

**NHS 24  
BOARD MEETING**

**27 FEBRUARY 2020  
ITEM NO 12.2  
FOR ASSURANCE**

**KEY POINTS OF THE STAFF GOVERNANCE COMMITTEE HELD ON  
13 FEBRUARY 2020**

<b>Executive Sponsor:</b>	Chair Staff Governance Committee
<b>Lead Officer/Author:</b>	Director of Workforce
<b>Action Required</b>	The Board is asked to note what was discussed at the Staff Governance Committee at their meeting on 13 February 2020.

**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 13 February 2020.

**2. Recommendation**

The NHS 24 Board is asked to receive and note the key points outlined.

**1. Attendance** – The Committee noted that the Once for Scotland refreshed Attendance Policy that had been designed in Partnership would be implemented to Managers and Staff from 1 March 2020. The Committee were advised of the key changes that would affect NHS 24:

- Disability Leave Policy – will no longer exist under new policy
- New triggers – 4 separate episodes of absence or short term absences totalling 8 or more **working days** within a rolling 12 months and longer term absence 29 calendar days or more.
- There will no longer be an informal stage.
- Review meetings will be held and the manager will decide whether the individual progresses through the stages.

All agreed that the current levels of absence were unacceptable. It was agreed that Clyde and Cardonald would implement some of the best practice from the East Pilot to ensure consistency of approach across each centre.

The recent internal audit which took place into absence has been presented to the Audit & Risk Committee and will be presented at the next Staff Governance Committee. The actions from this audit will form the basis of the new robust Attendance Management Implementation Plan which will be managed through the Staff Governance Committee and APF.

- 2. Recruitment** – The Committee noted that recruitment continues to be a significant area of focus; Service Delivery and Workforce continue to work closely together to increase the overall staffing numbers and support the development of new and existing services. The main area of focus continues towards the target of 435 FTE Call Handlers by end March 2020. As at 21 January 2020, the number of Call Handlers was 407 FTE with further intakes planned during February and March 2020.
- 3. Retention** – The Committee noted the current work being undertaken to develop an understanding of the stability within the current workforce which can provide NHS 24 with a better understanding of the labour dynamics both internally and externally, in terms of how NHS 24 connects to the wider labour markets. Stakeholders from the Workforce and Service Delivery Directorates are working together to discuss the Exit Interview process in order to streamline and maximise the information that can be collated to help NHS 24 make changes where necessary and improve retention.
- 4. Shift Review** – The Committee noted that 96% of staff had now transitioned onto their new shift pattern, although a small number of staff have not yet finalised their new shift arrangements and will continue to work on their existing pattern in the short-term. Planning for Phase II has commenced and will include the Scheduled Care Services, Pharmacy and Dental Staff. In addition, frontline managers within 111 will also be included. Initial learning's from Phase I will be implemented into Phase II. The proposed plan for Phase II will be presented to the Committee prior to being implemented.
- 5. Leadership & Management** – The Committee noted the 2020 programme for people managers and leaders. The programme is aimed at increasing professional, responsible, compassionate leadership, values-based behaviours and organisation health, wellbeing and resilience. The programme also focuses on the need to embrace a culture of quality improvement and service transformation in a spirit of collaboration and joint ownership.