

**NHS 24
STAFF GOVERNANCE COMMITTEE**

**20 MAY 2020
ITEM NO. 1.3**

**Approved Minutes of the Staff Governance Committee Meeting held on
13 February 2020 at 10:00am in the Committee Room at Cardonald**

REGULAR BUSINESS

1.1 Attendance and Apologies

Committee Members

Dr Jay Butler	Non Executive
Mr John Glennie	Non Executive (Committee Chair)
Mr Mike McCormick	Non Executive
Mr Fred McCosh	Partnership Forum Nominated Representative
Mr Graham Revie	Non Executive (Committee Vice Chair)
Mr Alan Webb	Non Executive

In Attendance

Ms Suzy Aspley	Head of Communications
Dr Martin Cheyne	Chair
Mrs Pauline Docherty	Head of Employee Relations
Mrs Angiolina Foster	Chief Executive
Mrs Val Hughes	Learning and Organisational Development Manager
Mrs Gill McInnes	Head of HR Business Services
Mr Kevin McMahan	Head of Risk & Resilience (for Item 2.6)
Mr David Miller	Director of Workforce
Ms Steph Phillips	Director of Service Delivery
Ms Kerry O'Neill	Workforce Information and Development Manager
Mrs Sarah-Jane Porch	HR Business Partner
Mrs Chantal Robinson	EPA (minutes)
Mr Damien Snedden	Deputy Director of Finance
Ms Paula Speirs	Associate Director, Planning & Performance / Connect Programme Director
Ms Brenda Wilson	Deputy Director of Nursing and Care

Apologies

Mr Martin MacGregor	Partnership Forum Nominated Representative
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Mr Glennie opened the meeting and welcomed all members and attendees, noting apologies as above. Mr Glennie welcomed Dr Martin Cheyne, Chair of NHS 24 to his first Staff Governance Committee meeting.

1.2 Declaration of Interests

There were no declarations of interest.

1.3 Minutes of the Previous Meeting of 4 November 2020

The minutes of the meeting held on 4 November 2020 were approved as an accurate record of discussions.

COMPLIANCE REPORTING

2.1 Workforce Report

- **Attrition Analysis**

Mr Miller presented the HR Workforce Report to the Committee; the report provided a summary and analysis of key HR Management Information trends with a focus on the month of December 2019. This 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 noted the content of the report and took the highlights of the report as read, welcoming the in-depth presentation into key areas of attendance management that would follow.

The Committee requested that the updated Attrition paper be brought back to the 20 May 2020 Committee meeting.

Action: DM

The Committee noted the Report.

2.2 2020-2023 Operating Plan

Ms Speirs presented the paper to the Committee to provide an update on the development of the NHS 24 Operating Plan covering 2020/21 – 2022/23, highlighting the following key areas:

- A joint Executive Session was held with Scottish Ambulance Service (SAS) on 24 January 2020 to consider strategic areas of opportunity for collaboration, key examples being:
 - Primary Care Sustainability
 - Unscheduled Care Reform
 - Mental Health
 - Digital/Technology
- A draft Operating Plan had been shared with Scottish Government on 7 February 2020, with feedback expected before final submission, following Board approval on 2 April 2020. NHS 24's Board would also discuss the Operating Plan at the Development session due to take place in March 2020. As part of the Operating Plan, NHS 24 are proposing an updated Performance Framework to reflect the change in focus towards care at the first point of contact and also in line with recent discussions with NHS 24's Sponsor Team.

2.3 Connect Programme Update

Ms Speirs presented the update and advised the Committee that Phase 1 of the project had been restructured into 5 workstreams:

- Extended Support
- Critical Hardware
- Voice/Screen Recording
- Desktop/Laptop Rollout
- SAP Hana/Reporting Infrastructure

Ms Speirs advised that Phase 2 is currently on track to deliver an Outline Business Case to NHS 24's Board in April 2020.

Ms Speirs advised the Committee that the timing would now be appropriate to engage with staff. Ms Aspley advised that a Staff Engagement Plan had been developed and would be implemented working in partnership.

The Committee noted the paper.

2.4 Staff Governance Monitoring Return Response

Mrs McInnes presented the paper to the Committee advising that the National Monitoring Return had been submitted to the Scottish Government Health & Social Care Directorate in May 2019. NHS 24 had received feedback from the submission and subsequently had provided further feedback to Scottish Government in December 2019. The Committee is provided with a copy of the additional information.

The Committee noted the paper.

