

<b>NHS 24 BOARD</b>	<b>16 JUNE 2022 ITEM NO 11.2b</b>
<b>KEY POINTS OF THE STAFF GOVERNANCE COMMITTEE HELD ON 12 MAY 2022</b>	
<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 items discussed at the Staff Governance Committee at the 12 May 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 12 May 2022.

## 2. Recommendation

The NHS 24 Board is asked to receive and note the key points outlined. The main focus of the Committee had been the Quarterly Workforce Report, Ways of Working & Planning, Organisation and Culture and People Services. The Committee also discussed the ongoing development of the Area Partnership Forum and their proposed Work Plan.

### 2.1 Establishment Control Process

NHS 24 are currently reviewing and revising the establishment control process, aimed at supporting workforce planning in that we have the right staff, with the right skills at the right time whilst maintaining an effective, efficient and economic workforce structure.

The establishment control process is to ensure there is a structured evaluation undertaken before decisions are made to change the agreed staffing structure. Integral to taking this work forward is the implementation of The Establishment Control Panel to provide oversight and scrutiny of vacancy management and changes to posts on behalf of the Executive Management Team. They will ensure the establishment control process is followed when making changes to posts, budgeted WTE, bands attached to posts and job purpose (including reporting lines, job title and type of work undertaken).

A further development has been the creation of the establishment control movement sheets. These will provide Directors with an overview of their directorate budget, WTE of staff in post and vacancies, whilst asking them to advise of any changes to the structure/budget to ensure more accurate and consistent reporting across Finance and Workforce.

## **2.2 Mandatory Training Improvement Plan**

A Mandatory Training Improvement Plan has been developed and agreed by EMT. EMT also approved a change to the way Mandatory Training is reported which will see this moved from rolling years to a fixed 2-year period. This will allow for more accurate reporting. A review of Mandatory Training is also underway to consider if all Training current categorised as 'Mandatory' is indeed Mandatory. To support this work, a short life working group has been established, which includes key stakeholders from across NHS 24.

## **2.3 NHS 24 Training Prospectus and Leadership Development Framework**

As NHS 24 emerges from Covid, staff should now start to plan their own personal and professional development for the year ahead in line with organisational priorities at their one to one and appraisal discussions with their line manager. As such, A Training Prospectus and Leadership Development Framework have been developed:

- The Training Prospectus will act as a 'one stop shop' for discussions pertaining to maintaining, consolidating or increasing technical skills and job knowledge or reskilling in adjacent skills. This will remain a live document with new courses and programmes added when available. The Prospectus will be fully interactive with all staff able to click on any course which will divert them to book on to the course or to the course providers web page. It shall include Mandatory Training, CPD, BMJ Clinical Learning content and shall evolve as the organisation matures its training offerings. The Training Prospectus will help develop our staff in 'WHAT' they do in their roles and is skills and knowledge driven.
- The Leadership Development Framework is a support structure which will guide and compel the development of leadership capabilities required to face current and future challenges at all leadership levels across the organisation. It will act as a 'one stop shop' for all leadership development activities and too shall remain a live document which is interactive and indeed interfaces with the Training Prospectus. It will suggest support and resources, potential development opportunities and activities which should be undertaken to aid progression. It should be noted that the Leadership Development Framework is NOT a map for Career Pathways, this will be subject to a separate piece of work. It allows any member of staff with leadership ambition to identify their current level and what actions they may wish to undertake to 'get ready' for the next level of leadership. The Leadership Levels which are contained within it are:
  1. Aspiring Leaders
  2. Engaging Leaders
  3. Established Leaders
  4. Senior Leaders
  5. Executive Leaders

## 2.4 Attendance Management Improvement Plan 2022-2023

The Attendance Management Improvement plan 2022/23 has been developed. The plan builds on the activities undertaken in 2021/22 and will focus on the following areas:

- The role of the Wellbeing Team Managers in supporting line managers manage attendance at work.
- Support and training for all line managers.
- Implement recommendations from the recent audit of Attendance Management undertaken by Grant Thornton.
- Take on ongoing feedback from the Trade Unions on attendance management.
- Implement the Reasonable Workplace Adjustment Policy.
- Links to Health and Wellbeing Action Plan
- Provide a focus on Mental Health absence and support to our staff.

## 2.5 Staff Engagement

NHS 24's internal engagement approach aims to support all directorates and their teams with the right conditions that motivates staff to give their best each day.

Through meaningful engagement our plans aim to:

- Instil positive attitudes and behaviours in line with our corporate values
- Develop pride and loyalty working at NHS 24
- Ensure our staff become great advocates of the services we deliver in support of recruitment and retention
- Draw on our collective knowledge and ideas to improve our services, innovate on how we work, providing greater opportunities for involvement by all
- Build a deeper commitment from colleagues that supports improvements in absenteeism.

The key deliverables for 2022/23 include:

- Staff Engagement Strategy
- Annual Staff Engagement Delivery Plan
- Quarterly Engagement Report
- Programme of Leadership Visibility
- 20th Anniversary programme of activity across all centres and Directorates
- *Valuing Our People* Staff Survey, Focus Groups & Staff Personas
- Creation of a Staff Reference Group