iMatter Implementation in 2021, which would be formed by the use of eESS during the team confirmation stage. In addition, the Committee also noted the changes to reporting and action-planning for 2021 implementation from 12 weeks to 8 weeks.

## 2.6 NHSScotland Staff Governance Standard Monitoring Framework 2020-21

The Committee noted for assurance the National Annual Staff Governance Monitoring Return 2020-21. The Committee approved the return which would be required to be signed off by the Chief Executive, the Chair of Staff Governance Committee and the Employee Director prior to submission to the Scottish Government Health & Social Care Directorates on 24 September 2021.

## 2.7 Staff Governance Risk Register

The Committee noted that a Workshop had taken place to review and consider the Staff Governance risk profile to ensure current risks reflected organisational changes due to the COVID-19 response and the redesign of urgent care into business as usual processes and the ongoing challenges to NHS 24's delivery of its Remobilisation Plan. The output of that workshop session had resulted in a number of new and rearticulated risks.

The Committee were supportive of the changes to the risk register, acknowledging the significant work which had been undertaken. The following points were discussed and agreed:

- Risk RPND/041686: Noted that since circulation of the papers, the Secondary Governance Committee to be changed from Planning & Performance to Clinical Governance. Target date to be changed to 31/03/2022. The Committee were content with these changes.
- Following discussion in relation to Risk RPND/041566 (Leaders are not equipped to effectively manage and lead staff), the Committee requested that consideration to be given to a separate risk in relation to whether NHS 24 currently had the appropriate skills/capacity to provide the training/support to Leaders.

**ACTION: HM**

The Committee noted the updated Risk Register.

## 2.8 Staff Governance Terms of Reference

Ms Philips advised that an initial consistency review had taken place of the Committees Terms of Reference and advised that they will be reviewed in line with other Committee

Terms of Reference to ensure consistency across the committees at the upcoming Board meeting on 19 August 2021.

## **FOR NOTING/INFORMATION**

### **3.1 Interim Workforce Plans-Final Feedback Letter-NHS 24**

Ms Davidson advised the Committee that a letter had been received from Scottish Government Workforce Planning Unit, providing feedback to NHS 24's Draft Interim Workforce Plan 2021/22. The feedback would help the development of NHS 24's 2022/25 Workforce Plan.

### **3.2 Estates Update**

The Committee noted the update. The Chief Executive provided information in relation to meetings he has scheduled with key contacts in each of the council areas.

### **3.3 Communications Delivery Plan 2021**

Mrs Morton presented NHS 24's Communication Delivery Plan and highlighted the following key activities:

- Significant programme of internal communications supporting wellbeing plan, infection prevention control, staff vaccination
- Introduction of new Team Talk 24 via Microsoft sway
- Development of new share point intranet is ongoing
- Estates programme
- Multi-media content to support recruitment of call handlers, executive and non-executive directors.

The Committee noted the updated plan.

### **3.4 Area Partnership Forum Report**

Mr Woods provided an overview and advised that the APF had formally met on 20 May and 17 June 2021.

The Committee noted the update and thanked Mr Woods for adding as requested the main issues and concerns for discussion within the report.

### **3.5 Committee Schedule & Workplan**

The Committee approved the Staff Governance Committee Workplan.

### 3.6 Any Other Business

Mr Glennie confirmed that Mr Webb would take over as Committee Chair from 1 April 2022.

Mr Glennie extended the thanks and appreciation from the Committee to Ms Davidson, for her support during her time at NHS 24, Mr Woods also expressed his thanks to Ms Davidson's for her personal support.

The Committee wished Ms Davidson well and congratulated her on her appointment as Workforce Director at the State Hospital.

There being no further business, the meeting was closed.

### 3.7 Date of Next Meeting

It was noted that the next meeting of the Staff Governance Committee would be held on 11 November 2021 at 10:00am via Microsoft Teams.

#### **ACTIONS**

**Attendance Management Implementation Plan** – discussion took place in relation to the additional actions which had been identified within the Attendance Management Scope of Analysis, and Mrs Docherty agreed that these would be added to the current implementation plan.

**Action: PD**

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**Action: KO**

#### **Workforce Report**

The Committee asked for an explanation of the following sentence as they felt the true meaning had been lost in translation: '*The vacancies in the Nurse Practitioner establishment are offset with recruitment to other clinical skill sets including Clinical Practice Educators, Mental Health Nurse Practitioners, Psychological Wellbeing Practitioners and Breathing Space Advisors to support the patient journey and new operational model*'.

**Action: MW**

#### **ODL&L Update**

The Committee noted the presentation and asked for an update at the November 2021 meeting.

**Action: HM**

#### **Staff Governance Risk Register**

Following discussion in relation to Risk RPND/041566 (Leaders are not equipped to effectively manage and lead staff), the Committee requested that consideration to be given to a separate risk in relation to whether NHS 24 currently had the appropriate skills/capacity to provide the training/support to Leaders.

**ACTION: HM**