

**NHS 24
STAFF GOVERNANCE COMMITTEE**

**17 NOVEMBER 2020
ITEM NO. 1.3**

**Approved Minutes of the Staff Governance Committee Meeting held on
25 August 2020 at 10:30am in the Committee Room at Cardonald**

REGULAR BUSINESS

1.1 Attendance and Apologies

Committee Members

Mr John Glennie	Non Executive (Committee Chair)
Ms Liz Mallinson	Non Executive
Mr Mike McCormick	Non Executive
Mr Graham Revie	Non Executive (Committee Vice Chair)
Mr Alan Webb	Non Executive

In Attendance

Ms Suzy Aspley	Head of Communications
Mrs Gayle Baxter	Learning Infrastructure Manager
Dr Martin Cheyne	Chair
Mrs Maria Docherty	Director of Nursing & Care
Mrs Pauline Docherty	Head of Employee Relations
Mrs Angiolina Foster	Chief Executive
Mr John Gebbie	Director of Finance
Mr Colin Keys	Partnership Forum Nominated Representative
Mr Joseph Markey	Partnership Forum Nominated Representative
Mr Fred McCosh	Partnership Forum Nominated Representative
Mrs Gill McInnes	Head of HR Business Services
Mr Kevin McMahan	Head of Risk & Resilience (for Item 3.1)
Ms Steph Phillips	Director of Service Delivery
Ms Kerry O'Neill	Workforce Information and Development Manager
Mrs Chantal Robinson	EPA (minutes)
Mr Kenny Woods	Partnership Forum Nominated Representative
Ms Dorothy Wright	Interim Director of Workforce

Apologies

Mr Martin MacGregor	Partnership Forum Nominated Representative
Ms Mary-Jane Mitchell	Partnership Forum Nominated Representative

Mr Glennie opened the meeting and welcomed all members and attendees, noting that this would be Mr Revie's last meeting as Employee Director.

1.2 Declaration of Interests

There were no declarations of interest.

1.3 Minutes of the Previous Meeting of 25 August 2020

The minutes of the meeting held on 25 August 2020 were approved as an accurate record of discussions.

Dr Cheyne also expressed the Committee's thanks and gratitude to Mr Revie for his contribution as Employee Director over the years to the Staff Governance Committee.

COMPLIANCE REPORTING

2.1 Attendance Management Update

Ms Wright presented the Attendance Management Improvement Plan which focused on supporting line managers through the learning and development programme. Within Service Delivery, there had been a clear focus on line managers and how they manage early intervention within absence cases. As part of NHS 24's "Better Working, Better Care Programme" and the Shift Review a number of actions to improve the proactivity of attendance management would be taken forward and the organisation looked at the current alignment of managers and teams to better monitor and address attendance and any other issues with staff.

NHS 24's Plan includes objectives to develop key positioning and messaging on the benefits of managing attendance well and the links to the organisations wider health and wellbeing agenda. NHS 24 also needs to recognise that in managing attendance while we very much wish to see staff be well and attend work, a range of outcomes would be possible. Successful management of attendance requires good data, confident and supported managers and consistent treatment of staff.

Ms Wright highlighted the work due to take place during the Discovery phase, this work aims to seek to understand current manager and staff experience of attendance management within NHS 24. To identify gaps and barriers in the prevention and support of sickness absence across all staff groups and locations. This would enable the Steering Group to make recommendations for change, inform organisational development plans to enable changes in culture and practice required to deliver sustainable, values based approaches.

The Committee noted the Training and Development Plan which had been developed in partnership and agreed; Plan includes learning outcomes; training is mandatory for all people managers - both an interactive eLearning module and facilitated online training sessions are available, and managers may opt to complete either option

The Committee noted the update.

2.2 Digital Transformation Presentation

Mrs Huckerby and Ms Wright presented to the Committee a Digital Transformation overview, highlighting meeting the needs of the new digital customer. Mrs Huckerby advised that NHS 24 had been working towards transforming the way in which it delivers services and how NHS 24 continues to support our partners and health boards.

Ms Huckerby highlighted to the Committee the programme of work under way, embarking on a cultural change for the ICT and Digital teams. Ms Wright advised the

Committee that a Governance Group had been established to oversee this engagement.

The Committee thanked Ms Wright and Mrs Huckerby for the informative presentation.

2.3 Appraisal, Objective Setting and Personal Development Planning

Ms Baxter advised the Committee of the progress in the organisation's approach to personal development planning and review, highlighting the following:

- **Objective Setting** - it was agreed that there is value in communicating the agreed Directorate objectives to colleagues within the Directorate, and that these should inform the objectives which are agreed for Senior Managers – it was noted that for some Directorates (depending on size and structure), it would be possible for the Directorate objectives to directly impact on individual objectives for all staff, but that where this was not appropriate then individual objectives would be agreed which were meaningful for the staff member but not necessarily directly linked to Directorate objectives. Where it is not practical or meaningful to align individual staff objectives with those agreed at Directorate level, it was agreed that staff objectives should be informed by alignment to high-level strategic aims or organisational values.
- There are several benefits in having an effective appraisal process in place, summarised as follows:
 - Effective appraisal is key for staff development
 - Links to talent management and succession planning
 - Provides opportunity to build on and improve relationships between staff members and managers
 - Experience of an effective appraisal process is motivational for staff
 - Value of participating in a coherent organisational endeavour. The value of the inclusion of a mid-year review was discussed, and it was noted that this approach is already in place for some staff, but is not formalised nor reported on. It should be acknowledged that whilst appraisals provide the opportunity for formal review and planning on an annual basis, regular one-to-ones and other individual and team meetings are used for year-round information sharing and feedback.

