

NHS 24

**Minutes of the Meeting of the
NHS 24 Staff Governance Committee
held on Thursday 3 August 2023 at 10.00am
via MS Teams**

PRESENT

Mr Alan Webb (in the Chair)

Ms Carol Gillie	Ms Liz Mallinson

IN ATTENDANCE

Mr Jim Miller	..	Chief Executive
Dr Martin Cheyne	..	Chair
Dr Jacqui Hepburn	..	Director of Workforce
Ms Pauline Howie	..	Director of Service Delivery
Mr John Gebbie	..	Director of Finance
Ms Helen Meldrum	..	Head of OD, Leadership and Learning
Mr Graham Mirtle	..	Head of PMO
Ms Beatriz Kalousek	..	Learning & Development Advisor
Ms Michelle Sinclair	..	Wellbeing and People Manager
Mr Fred McCosh	..	Staff Side Representative
Ms Louise Gordon	..	Head of People Services
Mr Kevin McMahan	..	Head of Risk & Resilience
Ms Maria Docherty	..	Director of Nursing & Care
Ms Suzy Aspley	..	Chief Communications Officer
Ms Fiona Macaulay	..	Culture Change Manager

		ACTION BY
1	WELCOME, APOLOGIES AND INTRODUCTIONS	
	<p>The Chair welcomed members present to the 3 August 2023 meeting of the Staff Governance Committee. Apologies were intimated on behalf of Ms Phillips and Mr Woods.</p> <p>Mr Webb welcomed Ms Beatriz Kalousek, Learning & Development Advisor and Ms Michelle Sinclair, Wellbeing and People Manager, who were in attendance to observe the meeting.</p> <p>NOTED</p>	
2	DECLARATIONS OF INTEREST	
	<p>The Chair invited members to declare any interests in any of the items being discussed. There were no declarations made.</p> <p>NOTED</p>	
3	MINUTES OF PREVIOUS MEETING OF 18 MAY 2023	

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		ACTION BY
	<p>The Staff Governance Committee considered the minute of the previous meeting held on Thursday 18 May 2023 [Paper No. Item 1.3] and were content to approve this as a complete and accurate record.</p> <p>APPROVED</p>	
4	MATTERS ARISING	
	<p>The Staff Governance Committee considered the paper 'Rolling Actions Log' [Paper No. 1.4] and were content to accept the recommendation that 6 actions were closed. Accordingly, actions 352, 353, 354,355, 357 and 362 were removed from the Rolling Actions Log. The Committee acknowledged that 6 actions – 351, 356, 358, 359, 360 and 361 remained ongoing and was scheduled for completion at the next Committee meeting of 9 November 2023.</p> <p>There were no other matters arising raised.</p> <p>APPROVED</p>	
5.1	AREA PARTNERSHIP UPDATE & AREA PARTNERSHIP FORUM SELF ASSESSMENT	
	<p><u>Area Partnership Forum Update</u> The Committee received an update from Mr Fred McCosh, Staff Side Representative, on the work of the Area Partnership Forum, and highlighted several topics discussed at the last meeting including the Management Essentials Programme, NHS 24 Strategy Development, and the Financial Plan for 2023-24. The forum was also presented an informative paper on Stakeholder Engagement.</p> <p>Mr Webb thanked Mr McCosh for the update and invited comments and questions from members.</p> <p>Mr McCosh highlighted the recent development of standardised agendas for both Regional Partnership Fora and Area Partnership Forum in terms of approved agenda setting, and better alignment to Staff Governance.</p> <p>Mr McCosh requested the Workforce Action Plan be presented to the APF Forum.</p> <p><u>Area Partnership Forum Self-Assessment</u> Dr Hepburn presented the results and highlighted there had been improvements from the previous year's self-assessment and advised an action plan had been implemented to provide assurance.</p> <p>NOTED</p>	<p>Dr Hepburn</p>
5.2	INTERNAL COMMUNICATIONS & STAFF ENGAGEMENT UPDATE	
	<p>The Committee considered the paper 'Internal Communications & Staff Engagement Update' [Paper No. 5.2] presented by Ms Aspley. This paper provides key highlights from the programme of improving staff experience over the last quarter and includes:</p> <ul style="list-style-type: none"> • examples of improvements made following staff feedback • an update on this year's staff awards programme • information on a new governance process in development regarding actioning and feeding back to staff on all suggestions, questions and comments made as part of NHS 24's staff engagement activity 	

