

NHS 24
STAFF GOVERNANCE COMMITTEE

17 NOVEMBER 2022
ITEM NO. 1.3

**Approved Minutes of the Staff Governance Committee Meeting held on
28 July 2022 at 10:00am via Microsoft Teams**

REGULAR BUSINESS

1.1 Attendance and Apologies

Committee Members

Mr Alan Webb	Non-Executive (Committee Chair)
Ms Carol Gillie	Non-Executive Director
Ms Liz Mallinson	Non-Executive Director
Mr Kenny Woods	Employee Director (Committee Vice-Chair)

In Attendance

Dr Martin Cheyne	Chair
Mr Jim Miller	Chief Executive
Ms Jacqui Hepburn	Director of Workforce
Ms Maria Docherty	Director of Nursing U& Care
Mr John Gebbie	Director of Finance
Mr Joseph Markey	Partnership Nominated Representative
Ms Helen Meldrum	Head of OD, Leadership & Learning
Mr Kevin McMahon	Head of Risk & Resilience
Ms Lisa Morton	Deputy Head of Communications
Ms Kerry O'Neill	Workforce Information & Development Manager
Mrs Chantal Robinson	EPA (minutes)
Mr Graham Revie	Partnership Forum Nominated Representative

Apologies

Ms Suzy Aspley	Head of Communications
Mr Martin MacGregor	Partnership Forum Nominated Representative
Ms Marnie Westwood	Head of Resourcing and Planning

The Chair welcomed Committee Members and Attendees, and extended thanks to the teams within the Workforce Directorate that had contributed to the papers contained within today's agenda.

1.2 Declaration of Interests

There were no declarations of interest.

1.3 Minutes of the Previous Meeting of 12 May 2022

The minutes of the meeting held on 12 May 2022 were approved as an accurate record of discussions.

1.4 Matters Arising

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

Accordingly, actions **335, 336, 338, 339 and 340** were considered complete and approved for removal from the Action Log. Action 337 to remain on action log for next meeting, the Committee agreed that the attendees of the Health & Safety meetings would be added to the paper.

Action: MW

BUSINESS ITEMS

2.0 Workforce Strategy & Plan

The Workforce Strategy & Plan had been submitted at this time for early viewing and initial feedback. Full governance of the strategy and plan would be undertaken once final feedback had been received from Scottish Government and key stakeholders. It would then undergo final amendment and be submitted through normal governance routes to NHS 24 Board on 20 October 2022 prior to formal publication on 31 October 2022.

Ms Meldrum advised the team had taken the decision to consider the context in which NHS 24 works and had engaged with Board members during a workshop session, followed by further engagement with NHS 24 staff and 3rd sector partners. The team developed a robust 3-year strategy which set out the ambitions, innovation, transformation, reform and direction intended for NHS 24.

The Committee thanked the Workforce Team for their incredible hard work in pulling the 3-year strategy together.

The Committee noted the Strategy and Plan.

2.1 Quarterly Report

Ms O'Neill presented the Quarterly Report and in response to a recent action advised a breakdown of NHS 24's workforce establishment had been supplied at the back of the slide pack for information. Ms O'Neill advised monthly Establishment Control meetings with Directors had been launched. A discussion took place with each Director regarding the establishment control movement sheets which had been developed in conjunction with Finance colleagues. These provide an overview of each directorates budget, WTE of staff in post and vacancies. At the first meeting in May, Directors had been asked to sign off the establishment and structure for their Directorate as accurate which was then used as a baseline for establishment control moving forward.

Ms O'Neill advised attendance continued to be a focus for all NHS 24 cohorts. The absence rate for the quarter dropped to the lowest it had been in 2 years in Q1, 20/21. While short term sickness had decreased since Q4 to 3.04% (-0.54%) there had been a rise in long-term sickness to 4.23 (0.40%).

The Committee requested NHS 24's attrition rates be presented at the next meeting.

Action: MW

The Committee noted the update and thanked all members of staff involved in relation to the positive movement of attendance figures.

2.2 Ways of Working & Planning

Health & Safety Quarterly Report

Mrs Docherty presented the report, highlighting the work undertaken by the Health & Safety Committee.

- As part of the portfolio review outcome roles and responsibilities for H&S will be redefined
- The Personal Injury and Claims process is approved and will be implemented from July 2022
- Accidents have decreased and mandatory training rates have increased
- Fire evacuation drills and fire warden training have recommenced from June 2022 following relaxing of covid restrictions

The Committee discussed the report and asked for the names of Health & Safety Committee be added to the overall minutes.

