

**NHS 24
STAFF GOVERNANCE COMMITTEE**

**3 FEBRUARY 2022
ITEM NO. 11.2**

**Approved Minutes of the Staff Governance Committee Meeting held on
11 November 2021 at 10:00am via Microsoft Teams**

REGULAR BUSINESS

1.1 Attendance and Apologies

Committee Members

Mr John Glennie	Non Executive (Committee Chair)
Ms Carol Gillie	Non-Executive Director
Mr Alan Webb	Non Executive
Mr Kenny Woods	Employee Director (Committee Vice-Chair)

In Attendance

Dr Martin Cheyne	Chair
Ms Jacqui Hepburn	Director of Workforce
Mrs Louise Gordon	Business Partner, Employee Relations
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 McMahon	Head of Risk & Resilience
Mr Martin MacGregor	Partnership Forum Nominated Representative
Ms Liz Mallinson	Non Executive
Mr Mike McCormick	Non Executive

Mr Glennie opened the meeting and welcomed all members and attendees. The Committee welcomed Ms Hepburn who had joined NHS 24 as Director of Workforce during September. The Committee extended their thanks to Mr McCormick for his support and dedication during his time as a member of the Committee. Mr McCormick would be taking up the role of Chair of the Planning and Performance Committee.

The Committee observed two minutes silence at 11:00am to pay respects to our Armed Forces community, past and present.

1.2 Declaration of Interests

There were no declarations of interest.

1.3 Minutes of the Previous Meeting of 29 July 2021

The minutes of the meeting held on 29 July 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 322, 323, 324, 235 and 326 were considered complete and were approved for removal from the Action Log.

BUSINESS ITEMS

2.1 Attendance Management Overview

Mrs Gordon provided an update for the Committee in relation to ongoing activities to effectively manage sickness absence and promote health and wellbeing. She highlighted the following

- **Attendance Management Implementation Plan** – discussion took place in relation to the current absence figures and the activities in place to manage attendance. Wellbeing Managers have been in post in each of the centres to focus on attendance, review analysis and to identify any key themes. Processes have been put in place to ensure the Attendance Management Policy guidelines are followed thoroughly and implemented accordingly.

The Attendance Management on line training/webinars continued, 91% of line managers have now completed the on line training. The ER Team continue to offer one to one support to managers, levelling sessions and are in discussions with the Wellbeing Team Managers to see what other support/training and development managers need.

Dashboards had been made available to both the HOC`s and Wellbeing Team Managers. The ER team are liaising with ICT team to determine the best route forward for getting all managers Power BI licenses to ensure the dashboards are available to all managers throughout the organisation.

Ms Hepburn advised that training for managers would focus on providing skills to assist in tackling complex issues. This would be presented after the festive period due to the current pressures on the service.

2.2.1 Wellbeing Audit Report

Mrs Gordon presented the report received from Grant Thornton and advised that a plan to address the recommendations would be progressed. An update on progress would be reported to Staff Governance Committee. The Committee had been advised that this item had also been presented to the Audit Committee for assurance.

2.2 Workforce Performance Report

Ms O'Neill 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 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 discussed the number of Call Handlers who had recently joined the organisation and had left shortly thereafter. It was agreed that the Exit Interview process should be improved to capture the reasons for people leaving so soon after joining. The turnover figure could also be higher during this period, due to the temporary nature of contracts.

The Committee noted the Report.

Ms O'Neill also presented the dashboard that had recently been developed to provide key information to the Heads of Clinical Services (HOCS) in real time: identify and monitor attendance rates, workforce turnover, completed appraisals and health and well-being.

The Committee noted the presentation.

2.3 Workforce Planning & Recruitment Overview

Ms Westwood provided an overview for the Committee in relation to current recruitment activities. The main focus had been on staffing our new NHS 24 centre in Dundee, an extensive recruitment campaign had taken place and had progressed well.

The Committee also discussed the current project between NHS 24 and NSS to launch a campaign for Call Handlers and potentially Call Operators being a career choice within NHSScotland.

- Grant Thornton Recruitment Audit: - The recommendations from the Recruitment Audit, would be added to the action plan and a scoping for a root and branch review of recruitment and retention was underway.

2.4 OD, Leadership & Learning Overview

- Management Essentials Programme: - Ms Meldrum presented the paper to the Committee and highlighted the outputs from stakeholder consultation, extensive research, and mapping & scoping work which informed the design of the

programme. Ms Meldrum advised that close working with colleagues in Service Delivery had taken place to ensure the programme is landed appropriately to allow the target audience of first line managers the opportunity to participate. The first session of the programme would take place from February 2022.

