

**NHS 24
STAFF GOVERNANCE COMMITTEE**

**12 MAY 2022
ITEM NO. 1.3**

**Approved Minutes of the Staff Governance Committee Meeting held on
3 February 2022 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
Ms Liz Mallinson	Non-Executive Director
Mr Alan Webb	Non-Executive Director
Mr Kenny Woods	Employee Director (Committee Vice-Chair)

In Attendance

Ms Jacqui Hepburn	Director of Workforce
Mrs Louise Gordon	Business Partner, Employee Relations
Ms Suzy Aspley	Head of Communications
Ms Maria Docherty	Director of Nursing U& Care
Mr John Gebbie	Director of Finance
Mr Fred McCosh	Partnership Forum Nominated Representative
Mr Martin MacGregor	Partnership Forum Nominated Representative
Ms Helen Meldrum	Head of OD, Leadership & Learning
Ms Kerry O'Neill	Workforce Information & Development Manager
Mr Graham Revie	Partnership Forum Nominated Representative
Ms Linda Robertson	Risk & Resilience Manager
Mrs Chantal Robinson	EPA (minutes)

Apologies

Dr Martin Cheyne	Chair
Mr Jim Miller	Chief Executive
Mr Colin Keys	Partnership Forum Nominated Representative
Mr Kevin McMahan	Head of Risk & Resilience

Mr Glennie opened the meeting and welcomed all members and attendees. As we had a full agenda for the meeting, Mr Glennie asked presenters to focus on presenting key highlights.

1.2 Declaration of Interests

There were no declarations of interest.

1.3 Minutes of the Previous Meeting of 11 November 2021

The minutes of the meeting held on 11 November 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 327, 328, 329 and 330 were considered complete and approved for removal from the Action Log.

BUSINESS ITEMS

2.1 Staff Governance Risk Register

Ms Robertson presented the Staff Governance Risk Register, highlighting that since papers had been issued the mitigation in relation to the Shift Review risk had been updated to capture progress, particularly in relation to the Engagement/Communication Strategy including the completion of the Shift Review survey and External focus Groups with staff engagement sessions still ongoing. Ms Robertson added that the target date was in relation to Stage 1 of phase 2 of the Shift Review. Mr Glennie sought clarity in relation to the reference in the cover paper to the potential financial risk related to the Shift Review. Ms Hepburn explained that this was in relation to a potential investment required to progress the outputs of the next phase of the shift review, the EMT were currently considering various options and the Committee would be kept updated.

Mr Glennie referred to risk RPND/041686 (Statutory obligations staff training), highlighting that this was an important issue for the Committee but as this risk had reduced below 10 the Committee would no longer have visibility of this risk. Following discussion, it was agreed that the scoring of this risk was appropriate as it was articulated but the development of a new risk should be considered in relation to the impact if NHS 24 do not get back on track with progress made pre-pandemic to improve completion of mandatory and/or statutory training and other areas being developed/improved which were stood down during pandemic.

- **ACTION (HM):** To consider and develop a risk if NHS 24 do not get back on track with progress made pre-pandemic to improve completion rates of mandatory and/or statutory training and other areas being developed/improved/processes which were stood down during pandemic.
- **ACTION (HM/LRO):** To liaise to review mitigating actions across all risks to ensure these reflect progress made in improvement plans and provide Committee with assurance.

2.2 Communications Delivery plan 2022

Ms Aspley presented the Communications Plan and highlighted the following

- Extensive winter campaign communications and significant increase in redirection through work on the 111 content on NHS24.scot. This included 76%

positive sentiment on social media, with more than 70k interactions across the platforms and more than 8 million impressions of the content.

- Proactive media management throughout the period with very positive broadcast coverage over the busy festive weeks on BBC/STV and positive coverage of Cab Sec opening of Dundee centre
- Estates work including centre branding project and welcome packs for Dundee staff
- Very positive response from staff and public to Call Handler Day
- Continued delivery of internal comms for all projects/programmes including Covid-related updates, estates, technology etc.
- Evaluation of Team Talk demonstrated positive response from staff and increased usage of the asset
- Successful submissions to the Holyrood digital awards with two shortlisting's

Planned activities over the coming quarter include:

- Ongoing internal communications across all programmes with work focused on system pressures/return to work/homeworking/infection control/estates
- Easter campaign planning for extended new campaign to support all NHSScotland
- Branding alignment of all mental health services to help promote awareness of key NHS 24 services
- Developing further content for NHS24.scot and exploring enhanced use of You Tube and Instagram to target new audiences with digital content
- Recruitment into media and multi-media roles (delayed due to winter pressures)
- Planning for 20 year anniversary of the first calls to NHS 24 – developing internal and external content for early May anniversary, 20 year service awards, film content etc
- Supporting HR with branded recruitment campaign development
- Working with SG on RUC and Forensic Medical Services campaigns

Ms Aspley advised that work in relation to proposed staff engagement would kick off shortly to provide a cultural framework.

- **ACTION (SA):** Ms Aspley agreed to present an update at the May meeting.

2.3 Workforce Report

Ms O'Neill presented the Workforce Report and advised that the performance matrix would be discussed throughout the agenda. Ms O'Neill confirmed the aim would be to present an updated infographic format of the Workforce Report at the next meeting.

