

NHS 24

**Minutes of the Meeting of the
NHS 24 Staff Governance Committee
held on Thursday 9 November 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
Ms Steph Phillips	..	Director of Transformation, Strategy, Planning & Performance
Dr Laura Ryan	..	Medical Director
Ms Nicola Dawson	..	Head of Integrated Services
Ms Helen Meldrum	..	Head of OD, Leadership and Learning
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 Marnie Westwood	..	Head of Resources and Planning
Ms Laura Scott	..	HR Advisor
Mr John Duffin	..	Learning & Development Advisor

		ACTION BY
1	WELCOME, APOLOGIES AND INTRODUCTIONS	
	<p>The Chair welcomed members present to the 9 November 2023 meeting of the Staff Governance Committee. Apologies were intimated on behalf of Mr Gebbie and Mr Woods.</p> <p>Mr Webb thanked the team members of the Workforce Directorate, who had been involved in the preparation of the Staff Governance Committee papers. The Committee members thanked the ODLL and People Services teams who they had met with recently to provide briefing sessions to members. The members are due to meet the Resource and Planning team on 31 January 2024.</p> <p>Mr Webb welcomed Ms Laura Scott, HR Advisor and Mr John Duffin, Learning & Development Advisor, who were in attendance to observe the meeting.</p> <p>NOTED</p>	

		ACTION BY
2	DECLARATIONS OF INTEREST	
	The Chair invited members to declare any interests in any of the items being discussed. There were no declarations made. <u>NOTED</u>	
3	MINUTES OF PREVIOUS MEETING OF 3 AUGUST 2023	
	The Staff Governance Committee considered the minute of the previous meeting held on Thursday 3 August 2023 [Paper No. Item 1.3], the following alterations had been agreed: <ul style="list-style-type: none"> • Item 5.3.2 – Remove. • Item 5.4.1 – Note the CH target had not been met. <p>Following the updates suggested, the Committee were content to approve this as a complete and accurate record.</p> <u>APPROVED</u>	
4	MATTERS ARISING	
	The Staff Governance Committee considered the paper ‘Rolling Actions Log’ [Paper No. 1.4] and were content to accept the recommendation that 10 actions were closed. Accordingly, actions 351, 356, 358, 359, 361, 363, 364, 365, 366 and 367 were approved for closure. The Committee requested the Whistleblowing Standards Update be presented at the next Clinical Governance Committee prior to being brought back to Staff Governance Committee in May. There were no other matters arising raised. <u>APPROVED</u>	Ms Docherty
5.1	WORKFORCE STRATEGY AND PLAN 2022-2023 – YEAR 1 UPDATE AND REFRESH	
	The Staff Governance Committee considered the paper ‘Workforce Strategy and Plan 2022-2023 – Year 1 Update and Refresh [Paper No.5.1] presented by Ms Meldrum. Ms Meldrum advised the Committee the targets for year 1 had been exceeded, there had been an element of over stretch on the team. The Committee noted the team proposed to review and revise, if necessary, Year 2 & 3 targets. Ms Meldrum advised a revised version of the Strategy would be brought to a future meeting. The Committee discussed the refreshed document and commended the team that had been involved in its development. The Committee suggested the updated Strategy be presented to the NHS 24 Board for assurance. <u>APPROVED</u>	Ms Meldrum

		ACTION BY
5.1.2	INTERNAL COMMUNICATIONS & STAFF ENGAGEMENT UPDATE	
	<p>The Committee considered the paper 'Internal Communications & Staff Engagement Update' [Paper No. 5.2] presented by Ms Morton. The paper provided key highlights from the programme of improving staff experience within NHS 24 and included:</p> <ul style="list-style-type: none"> • New <i>Feedback into Action</i> – regular content highlighting examples of how staff feedback has enacted change. • An update on reward & recognition activity. • Launch of new Senior Managers' Brief. • Update on our Staff Experience Groups. <p>In summary, the Committee were content to note the report and the work underway in respect of internal communications and staff engagement.</p> <p>NOTED</p>	
5.2	HEALTH & SAFETY QUARTERLY REPORT	
	<p>The Committee considered the paper 'Health & Safety Quarterly Report' [Paper No. 5.2] presented by Ms Westwood, noting the H&S Committee last met on 30/08/2023 and the paper provided a brief overview of all key areas. Ms. Westwood highlighted the H&S Committee action plan advising the following had been completed:</p> <ul style="list-style-type: none"> • Launch the new Intranet pages. • Preparations for "Time for Change" • Agree and report on health and safety performance indicators. <p>The Chair thanked Ms Westwood for the update.</p> <p>NOTED</p>	
5.2.1	WORKFORCE QUARTERLY REPORT	
	<p>The Committee considered the paper 'Workforce Quarterly Report (Quarter 2 July–September 2023)' [Paper No.5.2.1] 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 quarterly highlights including:</p> <ul style="list-style-type: none"> • Rolling Turnover continues to decline and is now 21.04% • Since it was introduced in May 23, over five hundred check in questionnaires have been issued with a completion rate of 46%, we scored 8.04/10 for satisfaction with their roles and 8.19/10 for recommending NHS 24 as a place to work. Exit Interview completion rates have dropped slightly from 40.74% in June to 36.84% in Sept. • New employment within NHS Scotland remains the top reason for leaving. • H&S essential learning is at an all-time high of 89.7% • Recruitment from ethnic minorities for all stages of process has increased. In 20/21 there were nineteen appointed, 43 in 21/22 and this increased to 162 in 22/23. • Recruitment and training for Confidential contacts is underway. It is hoped to have a pool of approx. ten spread across all sites. <p>Ms Westwood highlighted that a paper showing the positive impact of NHS 24's Management Essentials Programme would be brought to the 9 February 2024 meeting.</p> <p>Action: HM</p>	<p>Ms Meldrum</p>