Ms Hepburn advised this had been a good piece of work and would be impactful. The aim would be to have the programme accredited at a later date, which would increase the employee value proposition for first line managers.

Ms Hepburn also advised that the programme would be piloted with our HQ colleagues, which would allow time to test the programme, it would then be rolled out to frontline staff when the demand on key services allows.

- iMatter Overview: - Ms Hughes provided an overview of the results of the Board iMatter. Uptake had been 57% for the Board, which had been comparative across NHSScotland. Action planning would now commence and each Directorate would submit their action plans by the revised date of 30 November 2021.

The Committee agreed the Non Executives would participate in a separate evaluation process and would not be included in the process for 2022.

- Training Escalation Framework: - Ms Meldrum provided an overview of the programme and advised that the Training Escalation Framework was aligned to the Corporate Escalation Process. The Framework included all mandatory and high tariff non-mandatory training. The Framework articulates when each of these training packages should be 'paused' in line with service pressures detailed in the Corporate Escalation Process. Ms Meldrum advised that she would be working closely with CRT to determine appropriate timing to kick off the plan.

The Committee requested this paper be shared with the Clinical Governance Committee Members

Action: CR

2.5 Workforce People Action Plan to March 2022

Ms Hepburn advised the Committee that the development of the new People Action Plan would act as an interim delivery plan for the Workforce Directorate until May 2022. The plan had been aligned to NHS 24's RMP4 objectives and elements of Equality, Diversity & Inclusion considerations had been threaded throughout.

Ms Hepburn also advised the Committee that work is currently underway on a 3-5 year Workforce Strategy and People Plan which would directly align with the refreshed National Workforce Strategy for Health and Social Care in Scotland and NHS 24 Organisational Strategy 2022-25.

Mr Woods advised that he had endorsed the People Action Plan and looked forward to continued collaboration with the Workforce Team.

The Committee noted the Action Plan and looked forward to receiving updates in relation to the key objectives.

2.6 Shift Review Progress Report

Ms Phillips presented the update to the Committee, highlighting the complexities for the implementation of Phase 2 of the Shift Review. A key piece of work is underway to ensure a smooth implementation within the New Year.

2.7 Staff Governance Risk Register

The Committee discussed the risk in relation to the Connect Programme and PMO resource. Mr Gebbie advised he had accelerated the tender process and the aim would be to have someone in place by mid December.

The Committee noted the updated Risk Register and requested that for the next meeting the Risk Register feature earlier in the agenda to ensure full discussion could take place.

FOR NOTING/INFORMATION

3.1 Estates Update

Mr Gebbie advised the Committee of the current work taking place within the Centres and highlighted that although some of the deadlines would be fairly tight, if there were no further delays in relation to supplies or COVID outbreaks, the deadlines would be met.

The Committee noted the update.

3.2 Communications Delivery Plan

The Committee noted the updated plan and the volume of communication within the organisation. The Committee requested the Communications Delivery Plan be scheduled earlier in the agenda to allow time for discussion.

Action: CR

3.3 Area Partnership Forum Report

Mr Woods provided an overview and advised that the APF had formally met on 15 July, 19 August, 16 September and 21 October 2021.

The Committee noted the update.

3.4 Committee Schedule & Workplan

The Committee approved the Staff Governance Committee Work plan.

3.5 Highlights to the Board

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

3.6 Any Other Business

The Chief Executive advised a review of Partnership would take place in the New Year to refocus the level and contribution Staff Side Representatives made towards the Area Partnership Forum as well as their contribution to the Staff Governance Committee agenda. Partnership would complete a self-assessment to ensure the partnership was working effectively.

The Committee recommended that the dates for the APF be synched appropriately with the Staff Governance dates.

Action: CR

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 3 February 2022 at 10:00am via Microsoft Teams.

ACTIONS

Training Escalation Framework

The Committee requested this paper be shared with the Clinical Governance Committee Members

Action: CR

Communications Delivery Plan

The Committee requested the Communications Delivery Plan be scheduled higher in the agenda to allow time for discussion.

Action: CR

Staff Governance Risk Register

The Committee noted the updated Risk Register and requested that for the next meeting the Risk Register feature higher up the agenda to ensure full discussion could take place.

Action: CR

AOB

The Committee recommended that the dates for the APF be synched appropriately with Staff Governance Committee Meeting dates.

Action: CR