The Committee discussed in detail the fluctuation in relation to Covid absence as there had been an increase in numbers of staff testing positive. Ms Phillips advised the Committee of the robust measures in place to support staff in helping them attend work. The Committee noted the deep dive taking place into the reasons for staffing leaving the service and looked forward to reviewing the outcome.

The Committee noted the Report.

2.4 Staff Engagement & Insights Update

Mrs Campbell provided an update in relation to the Staff Engagement & Insights team, what they do – the staff and the people the team work with across the system. Mrs Campbell advised that the team had worked extremely hard during the last year to progress work in relation to the staff reference groups. Ms Hepburn advised a work plan would be developed to aid in providing clarity.

Ms Hepburn advised the Committee that from January 2022 the Stakeholder Engagement and Insight function had transitioned to a temporary reporting structure, with Workforce being agreed as base directorate for a period up to 6 months.

The Committee welcomed the update.

2.5 Ways of Working & Planning

- Health & Safety Quarterly Report
- Establishment Control Process

Health & Safety Quarterly Report

Ms Westwood provided an overview for information and assurance. A full report had been presented to the Executive Management Team in January 2022. Ms Westwood advised the Health & Safety Committee would be relaunched and updates would continue to be presented to the Staff Governance Committee as required.

The Committee noted the content of the paper.

Establishment Control Process

Ms Westwood presented the paper which had been produced by Workforce and Finance colleagues. Concerns had been raised in relation to the lack of control processes with regards to the RAF, JEA and Redeployment processes. Ms Westwood advised that the Strategic Workforce Planning Group would have overall responsibility for the finalising and implementation of the new process.

The paper would be presented at the March EMT. The EMT had agreed current processes needed to be improved and the EMT had approved the proposals within the paper.

The Committee noted the paper.

ACTION (MW): Ms Westwood to clarify how the Establishment Control Process would work within the Area Partnership Forum

2.6 Organisation and Culture - Succession Planning & Talent Management

Ms Meldrum advised that the process would commence with an initial exercise which would be conducted and concluded between February and March 2022. Each Executive Management Team member would utilise the tools to identify Heads of

Department and equivalent senior managers who have the potential required to operate at a Director level. The new approach would become the process employed for ongoing succession planning but also initially help to identify individual(s) who are to be considered for nomination and sponsorship to the new national systems leadership programme.

The Committee welcomed the new approach to Talent Identification and Succession Planning and the demonstration of the tool designed to support the new activities.

2.7 People Services

Thrive App Demonstration

NHS 24 had been allocated resource from the Winter Pressures Fund to further support staff wellbeing. The Wellbeing Steering Group considered several options. It had been agreed that the most sustainable option would be the Thrive Mental Health Wellbeing App which had been described as a clinically effective app for the prevention, early detection and management of anxiety, depression and stress. A demonstration of the app followed, which had been well received by Committee members.

The Committee Chair thanked the team for the demonstration.

Attendance Management Implementation Plan Update

Ms Gordon presented the updated plan and advised that the actions had been progressed. She advised that the plan had been reviewed monthly at the Attendance Management Improvement Steering Group Meeting.

The Committee discussed the concern in relation to Attendance Management across all cohorts of the frontline staffing groups. Sickness absence excluding COVID related special leave continues to be high. In October, November and December absence continues to sit above 9% with no noted improvements across the quarter.

In response, Ms Gordon highlighted that there is much activity on-going in a bid to reduce the impact and support our staff. The most noted change is in the volume of meetings that are taking place due to staff members absence triggering the requirement for a meeting under the Once for Scotland Absence Policy. In the last quarter, more than 200 formal meetings (at varying stages in the policy) have taken place with managers and their staff members outlining the importance of attending work whilst ensuring supportive measures are in place to allow staff to return or preventing future absence.

The Committee noted the update.

3.1 Area Partnership Forum

Ms Hepburn presented the APF Workplan and Self-Assessment documents and reminded members and attendees to complete the Self-Assessment form as soon as possible for the information to be collated. The Workplan would be reviewed at an upcoming weekly staff side meeting.

3.2 Committee Schedule & Workplan

It was noted that the current Committee Schedule and Workplan would be reviewed and updated prior to the next Committee meeting to ensure it has a balance on the focus of all the work that is currently taking place.

3.3 Any Other Business

The Trade Union representatives expressed their thanks and appreciation to Mr Glennie for his support as Staff Governance Committee Chair.

3.4 Date of Next Meeting

It was noted that the next meeting of the Staff Governance Committee would be held on 12 May 2022 at 10:00am via Teams.

ACTIONS

ACTION (HM): To consider and develop a risk if NHS 24 do not get back on track with progress made pre-pandemic to improve completion rates of mandatory and/or statutory training and other areas being developed/improved/processes which were stood down during pandemic.

ACTION (HM/LRO): To liaise to review mitigating actions across all risks to ensure these reflect progress made in improvement plans and provide Committee with assurance.

ACTION (MW): Ms Westwood to clarify how the Establishment Control Process would work within the Area Partnership Forum

ACTION (SA): Ms Aspley agreed to present an update of the Communications Plan at the May meeting.