2.5 National Board Collaboration Update

Mr Miller highlighted the progress to date of this work and the Committee discussed the implications of efficiency savings that would be required to take place. Mr Miller also advised that the HR Portal was now live within NHS 24.

The Committee noted the progress within the paper.

2.6 Estates Programme

Mr Snedden presented the Business Case proposal to the Committee and provided a brief summary in relation to the sites that have been considered. An options appraisal had been completed and a preferred option identified. The option had been endorsed by the Estates Programme Board and Trade Unions.

The Committee noted the paper.

2.7 Service Model Implementation

Ms Phillips presented the paper to the Committee, highlighting that 96% of staff had transitioned on to their new shift pattern. A small number of staff continue to progress through the remaining stages of the process, which is being managed by the Workforce Directorate and fully supported by the Shift Review Team. Ms Phillips advised that a formal evaluation of the Shift Review would take place by an internal auditor and the report would be available to the Committee on completion.

Ms Phillips highlighted to the Committee that since implementation, the 'huddles' have formed a crucial component of continued staff engagement. Offline time for CPD activities had also been protected within Service Delivery, ensuring staff have protected learning time each month to focus on learning and professional development in a supported environment. Staff Side representatives advised that they had received feedback that the face to face 'huddles' have had a positive impact on the working environment and had proved very effective.

The Committee noted the report.

2.8 Attendance Improvement Plan – Update

- **Once for Scotland Workforce Policies**
- **Once for Scotland Absence Policy**

Mrs McInnes presented the Once for Scotland Workforce Policies implementation plan for the roll out of Phase I on 1 March 2020, which consisted of 5 policies. The plan had been developed and would be delivered in partnership.

Mrs McInnes highlighted that a presentation would be delivered in partnership to staff side and managers, staff are being advised of the changes via an on-line animated video which had been prepared in-house and managers are being trained on the application of the policies.

Mrs McInnes advised the Committee of key changes that would take place within the Attendance Management Policy and highlighted the following:

- The Disability Leave Policy will no longer be stand alone and will be implemented via the Attendance Management Policy
- New Triggers will be implemented: 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 is no informal stage, but expectation manager/employee will have met.
- Employee invited to Stage 1, 2 or 3, with review date and timescales for improvement to be set.
- Employee to attend one or more Review meetings before a decision is made.
- Formal process: 3 stages which is the same as our current process, however, attendees will now be invited to one or more Review meetings before a decision is made and it is at the Final Review meeting that a decision will be made to progress to the next stage.

Mrs Docherty presented the Attendance Improvement Plan and advised the Committee of the key work taking place by the team with the aim to improve attendance throughout the organisation. Mrs Docherty highlighted the importance of retraining managers on

the application of the Attendance Management Policy and continuing the engagement with managers.

The Committee discussed the recent internal audit which took place into absence and had been presented to the Audit & Risk Committee. Mr Miller confirmed the audit would be presented at the next Staff Governance Committee.

Action: DM

Mr Miller advised the Committee of the positive actions being put in place to give assurance that all items raised within the Audit are being appropriately.

The Committee were provided information in relation to the test of change that had taken place within the East Contact Centre during the last 12 months. It had been agreed that both Clyde and Cardonald would implement some of the best practices from the East Pilot to ensure consistency of approach across each centre.

The Committee requested sight of the Test of Change East Pilot evaluation.

Action: DM

2.9 Staff Governance Risk Management Update

The Committee noted the updated Risk Register.

STAFF GOVERNANCE STANDARD

3.1 Well Informed

3.1.1 Communications Delivery Plan 2019

Ms Aspley presented NHS 24's Communication Delivery Plan and highlighted the following key activities:

- Successful delivery of the Be Healthwise this Winter campaign and support for the SG Keep Well this Winter digital campaign.
- Enhanced social media output across festive. This included our fun festive video which features NHS 24 staff from around our centres and was very popular with staff and the public. Further details on social media impact are outlined below.
- Development of campaign materials to support the mental health hub on behalf of all partners – NHS 24 comms are leading this work.

Key activities over the coming quarter include:

- Development of the 2020/21 staff engagement plan
- Refresh of long service initiative for staff
- Developing content for the Year of Nursing
- Plan and deliver the Be Health-Wise this Easter campaign
- Commission public research for redirection and sustainability communications during 2020
- Campaign launch to support mental health signposting on behalf of Police, SAS and NHS 24 collaborative

- Support national collaborative programme board with communications planning for 2020.