Action: MW

2.3 Organisation and Culture

Appraisal Improvement Plan

Ms Meldrum presented the Appraisal Improvement Plan advising the Committee that it had been recognised NHS 24 required to continually adapt to the ever changing environment within health and social care. Ms Meldrum highlighted, the Workforce Strategy & People plan under development, would set out how NHS 24 would transform the ways of working, how to support the workforce and their wellbeing, and further develop NHS 24's organisation and culture. A robust, high uptake appraisal process would be key central to those aims. The intention would be to introduce innovative methods to reinvigorate and drive appraisal completion highlighted in the Appraisal Reinvigoration Action Plan.

The Committee noted the plan and requested it be updated with key dates.

Action: HM

ODLL Progress Review

Ms Meldrum presented the update to provide assurance to Committee Members and advise of progress made to date. Ms Meldrum highlighted the following key points:

- iMatter response rate had increased from 57% in 2021 to 65% in 2022
- Management Essentials Programme Pilot evaluations rated overall effectiveness at 94%
- Overall Mandatory Training completion rates continued to trend upward – increased from 60% to 72% from end of Jan 2022 (when pause due to Omicron Variant was lifted) to end of June 2022
- 7% of staff have completed all three aspects of appraisal (Discussion, PDP & Objectives), with 54% of staff yet to complete any aspect of appraisal

The Committee noted the update.

Management Essentials Programme Evaluation

Ms Meldrum presented an overview of the programme evaluation, highlighting the following:

- MEP Pilot was delivered between 24th May and 16th 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 5th July 2022 and would continue through November 2023 in a bid to retrospectively upskill all line managers up to and including Band 7
- After November 2023 it would be integrated into business as usual

2.4 People Services

Grant Thornton Attendance Management Report

Mrs Docherty presented the Grant Thornton Attendance Management Audit which advised the report had been rated as partial assurance with improvement required due to containing three medium, two low and one advisory recommendations. Ms Hepburn advised a dashboard had been developed to provide accurate reporting. Wellbeing Managers had been implemented and provided an invaluable support mechanism.

Grant Thornton Staff Rostering Internal Report

Mrs Docherty presented the Grant Thornton Staff Rostering report and advised of 2 low recommendations, one in relation to version control and documentation procedures, which had now been reviewed and the team had progressed. The second recommendation in relation to the reviewing the forecasting process, this had now been rectified by the ICT team who improved the system.

New Operating Model for Workforce

Ms Hepburn advised that NHS 24 currently works within a traditional model and the aim is to move toward a model supporting a multi-tier approach to our service. This model had been adopted by many organisations including NHS Scotland Boards called a multi-Tiered approach or Tier 3 Delivery Model.

The Committee noted the updated.

2.5 EMT Portfolio Review

Ms Hepburn presented the updated paper to the Committee, advising the proposal to review the Executive Team's portfolios utilising an external consultant/company to allow an independent assessment of portfolios had been completed. The period of consultation would end on 31 July 2022, the changes to directorate portfolios would be implemented immediately.

2.6 Staff Governance Risk Register

The Committee discussed the risks contained within the report and noted the new risk in relation to the balloting of staff regarding proposed Industrial Action.

2.7 Communications Delivery plan 2022

Ms Morton presented the Staff Engagement Report highlighting the upcoming engagement activities. Key events planned are the 3 Recognition Events taking place throughout October in Dundee, Edinburgh and Glasgow.

The Committee noted the paper.

3.1 Area Partnership Forum Update

Mr Woods provided an overview and advised that the APF had formally met on 16 June 2022 and 21 July 2022. The Committee noted the update provided.

3.2 Committee Schedule & Workplan

The Committee approved the Staff Governance Committee Workplan.

3.3 Any Other Business

The Committee noted and approved the updated Staff Governance Committee Terms of Reference. Mr Webb expressed the Committee thanks to Mr Graham Revie, this would be the last meeting Mr Revie would attend prior to his retirement. The Committee wished him all the best for his retirement.

There being no further business, the meeting was closed.

3.4 Date of Next Meeting

It was noted that the next meeting of the Staff Governance Committee would be held on 17 November 2022 at 10:00am.

ACTIONS

Action Log

Action 337 to remain on action log for next meeting, the Committee agreed that the attendees of the Health & Safety meetings would be added to the paper.

Action: MW

Quarterly Report

The Committee requested NHS 24's attrition rates be presented at the next meeting.

Action: MW

Appraisal Improvement Plan

The Committee noted the plan and requested it be updated with key dates.

Action: HM