

**NHS 24  
BOARD MEETING**

**18 AUGUST 2022  
ITEM NO 11.2b  
FOR ASSURANCE**

**KEY POINTS OF THE STAFF GOVERNANCE COMMITTEE HELD ON  
28 JULY 2022**

<b>Executive Sponsor:</b>	Chair Staff Governance Committee, Alan Webb
<b>Lead Officer/Author:</b>	Director of Workforce, Jacqui Hepburn
<b>Action Required</b>	The NHS 24 Board is asked to note what was discussed at the Staff Governance Committee at the 28 July 2022 Meeting.

**1. Purpose of the report**

This report provides the NHS 24 Board with an update on key issues arising from the Staff Governance Committee held on 28 July 2022.

**2. Recommendation**

The NHS 24 Board is asked to receive and note the key points outlined. The focus of the Committee had been the Workforce Strategy and Plan, Quarterly Workforce Report, Ways of Working & Planning, Organisation and Culture and People Services. The Committee also discussed the EMT Portfolio Review and the Staff Governance Committee Terms of Reference.

**2.1 Workforce Strategy & Plan**

NHS 24 have historically produced an annual Workforce Plan, and over the past 2 years this has been integrated within a series of versions of Remobilisation Plans. Our workforce during this time has exponentially grown and its remit within the wider health and social care system expanded. To keep pace with such rapid change, a decision has been taken to produce not only the Workforce Plan but also, a supporting strategy, providing our people and the organisation with a clear vision and direction of travel towards full workforce transformation and maturity.

An ambitious Workforce Strategy & Plan has been developed for 2022-25 through understanding the challenges which lie ahead for NHS 24. We believe that the delivery of our plan through the five identified strategic priorities will help us have ‘the right people, technology, infrastructure and working environment to support staff to deliver excellence’.

- Sustainable Workforce
- Inclusive Culture

- Enhanced Learning & Development
- Effective Leadership & Management
- Collaboration & Engagement

## 2.2 Workforce Quarterly Report

The report advised the Committee of the commencement of the Establishment Control Movement Sheet which provides Directors with good quality reporting and accurate figures for each of their directorates. It was highlighted that both the Attendance and Mandatory Training figures had significantly improved. The Committee agreed to focus on Attrition Rates at the next Staff Governance Committee meeting.

## 2.3 Appraisal Reinvigoration Action Plan

Effective and meaningful appraisal has always been a key element of staff development within NHS 24. A completed appraisal in NHS 24 is defined as having completed 3 elements

- Worked toward defined **Objectives**
- Articulated and executed activities within a **Personal Development Plan (PDP)**
- Undertaken a performance **Discussion** with the line manager.

Over the preceding 2 years, appraisal activities have been sporadic and completion requirements have changed in line with service pressure levels in response to COVID 19. In 2020 appraisal was paused nationally. Up to April 2021, the requirements were reduced to the line manager performance discussion element only.

Our Statement of Strategic Intent and Executive Directors objectives have now been approved and as such presents an opportune time to reinvigorate appraisal within NHS 24, aligning our workforce activities to our strategic priorities.

## 2.4 Management Essentials Programme (MEP) – Pilot Evaluation

The MEP Pilot was delivered between 24<sup>th</sup> May and 16<sup>th</sup> June 2022 to 9 Managers

- Each participant completed an evaluation survey at the end of each of the 12 modules
- The overall effectiveness rating for the MEP Pilot was **94%**
- The report was shared off table with EMT members and approval was given to move to full implementation
- Full organisational rollout commenced on 5<sup>th</sup> July 2022 and will continue through November 2023 in a bid to retrospectively upskill all line managers up to and including Band 7
- After November 2023 it shall be integrated into business as usual

## 2.5 Quarterly Staff Engagement Report (March – May 2022)

NHS 24's programme of staff engagement for 2022/23 set out to provide a range of opportunities across the organisation centred round a theme of celebration & recognition as part of the 20<sup>th</sup> Anniversary year. It is underpinned by an additional structured programme of work to develop insights into staff groups across all centres, enabling more targeted opportunities for communicating and engaging, re-setting our culture and values, and supporting staff retention through improvements in overall staff experience.

Key Developments during this period were:

- Developed a refreshed approach to staff engagement that builds upon:
- Listening and involving staff
- Recognition
- Our culture & values
- Created a year-long programme of activities that provides Leadership Visibility & Celebrates our 20<sup>th</sup> Anniversary year.