The Staff Engagement Plan to be added to the agenda for the 20 May 2020 Committee meeting.

Action: CR

The Committee noted the plan.

3.2 Appropriately Trained

3.2.1 Investing in our Leadership Update

Ms Hughes provided an update and advised the Committee that the programme is aimed at resetting the culture to achieve NHS 24's strategic aims. Ms Hughes advised that the Launch Events had been attended by 251 participants and had been evaluated as highly effective. The Events had been by the Chief Executive, followed by Peter Anderton, an external speaker from the Art of Brilliance, and were focussed on leading for our future. Ms Hughes informed the Committee that the target audience had expanded to 280 to include new skill sets and colleagues in key roles for resetting our culture, from staff side and the Employee Relations and Communications team.

The first of the next three large-scale Core Events entitled Empowered for Building a Stronger Organisation had taken place on 12 February 2020, facilitated by the Director of Operations and the Medical Director.

Ms Hughes informed the Committee that the Programme costs had increased from what had been previously budgeted from to £41,133. The additional expenditure had been agreed by the Director of Workforce and is within the development budget of NHS 24. Ms Hughes advised that the overall cost represents excellent value for a programme of this scale and nature, at a cost per head of £146.90.

3.2.2 Organisational Development Plan

A copy of the Workforce Directorate Implementation Plan was provided and Ms Hughes advised the Committee that the title of the Plan had been changed to reflect its role in supporting all aspects of the Workforce Strategic Framework. The timing of the Implementation Plan had also been changed to cover the period from 2019 to 2023, to align with Annual Operational Planning timelines.

The Plan had been developed to deliver the work from the four strategic priorities identified in the Workforce Strategic Framework and will be provided as an appendix to the Framework, with the Leads and Critical Contributors columns removed. The four priorities are:

- Building and sustaining our workforce for now and for the future
- Developing our digitally skilled workforce and ensuring we can support new ways of working
- Staff Health and Wellbeing
- National Board Collaborative Working

Delivery of the Implementation Plan will be monitored and evaluated by the Strategic Workforce Planning Group, Executive Management Team, Area Partnership Forum and Staff Governance Committee. Engagement had taken place with key stakeholders to co-produce and deliver the Implementation Plan in partnership.

The Committee noted the plan.

3.3 Involved in Decisions which Affect Them

3.3.1 Area Partnership Forum (APF) Report

Mr Revie provided an overview and presented the APF agendas for the 21 November 2019 and 19 December 2019 meetings.

The Committee noted the update.

3.5 Provided with an Improved & Safe Working Environment

3.5.1 Area Health and Safety Committee Minutes

Mrs McInnes presented the minutes of the Health and Safety Committee meeting held on 3 December 2019. Mrs McInnes highlighted an annual audit had taken place in each of the centres, with each site achieving over 95%.

Mrs McInnes advised that NHS 24's Health & Safety Consultant would provide a report in relation to NHS 24's proposed new location.

The Committee noted the paper.

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 297,302, 203 and 305 were considered complete and were approved for removal from the Action Log. In relation to Action 304, this action is to remain open until 20 May 2020 meeting.

5. Reflection on Committee Papers

The Committee considered that the papers presented led to a healthy discussion and the information contained within them was getting better. However, the Committee felt that too many papers had been tabled at this meeting.

The Chair requested that on completion of the Audit and Risk Committee on Monday 17 February 2020, the 2019/20 Internal Audit Workforce –Attendance Management paper be sent to Committee Members.

Action: DM

6. Committee Schedule & Workplan

The Committee approved the Staff Governance Committee Workplan, with the addition of the 2019/20 Internal Audit Workforce –Attendance Management to the May 2020 meeting.

6.1 Committee Terms of Reference

The Committee approved the Staff Governance Committee Terms of Reference and Membership for onward approval by the NHS 24 Board.

7. Any Other Business

Mr Miller advised the Committee of the recently appointed Non-Executive Whistleblowing Champion to NHS 24 Liz Mallinson, who is currently a Non-Executive Director with Institute of Occupational Medicine.

There being no further business, the meeting was closed.

8. Agreed Committee Highlights to the Board

The Committee agreed that Mr Glennie would finalise the points to be submitted to the 27 February 2020 meeting of the NHS 24 Board.

9. Date of Next Meeting

It was noted that the next meeting of the Staff Governance Committee would be held on Wednesday 20 May 2020 at 10:30am in the Committee Room, Caledonia House.