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		ACTION BY
	<p>Dr Hepburn advised of NHS 24's commitment to ensure staff engagement groups continue to take place in all centres. There is now a framework which pulls together all the feedback received into one place and help identify organisational areas of improvement.</p> <p>In summary, the Committee were content to note the report and the work underway in respect of internal communications and staff engagement and would anticipate a further update in due course.</p> <p><u>NOTED</u></p>	
5.3.1	ATTENDANCE MANAGEMENT & WELLBEING IMPROVEMENT PLAN	
	<p>The Committee considered the paper 'Attendance Management & Wellbeing Improvement Plan' [Paper No 5.3.1] presented by Mrs Louise Gordon, Head of People Services. The paper provided an overview of the current situation in relation to Attendance Management and the areas of focus that continues for the team. Mrs Gordon highlighted the proposed actions for the upcoming winter period:</p> <ul style="list-style-type: none"> • Vaccination programme for staff • Winter wellbeing plans including hand hygiene and cough cold flu advice • Review feedback from nurses • Review of Wellbeing information, ensuring this is more targeted manager and staff know how and when to access support before they go off sick • More financial information coming into the festive period during the cost -of-living crisis. <p>The Chair thanked Mrs Gordon for the helpful report and noted congratulations on behalf of the Committee for the huge effort across the organisation to improve overall attendance.</p> <p>RAG status to be added to the Action Plan.</p> <p><u>NOTED</u></p>	Mrs Gordon
5.3.2	THRIVE APP UPDATE	
	<p>The Committee considered the paper 'Thrive App Update' [Paper No. 5.3.2] presented by Mrs Louise Gordon, Head of People Services. The paper provided the Committee with the usage and overall impact of the Thrive Mental Health app within NHS 24 since its launch in February 2021. As well as noting planned future engagement given the Executive Management Team had approved the renewal of the contact to Jan 2024.</p> <ul style="list-style-type: none"> • The Thrive app allows users to have 24/7 access to mental health support • 23% of NHS 24 employees have registered for the app • Over 70%of active users for the last 12 months have sought help through the app with recoveries every month since introduction • Staff absence caused by Anxiety, Stress and Depression has significant impact on NHS 24 <p>The Committee noted the update provided.</p> <p><u>NOTED</u></p>	

		ACTION BY
5.3.3	ACCESS TO WORK MENTAL HEALTH: ABLE FUTURES	
	<p>The Committee considered the paper 'Thrive App Update' [Paper No. 5.3.3] presented by Mrs Louise Gordon, Head of People Services.</p> <p>Ms Gordon provided the Committee with an overview of the service:</p> <ul style="list-style-type: none"> • Able Futures is designed to support staff to remain in work through 121 support and guidance from a dedicated Vocational Rehabilitation Consultants (VRC) who is a qualified health care professional. Support will be provided over the phone, through email or video call at a time that suits the employee. • Employees can self-refer online or by telephone. The service is confidential. Individuals are eligible for support if they are: <ul style="list-style-type: none"> - Aged 16 or over and in paid employment - Attending work or are off sick - Having problems managing their mental health. Diagnosed or not. • Once employees have applied, they will receive a call back to check eligibility. Applications will be sent to DWP for approval and once funding has been arranged initial appointment and support plan delved with 30 days. There is no charge to employee or NHS 24 to use this service. The employee with receive nine months free support from Able Futures to help them build their self-care and wellbeing routines, tackle issues, feel better and learn new ways to manage their mental health. A review period is conducted at 6 months with the employee and Able Futures to track progress <p>The Committee were content to note the Thrive App Update.</p> <p><u>NOTED</u></p>	
5.4.1	QUARTERLY WORKFORCE REPORT	
	<p>The Committee considered the paper 'Workforce Performance Report (Quarter 1 April – June 2023)' [Paper No.5.4.1] presented by Ms Marnie Westwood, Head of Resourcing & Planning. The report provided an update on areas of focus and analysis of workforce information to inform decision making in relation to the workforce and identified any workforce issues. Ms Westwood provided an overview of the key topics and highlights including:</p> <ul style="list-style-type: none"> • Highest ever headcount of 1978 heads with a direct positive impact on patient access times. • Forecasting would suggest that the target for Call Handlers will be met in August 2023. • Since our Dundee office opened there has been a net gain of 48 heads (36.53 WTE) for Mental Health Hub. • Rolling Turnover is now at 23.41%. • Since it was introduced in May 23, 112 employees have completed the check in questionnaires after being employed 3/6/9 months. • Exit Interview completion rates have increased from 7.5% in March 23 to 40.74% in June. • H&S Mandatory training is now at 87.2%. <p>The Chair thanked Ms Westwood for the update and invited comments and questions from members.</p>	