		ACTION BY
	<p>The Chair thanked Ms Westwood for the update and invited comments and questions from members.</p> <p>The Committee were content to note the Workforce Performance Report Quarter 2 July to September 2023 and were assured by the information provided that work continued in respect of the key topics.</p> <p><u>NOTED</u></p>	
<p>5.3.1</p>	<p>ATTENDANCE MANAGEMENT AND WELLBEING ACTION PLAN</p>	
	<p>The Committee considered the paper 'Attendance Management and Wellbeing Action Plan [Paper No. 5.3.1] presented by Ms Gordon who provided the Staff Governance Committee with an update.</p> <ul style="list-style-type: none"> • The rolling sickness absence figure currently sits at 8.38% which is a slight increase on the same timeframe last year. It remains below the agreed target of 9%. Attendance Management continues to be one of the key areas of activity and focus for all NHS 24 cohorts of staff. • The most notable increase had been amongst our clinical group of staff and work continues to address and understand the reasons for this. Despite no requirement for testing, short term absence related to Covid-19 has gradually increased in the latter part of the quarter and continues to rise weekly as does absence related to cough/cold and flu. As such communications have been issued around infection control and good hand hygiene. • Currently 35.2% of staff had received their flu vaccine which is an increase on this time last year and higher than the national health care worker flu vaccine uptake which is 28.7%. To date the position is that NHS 24 staff do not qualify for the Covid-19 vaccine, despite repeated requests. • The implementation of NHS 24's Wellbeing Attendance and Wellbeing plan which aims to support not only the members of staff who are unable to attend work, but more importantly support the remaining 92% of staff that do attend regularly. It was also noted that a new Wellbeing Strategy will be presented at the next meeting. <p>The Chair thanked Ms Gordon for the update and invited comments and questions from members.</p> <p>The Forum discussed the implications of NHS 24 staff not being provided Covid vaccines and noted the Director of Nursing & Care continues to try to influence this decision.</p> <p><u>NOTED</u></p>	<p>Ms Meldrum</p>
<p>5.3.2</p>	<p>CARER POSITIVE ENGAGED EMPLOYER AWARD ACTION PLAN</p>	
	<p>The Committee considered the paper 'Carer Positive Engaged Employer Award Action Plan [Paper No. 5.3.2] presented by Ms Gordon who provided the Staff Governance Committee with an update. The Committee noted the plan on a page to support NHS 24 staff who have caring responsibilities. The action plan is aimed to maintain the Care Positive 'Engaged' status in 2024.</p> <p>Ms Gordon highlighted the following:</p> <ul style="list-style-type: none"> • A subgroup had been established to progress the action plan via monthly meetings. • The group had created and progressed the plan and revised some timelines based on current organisational commitments. • The plan will be monitored and reviewed on an ongoing basis. <p><u>NOTED</u></p>	