The Committee noted the paper.

2.4 Overview of Leadership

Ms Wright provided an overview to the Committee and highlighted the key elements of senior management. Critical skills for those developing into senior leadership roles are the ability to influence people, foster cooperation, to assist in raising performance and the ability to fully understand the needs of others.

The Committee discussed the need to continue to invest in the Senior Managers of NHS 24 and to ensure that the correct systems were in place to support people to do their job. A key message from the Chief Executive was to 'let people perform to the best of their ability'.

The Committee thanked Ms Wright for the overview.

2.5 Workforce Report

Ms Wright presented the quarterly HR Workforce Report to the Committee; the report provided a summary and analysis of key HR Management Information trends with a focus on the months of May-July 2020. It is proposed that the future reporting schedule will align to financial quarter reporting periods and that the next report will provide analysis on Quarter 2 (July, August and September). The Interim Director of Workforce and Director of Finance have scheduled regular meetings for their teams to ensure the appropriate alignment of data.

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 requested the Equality & Diversity statistics be available quarterly within each report.

Action: KO

The Committee noted the content of the report and took the highlights of the report as read, welcoming the in-depth discussion into key areas of attendance management.

The Committee noted the Report.

2.6 OD Review

Ms Wright advised the Committee that NHS 24 had procured a consultant to undertake a review and inquiry across the organisation into the future needs and requirements in respect of organisational, leadership and workforce development to deliver our strategic ambitions.

The Committee thanked Ms Wright and looked forward to receiving an update in due course.

2.7 Service Model Implementation and Implementation Plan

Ms Phillips presented this paper and highlighted the following points:

- Significant increase in care delivered at first contact reflecting progress in transition to the enhanced service model, with full transition anticipated by September 2020.
- Extensive recruitment throughout the reporting period as NHS 24 has responded to the Covid-19 pandemic and the requirement to expand services 24/7 at pace.
- Workforce modelling completed and recruitment underway to meet the recent development in the redesign of urgent care whereby NHS 24 will deliver a single national access for those self-presenting to ED by end October 2020. This will require a significant increase in 111 capacity to meet an anticipated increase in demand of 56%

The Committee noted the content of the paper.

2.8 Estates Strategy

Mr Gebbie informed that Committee that the Cabinet Secretary had given approval for NHS 24 to enter into leases for both premises, Lightyear and Lumina. The lease had been signed for Lightyear and work had commenced with 138 physically distanced dual purpose desks and is expected to be completed by mid-October 2020. Work had also commence within Cardonald to upgrade rooms 4, 5 & 6 to provide appropriate training room resource.

The Committee noted the update.

3.1 Staff Governance Risk Management Update

Mr McMahon presented the risks to the Committee and highlighted the updates from the previous meeting. Mr McMahon advised that a new risk had been added to the Risk Register, (RPND/038070) that NHS 24 fails to improve its sickness absence rate, which impacts on its ability to deliver services. The Committee requested that it be given sight of emerging risks going forward.

Action: KMCM

The Committee noted the updated Risk Register.

STAFF GOVERNANCE STANDARD

3.2 Communications Delivery Plan 2020

Ms Aspley presented NHS 24's Communication Delivery Plan and highlighted the following key activities, although coronavirus has resulted in the suspension of some activity.

- Significant programme of work to support Estates Programme. A detailed programme of staff engagement and communication is underway for both Clyde and Cardonald staff who will be relocated.
- Support for attendance management taskforce.
- Social media continues to play a key role in supporting the national response to the Coronavirus pandemic.
- Continued contribution to the COVID IMT.
- Support for the expansion of NHS 24's Mental Health services, particularly the Hub and the Distress Brief Intervention programme.
- Revised Communications Strategy delivered, covering the period 2020 - 2024.

Key activities over the coming quarter include:

- Internal staff engagement programme supporting recruitment and communications over winter period.
- Development of national call handler/operator day for NHS 24 staff in October

- Staff appreciation activity for all staff during 2020 period.
- Development of senior management programme of engagement – virtual and F2F where appropriate.
- Significant programme of work to support the national Urgent Care Pathway Design. HoC is Chairing the national messaging group and leading internal work stream on communications for NHS 24.
- Development of new national winter marketing campaign which will be aligned to the Urgent Care Pathway Redesign.

The Committee noted the plan.

3.3. Area Partnership Forum (APF) Report

Mr Revie provided an overview and presented the APF agenda for 25 June 2020, which highlighted the Covid 19 and Estates Strategy update.

The Committee noted the update.

3.4 Matters Arising

The Committee considered actions arising from the minutes of the previous meeting and noted the updates provided against each item.

Accordingly, actions 310,311,312 and 313 were considered complete and were approved for removal from the Action Log. In relation to Actions 304, 305 and 307 they remain open until 17 November 2020 meeting.

3.5 Reflection on Committee Papers

The Committee considered the papers had been of a high quality standard with a good presentation provided. The Committee members highlighted that the meeting had a good well rounded approach.

3.6 Committee Schedule & Workplan

The Committee approved the Staff Governance Committee Workplan.

3.8 Agreed Committee Highlights to the Board

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

3.9 Any Other Business

Mr Glennie also expressed his thanks and appreciation to Mr Revie, who had demonstrated partnership in action as Employee Director during his time as Vice Chair of

the Staff Governance Committee. The Committee wished Mr Revie well and congratulated Mr Woods on his appointment as Employee Director.

There being no further business, the meeting was closed.

3.10 Date of Next Meeting

It was noted that the next meeting of the Staff Governance Committee would be held on Tuesday 17 November 2020 at 10:00am in the Committee Room, Caledonia House or via Teams.