		ACTION BY
	<p>The Committee were content to note the Workforce Performance Report Quarter 1 April to June 2023 and were assured by the information provided that work continued in respect of the key topics.</p> <p>NOTED</p>	
5.4.2	WORKFORCE ANNUAL REPORT	
	<p>The Committee considered the paper 'Workforce Annual Report' [Paper No. 5.4.2] presented by Ms Marnie Westwood, Head of Resourcing & Planning. The Committee noted the overview and key achievements of the Workforce Directorate during the period 2022-2023.</p> <p>The Chair thanked Ms Westwood for the update and invited comments and questions from members.</p> <p>NOTED</p>	
5.5.1	RECRUITMENT FORECASTING FOR 23/24 – PLAN ON A PAGE	
	<p>The Committee considered the paper 'Recruitment Forecasting for 23/24' [Paper No. 5.5.1] by Ms Westwood. The Committee noted the recruitment forecasting plan for 2023/2024 which had been developed for Call Handler/Call Operators, Clinical Supervisors, and the Mental health Hub by the SWPG. The plan incorporated operational demand, training and recruitment planning aligned to the financial plan. The output would allow NHS 24 to project forward for 12 months by both WTE and heads against target and allow insight driven decisions to be made around requirements, resourcing and to identify and track risks throughout the year.</p> <p>On a fortnightly basis Workforce provide the Executive Management Team with a recruitment update which details current staffing levels against target, live adverts and pipeline updates for the key frontline skill sets:</p> <ol style="list-style-type: none"> At the 30 April there were approximately 119 heads anticipated to be starting in Quarter 1 (April to June 2023). There are currently 163 Call Handlers (heads) at preferred candidate stage some of which could start across Quarter 1. Recruitment is working with CRT and the Practice Education and Training team to build this into the recruitment plan at the earliest opportunity. Based upon current staffing at 30th April 2023 if we recruit to target across all the key skill sets this will mean that the Practice Education team will have around 328 heads to train by March 2024 (plus any internal staff), this includes Q1 recruits, conversion of Call Operators into Call Handlers and future recruitment to reach establishment targets taking into consideration predicted attrition. Live adverts and interviews already scheduled/underway across all of the skill sets are not currently included in the preferred candidates detailed above. There are 79 Call Operators (heads) currently in place and a further 10 heads being on boarded in May and June – moving forward discussions will need to take place regarding a plan as to how this cohort is converted into Call Handlers and if this is a model NHS 24 will continue to take forward – at present there is no budget for Call Operator roles therefore the recruitment to this staff group is being offset against the Call Handler target. 	

