

**STAFF GOVERNANCE COMMITTEE**

**NHS 24 BOARD  
19 AUGUST 2021  
BD (2021 22) 018  
FOR ASSURANCE**

**Approved Minutes of the Staff Governance Committee Meeting held on  
6 May 2021 at 10:00am in the Committee Room at Cardonald and  
via Microsoft Teams**

**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 Alan Webb	Non Executive
Mr Kenny Woods	Employee Director (Committee Vice Chair)

**In Attendance**

Ms Suzy Aspley	Head of Communications
Dr Martin Cheyne	Chair
Ms Linda Davidson	Interim Director of Workforce
Mr Fred McCosh	Partnership Forum Nominated Representative
Mr Martin MacGregor	Partnership Forum Nominated Representative
Mr Jim Miller	Chief Executive
Mrs Chantal Robinson	EPA (minutes)

Mr Glennie opened the meeting and welcomed all members and attendees, he advised that the meeting had been shortened to allow for focus on current attendance management priorities.

**1.2 Declaration of Interests**

There were no declarations of interest.

**1.3 Minutes of the Previous Meeting of 2 February 2021**

The minutes of the meeting held on 2 February 2021 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 311, 315 and 317 were considered complete and were approved for removal from the Action Log. In relation to Actions 312, 314 and 316 they remain open until the 29 July 2021 meeting.

## BUSINESS ITEMS

### 2.1 Attendance Management Overview

Ms Davidson and Mrs Docherty updated the Committee in relation to ongoing activities to support staff wellbeing and recruitment activity to meet the demands of COVID19 and highlighted the following:

- **Attendance Management Presentation** – information was provided in relation to the reasons for absence and advised the current facts and figures in relation to attendance. The Committee also discussed the total hours lost due to absence within Service Delivery.
- **Attendance Management Implementation Plan** – discussion took place in relation to additional training that the new Head of OD aimed to implement e.g. Manager Leadership Training, Having Difficult Conversations etc. It was noted that a Wellbeing Manager would be located at each of the main centres to provide support for Attendance Management. East Pilot information to be shared with Committee members.

**Action: LD**

- **Attendance Management Scope of analysis** - Agreement had been reached that a representative from Scottish Government, would work with the Interim Director of Workforce, to undertake a short review and analysis on the current Action Plan, Data, Policies and further proposals to consider any areas which may need strengthening. A report on any practical solutions on how this may improve the effectiveness of our policies/procedures and training would be produced and presented on completion. Report to be presented to Staff Governance Committee.

**Action: LD**

### 2.2 Workforce Report

Ms Davidson 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 January- March 2021.

The report 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.

Ms Davidson advised that attendance continued to be a cause for concern across all cohorts of frontline staffing groups. Sickness absence excluding COVID related special leave had risen from February to March from 6.77% to 8.21% with over 18,000 hours lost in the month of March alone. Long Term sickness has remained static with an increase in short term sickness absence of 1.89%. COVID related absence continues to be high and this has also increased by 0.47% (5.70% in February and 6.17% in March). However, it is anticipated that with the roll out of the COVID staff vaccination programme in progress these figures will start to reduce. In terms of progress 1294 NHS 24 staff members had been vaccinated. As an added layer of protection and in attempt to reduce the spread of COVID 19 and the resultant impact Lateral Flow Testing had become available to all staff with 964 staff registered.

The Committee noted the Report.

### **2.3 Draft Health & Wellbeing Strategy**

Mrs Docherty advised that NHS 24 previously had a Wellbeing Framework which in the main was focused on maintaining the Healthy Working Lives Award. As a result of COVID 19 and the continuing sickness absence rates it was agreed that a more joined up Health and Wellbeing Strategy was required that linked in with the various other NHS 24 plans and strategies which also encompassed Health and Wellbeing Initiatives, such as the Attendance Management Improvement Plan, Remobilisation Plan, Pulse Survey, etc.

The Strategy had been developed to ensure that the action plans associated with Health and Wellbeing are progressed. A Health and Wellbeing Steering Group had been set up to oversee this work.

The Committee requested that the Strategy be further developed to include the measurement of activity and progress.

**Action: PD**

The Committee noted the updated Strategy.

### **2.4 Staff Governance Risk Register**

The Committee noted the updated Risk Register.

