NHS 24 **BOARD**	**8 DECEMBER 2022** **ITEM NO: 12.2** **FOR ASSURANCE**

KEY POINTS OF THE STAFF GOVERNANCE COMMITEE MEETINGS HELD ON 18 OCTOBER AND 17 NOVEMBER 2022

Executive Sponsor:	Chair Staff Governance Committee, John Glennie
Lead Officer/Author:	Director of Workforce, Jacqui Hepburn
Action Required	The NHS 24 Board is asked to note what was discussed at the Staff Governance Committee at the 18 October and 17 November 2022 Meetings.

1. **Purpose of the report**

   This report provides the NHS 24 Board with an update on key issues arising from the Staff Governance Committee meetings held on 18 October and 17 November 2022.

2. **Recommendation**

   The NHS 24 Board is asked to receive and note the key points outlined. The focus of the Committee meeting on 18 October 2022 had been the Workforce Strategy and Plan and the focus on 17 November 2022 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 **Workforce Strategy**

   The Committee discussed the Workforce Strategy & Plan which had been submitted for early viewing and initial feedback. Full governance of the strategy and plan shall be undertaken once final feedback has been received from Scottish Government and key stakeholders. It shall then undergo final amendment and submitted through normal governance routes to Board.

   The Workforce Strategy and Plan has been informed and developed from extensive internal and external consultation. Our Workforce Plan has been developed as outlined in the National Health and Social Care Workforce Strategy Three Year Workforce Plan Guidance.

   The Draft Workforce Strategy and Plan had been submitted to Scottish Government on 29th July 2022 and on 31st October 2022.

2.2 **Update of Resourcing and Planning Activity**

   The following themes are areas of focus for the Committee and were discussed at the November 2022 meeting:
   - Strategic Workforce Planning
   - Establishment Control Process
   - Recruitment Marketing
   - Health & Safety

2.2.1 The following key activities had been progressed recently; Committee members were updated accordingly:

- Implementation of a new approach to workforce establishment control and reporting
- Strategic Workforce Planning Group established to have oversight of workforce planning
- Roll out of dashboards to all line managers
- Developed and implemented a Retiree Returner Programme
- Built links with colleges and universities to promote careers within NHS 24
- Agreeing an attrition improvement action plan with buy in from across the business to deliver the key actions
- Joint roles with territorial boards agreed in principle
- Interim agile working policy in place
- Re-introduced a Call Operator role to bolster Call Handler resource
- High-level H&S quarterly report for EMT and Staff Governance Committee to provide assurance we are fulfilling our legal obligations.

2.3 Attrition Update

The Committee discussed the current attrition position and trends identified since the last report in May 2022 and progress that has been made against the attrition improvement action plan.

- Rolling attrition has increased year on year over the past 5 years due to the shape of the workforce and the large numbers of part time roles
- 36% of leavers leave within the first 12 months
- The average hours for our Call Handler leavers are 24 and the average hours for starters are 16. This means we are needing to recruit 2 new starts for every 1 leaver. To maintain the required WTE.
- Most clinical resource and PWPs are lost to elsewhere in the NHS, however for Call Handlers they are gaining employment out with the NHS
- This means that we are in a continuous cycle of recruitment and not reaching a sustainable workforce.

2.4 Strategic Workforce Investment/Frontline Leadership Capacity

The Committee discussed the progress of the Shift Review and the next steps in progressing investment in frontline leadership. Key points noted were:

- Significant engagement has already taken place with a staff survey, focus groups, and a variety of multimedia productions
- Requirement modelling is complete, resulting in 3 options for Team Managers and 4 Options for Senior Charge Nurses with preferred options recommended following option appraisal, specifically, option 2 for Team Managers and option 4 for Senior Charge Nurses.
- Recurring investment is expected to be offset in part by reduced telephony costs, reduced over-time costs, reduced recruitment costs, and the softer benefits of increased staff engagement and morale.
- RUC funding allocation for this year has not yet been agreed and we have modelled impact of 583, 630 and 677 WTE CH
- Matching process is underway and close to completion with 59% currently accepted. Transition to new rotas is scheduled for w/c 9th Jan 2023.

2.5 Staff Engagement

The members discussed the update in relation to Staff Engagement activities, focusing on the following:

- High level results from our internal *What Matters to You* staff survey alongside iMatter and the CCA survey issued to frontline staff
- Publication of a 6 month plan to March 2023 to enable ongoing Engagement Activity to support the development of a Staff Engagement Plan for 2023/24
- Staff Health & Wellbeing programme update

2.6   Staff Governance Monitoring Return Response 21/22

All NHS Boards are required to complete the Staff Governance Monitoring framework as set out in the DL (2015) 26. CEL 26 (2013) set out a new Monitoring Framework to assist Boards in the process.

- The framework, designed in partnership, has been used to assess progress against the Staff Governance Standard at a local and national level.
- The Framework has been streamlined to ensure that staff experience measurements have been incorporated.