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		ACTION BY
	<p>The Chair thanked Ms Westwood for the update and invited comments and questions from members.</p> <p>NOTED</p>	
5.5.2	HEALTH & SAFETY ANNUAL REPORT, April 2022 – March 2023	
	<p>The Committee considered the paper 'Health & Safety Annual Report' [Paper No. 5.5.2] presented by Ms Westwood. The Committee noted NHS 24's KPI's which continued to develop and maintain a positive health and safety culture where risks are controlled sensibly. Areas identified for improvement are reported on a quarterly basis in terms of progress against the action plan. Key actions for 2023/24 include:</p> <ul style="list-style-type: none"> • PLAN <ul style="list-style-type: none"> • New intranet pages are launched • SLA with SAS is reviewed annually • DO <ul style="list-style-type: none"> • Internal audit actions are completed, and the audit is closed • Training Plan for H&S leads is implemented • CHECK <ul style="list-style-type: none"> • New KPI of No of Reasonable Adjustments supported is implemented and monitored • KPI dashboard is developed and embedded • ACT <ul style="list-style-type: none"> • H&S Corporate Risk scores are reduced • H&S records are stored centrally on RESPOND <p>The Chair thanked Ms Westwood for the update.</p> <p>NOTED</p>	
5.5.3	ANNUAL LEAVE CARRY FORWARD	
	<p>The Committee considered the paper 'Annual Leave Carry Forward' [Paper No. 5.5.3] presented by Ms Westwood who provided the Staff Governance Committee with assurance that NHS 24 have implemented DL (2023) 04.</p> <p>The Staff Governance Committee noted that any untaken 2022/23 annual leave carried forward as at 30 June 2023 should be lost unless this is due to exceptional circumstances such as maternity leave or long-term sickness. Work is progressing to address this with the 8% of staff with untaken carry forward.</p> <p>The Chair thanked Ms Westwood for the update and invited comments and questions from members.</p> <p>NOTED</p>	
5.5.4	ATTRITION DEEP DIVE & ACTION PLAN	
	<p>The Committee considered the paper 'Attrition Deep Dive and Action Plan' [Paper No. 5.5.4] presented by Ms Westwood who highlighted the updates from the last meeting:</p> <ul style="list-style-type: none"> • Phase 1 of the attrition action plan is complete and phase 2 is almost complete. • Turnover has improved both by headcount and WTE, rolling turnover is 25.51% (March 2023). 	

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	<ul style="list-style-type: none"> • There has been a decrease in retiree returners. Since April 2022 NHS 24 have seen 32 employees retire, (18.75%) of whom have since returned (6 employees). • From October 2022, except for December, there has been in a net gain where starters have exceeded the number of leavers. • 11.74% of Call Handler leavers left during their induction. 8.89% of Clinical Supervisor leavers left during their induction. • The stability index has increased by 0.5% overall. • Of those who left in 2022/23, 32.7% had less than 1 year service, this is a 3.63% decrease compared to 36.33% in 2021/2022. • Staff working on a 12-hour contract are 1.42 times more likely to leave the organisation than those working other hours. <p>The Chair thanked Ms Westwood for the update and invited comments and questions from members.</p> <p>The Committee noted the developments since the last report had been presented and felt assured regarding the data and actions that had been developed.</p> <p>NOTED</p>	
5.6.1	MIDDLE AND SENIOR LEADERSHIP PROGRAMMES	
	<p>The Committee considered the paper 'Middle and Senior Leadership Programmes [Paper No: 5.6.1], noting the following highlights:</p> <ul style="list-style-type: none"> • The content of 'Leading with Courage', NHS 24 Middle Leadership Development Programme • The content of 'Leading for Impact', NHS 24 Senior Leadership Development Programme • One of the options detailed relating to the respective population demographics of Middle and Senior Leaders • The scoping of externally procured resource to expedite delivery of both programmes <p>The Committee discussed the benefits of the programme noting the key performance measures enhanced by Leadership Development:</p> <ol style="list-style-type: none"> 1. Employee Satisfaction and Engagement: Leadership training positively impacts employee satisfaction and engagement, leading to improved morale, reduced absenteeism, and increased loyalty. 2. Team Performance and Collaboration: Leadership training enhances team performance by fostering effective communication, collaboration, and critical thinking skills among team members. 3. Employee Development and Growth: Leadership training programs provide leaders with the tools to identify and develop the potential of their team members, resulting in increased employee satisfaction, retention, and career growth opportunities. 4. Organisational Culture and Values: Leadership training helps leaders align their actions with the organisation's values, fostering a positive and inclusive culture that attracts and retains top talent. <p>The Committee were content to note the report and the work underway, they looked forward to regular updates in relation to the programmes.</p> <p>NOTED</p>	