### **2.5 Draft Interim Workforce Plan 2021/22**

Ms Davidson advised that due to the significant ongoing challenges presented by the Covid-19 pandemic to stakeholders involved in workforce planning, it has been agreed to defer the publication date for the 3-year Strategic Workforce Plan to provide additional time to emerge from the Covid-19 pandemic, reflect arrangements for remobilisation of services and reconstitute local workforce planning groups.

## **FOR NOTING/INFORMATION**

### **3.1 Communications Delivery Plan 2021**

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 amount of work to support the Redesign of Urgent Care Programme as leads for the national messaging work stream and delivery of the Right Care, Right Place national campaign.
- Utilisation of NHS 24 staff in upcoming TV campaign
- Continue the development and delivery of all staff engagement activity, support health and wellbeing and develop further digital content for staff, including two way engagement mechanisms

The Committee noted the updated plan.

### **3.2 Estates Strategy**

Mr Gebbie informed the Committee that a Business Case would be developed and presented to the Board on 17 June 2021. The Business Case would incorporate the expansion of 111, RUC and Mental Health services.

**3.3 Whistleblowing Update**

Ms Davidson presented the update to the Committee and advised that the International Whistleblowing Standards Officer (INWO) from SPSO had been invited to attend the Board Workshop on 20 May 2021, as part of the rollout of the National Whistleblowing Standards across NHS Scotland. Ms Davidson advised that the latest training figures stood at 36% which had increased week on week.

The Committee noted the update.

**3.4 Equal Pay Statement**

The Committee noted the updated Statement.

**3.5 Area Partnership Forum (APF) Report**

Mr Woods provided an overview and advised that the APF had formally met on 18 March and 15 April 2021.

The Committee noted the update and requested that going forward it would be helpful for main issues and concerns to be captured within the report.

**Action: KW**

**3.6 Annual Report to the Board**

The Committee approved the Annual Report to the Board.

**3.7 Committee Schedule & Workplan**

The Committee approved the Staff Governance Committee Workplan.

**3.8 Any Other Business**

Mr Glennie advised that Mr Webb would take over as Committee Chair from March 2022.

There being no further business, the meeting was closed.

**3.9 Date of Next Meeting**

It was noted that the next meeting of the Staff Governance Committee would be held on 29 July 2021 at 10:00am via Microsoft Teams.

<p><b>NHS 24 BOARD</b></p> <p><b>19 AUGUST 2021</b>  <b>BD (2021 22) 018</b>  <b>FOR ASSURANCE</b></p> <p><b>KEY POINTS OF THE STAFF GOVERNANCE COMMITTEE HELD ON</b>  <b>29 JULY 2021</b></p>	
<b>Executive Sponsor:</b>	Chair Staff Governance Committee
<b>Lead Officer/Author:</b>	Interim Director of Workforce
<b>Action Required</b>	The NHS 24 Board is asked to note what was discussed at the Staff Governance Committee at the 29 July 2021 Meeting.

**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 29 July 2021.

**2. Recommendation**

The NHS 24 Board is asked to receive and note the key points outlined. The main focus of the Committee had been Attendance Management, Staff Support & Wellbeing and Transforming Organisational Development, Leadership & Learning.

**2.1 Attendance Management Overview**

Due to Attendance Management and COVID absence rates over the past 12 months. Agreement was reached that Lorraine Halliday, Head of HR Business Partner Team within the Scottish Government, would work with Linda Davidson, Interim Director of Workforce, on undertaking a short review and analysis on the current Action Plan, Data, Policies and further proposals to consider any areas which may need strengthening and to provide practical solutions on how we may improve the effectiveness of our policies / procedures and training. Key areas identified would be added to the Attendance Management Action Plan.

**2.2 Updated Health & Wellbeing Strategy**

The Strategy has been developed to ensure that the action plans associated with Health and Wellbeing are progressed. A Health and Wellbeing Steering Group has also been set up to oversee this work.

**2.3 Transforming Organisational Development, Leadership & Learning.**

The Head of Organisational Development, Leadership & Learning gave a presentation highlighting the following:

- Define the Workforce Directorate’s Target Operating Model and how ODL&L fits in (in conjunction with new Workforce Director, Jacqui Hepburn)
- Build the Business Case and associated financial appraisal
- Present Business Case for approval
- Complete any required Organisational Change Processes
- Build the Future State
- Re-launch Future State Model