		ACTION BY
5.6.2	CULTURE ALIGNMENT PROGRAMME – VALUES AND BEHAVIOURS FRAMEWORK & IMPROVEMENT FRAMEWORK	
	<p>The Committee considered the paper ‘Culture Alignment Programme – Values and Behaviours Framework & Improvement Framework’ [Paper No. 5.6.2] presented by Ms Fiona Macauley, Culture Change Manager.</p> <p>Ms Macauley presented the proposed NHS 24 Values and Behaviours Framework, and provided an update in relation to the implementation plan of the Cultural Alignment Programme. The Cultural Alignment Programme would be undertaken and reported in concurrence with the Workforce Strategy and 3 Year Plan under the priority of ‘Inclusive Culture’.</p> <p>The Chair thanked Ms Macauley for the update and invited comments and questions from members.</p> <p><u>NOTED</u></p>	
5.6.3	iMATTER NATIONAL AND BOARD RESULTS 2022 & 2023	
	<p>The Committee considered the paper ‘iMatter National and Board Results 2022 and 2023’ [Paper No. 5.6.3] presented by Dr Jacqui Hepburn, Deputy Chief Executive & Workforce Director. The paper provided the 2023 response rate which had been confirmed at 70%, a notable 5% increase from 2022 and an overall 13% increase over the past two years. These improvements indicate that NHS 24 are actively fostering psychological safety and that our people want to engage with the organisation. Next steps are for teams to develop Action Plans to address the lower scoring elements of their survey results. Action Plan submission, confirmed by the line manager are to be completed by 15th December 2023. Updates and comparative analysis of NHS 24’s performance against all other Health Boards will be reported through EMT and Staff Governance Committee in Q4.</p> <p>The Chair thanked Dr Hepburn for the update and invited comments and questions from members.</p> <p><u>NOTED</u></p>	
5.7	PRACTICE EDUCATION Q1 AND Q2 EVALUATION REPORTS	
	<p>The Committee considered the paper ‘Practice Education Q1 and Q2 Evaluation Reports’ [Paper No. 5.7] presented by Mrs Docherty, Director of Nursing and Care. Mrs Docherty advised the evaluation reports would be updated in line with the ODLL information and re-presented at a future date.</p> <p><u>NOTED</u></p>	Mrs Docherty
5.8	WHISTLEBLOWING STANDARDS UPDATE	
	<p>The Committee noted the Whistleblowing Standards update provided by Mrs Docherty, who highlighted a meeting would take place with the Minister on Friday, this would be the first opportunity to meet him since his appointment. Mrs Docherty would provide feedback on the meeting at a future date.</p> <p><u>NOTED</u></p>	Mrs Docherty

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		ACTION BY
5.9	STAFF GOVERNANCE RISK REGISTER	
	<p>The Committee considered the paper 'Staff Governance Risk Register' [Paper No. 5.9] presented by Mr McMahon. The paper provided an overview of all staff governance risks scoring 10 or greater, all new risks, and all closed risks since the previous report. Ms Robertson noted that a comprehensive review of risk to ensure all risks to the delivery of the Workforce Strategy were captured and articulated appropriately.</p> <p>The Committee noted the updated Risk Register.</p> <p>NOTED</p>	
6.0	FOR NOTING/INFORMATION	
6.1	Staff Governance Committee Workplan 2023-2024	
	<p>The Committee noted the updated Workplan reflecting the additional actions to be presented at the November 2023 Committee meeting.</p> <p>APPROVED</p>	
6.2	Director's Letters	
	<p>The Committee noted the PCS(AFC)2023/4 PCS (ESM) 2023/2 in relation to Changes to section 15 of the Agenda for Change Handbook, this had been issued on 5 June 2023 and outlined that Scottish Terms and Conditions had agreed to minor revisions to this section of the Handbook. The Committee noted NHS 24 were compliant and no further action had been required.</p> <p>NOTED</p>	
6.3	AOB	
	There being no further business the meeting closed.	
7.0	DATES OF FUTURE MEETINGS	
7.1	Date of Next Scheduled Meeting	
	10:00am, Thursday 9 November 2023 Lumina/MS Teams	
	The meeting concluded at 12:08pm	