		ACTION BY
5.3.3	LAUNCH OF WORK LIFE BALANCE POLICIES	
	<p>The Committee considered the paper 'Launch of Work Life Balance Policies [Paper No. 5.5.3] presented by Ms Gordon who provided the Staff Governance Committee with an update.</p> <p>The Committee noted the following:</p> <ul style="list-style-type: none"> • The 'Once for Scotland' Workforce Policies Programme is designed to review and transform existing workforce policies. • Eleven new policies related to Work life Balance will launch on the Once for Scotland portal on the 1st of November 2023. • Flexible Work Location and Flexible Work Pattern are the policies with the two most noted changes. • Workforce and Partnership colleagues have been reviewing and identifying any changes in practice for managers or staff. • Communication Plan has already commenced. <p><u>NOTED</u></p>	
5.3.4	SERVICE DELIVERY FLEXIBLE WORKING UPDATE	
	<p>The Committee considered the paper 'Service Delivery Flexible Working Update [Paper No. 5.3.4] presented by Ms Dawson who highlighted the following updates:</p> <ul style="list-style-type: none"> • The update details the period from August 2022 to June 2023, since the previous paper was submitted. • Detailed consideration given to each request, with understanding of staff and service impact. • At present, 20-30 applications are made each month for frontline teams, with a dedicated 1-hour meeting for each of the six regional centres weekly. This is largely consistent with previous update. • The majority of frontline Flexible Working Requests are approved (58%) or an alternative offer made (21%), also consistent with previous update. • Non-frontline teams continue to operate locally. <p>The Chair thanked Ms Dawson for the update and invited comments and questions from members.</p> <p>The Forum discussed the implications of the overall process and agreed to revisit this towards the end of the financial year.</p> <p><u>NOTED</u></p>	Ms Dawson
5.3.5	SHIFT REVIEW UPDATE	
	<p>The Committee received a verbal update from Ms Dawson who highlighted 165 managers had so far completed the Shift Review Phase 2 process. A rota matching exercise had also been completed and would be implemented.</p> <p>The Committee noted the update and agreed an evaluation timeline be presented at the February 2024 meeting.</p>	Ms Dawson

		ACTION BY
	<u>NOTED</u>	
5.4	AREA PARTNERSHIP UPDATE	
	<p>The Committee received an update from Mr Martin MacGregor, RCN Representative, on the work of the Area Partnership Forum, and highlighted several topics discussed at the last meeting, including the 7 Minute Briefing – Values & Behaviour Booklet, a way of launching the new Values and Behaviour framework, which had been created to encourage positive behaviours throughout the organisation and how staff interact with each other. The Forum also noted the updated Health & Safety Report.</p> <p>Mr Webb thanked Mr McGregor for the update and invited comments and questions from members.</p> <p>The Committee noted the significant and sustained progress that had been made within both the APF and RPF fora.</p> <p><u>NOTED</u></p>	
5.5	CLIMATE EMERGENCY AND SUSTAINABILITY PROGRAMME	
	<p>The Committee considered the paper ‘Climate Emergency and Sustainability Programme’ [Paper No. 5.5] presented by Dr Laura Ryan, Medical Director.</p> <p>Dr Ryan presented the four Workforce actions to be added to the Action Plan and asked the Committee to review and approve for addition to the CESP Strategy Action Plan.</p> <p>The Chair thanked Dr Ryan for the update and invited comments and questions from members.</p> <p><u>NOTED</u></p>	
5.6	HEALTHCARE STAFFING PROGRAMME	
	<p>The Committee considered the paper ‘Healthcare Staffing Programme’ [Paper No. 5.6] presented by Mrs Docherty, Director of Nursing & Care. The paper provided an update in relation to NHS 24 preparation to meet the legislative requirements of the Health and Care (Staffing) (Scotland) Act 2019 before the end of March 2024.</p> <p>The Committee thanked Mrs Docherty for providing the required assurance.</p> <p><u>NOTED</u></p>	
5.7	PRACTICE EDUCATION Q2 EVALUATION REPORT	
	<p>The Committee considered the paper ‘Practice Education Q2 Evaluation Reports [Paper No. 5.7] presented by Mrs Docherty, Director of Nursing and Care. Mrs Docherty advised the paper had been presented for assurance as the Completion Rates would be reported through the NHS 24 Clinical Governance Committee.</p> <p><u>NOTED</u></p>	

		ACTION BY
5.8	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 had been presented in August 2023. Mr McMahon 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><u>NOTED</u></p>	
5.9	NHS 24 ASSURANCE FRAMEWORK AND MAP UPDATE 2023	
	<p>The Committee considered the paper 'NHS 24 Assurance Framework and Map Update 2023' [Paper No. 5.9] presented by Ms Matthew. The Assurance Framework and Map provides board members, management, and employees with an understanding of the high-level single system of assurance that is operating within NHS 24. It ensures that there are clear links between the governance responsibilities of the Board, the lines of accountability across the Executive Directors, and the assurance activities of the Board's Governance Committees.</p> <p>The Committee noted the document would continue to be developed and thanked Ms Matthew for the work achieved so far.</p> <p><u>NOTED</u></p>	
6.0	FOR NOTING/INFORMATION	
6.1	STAFF GOVERNANCE COMMITTEE SELF-ASSESSMENT ACTION PLAN	
	<p>The Committee noted the action plan and endorsed this becoming the Committee Workplan for 2024.</p> <p><u>APPROVED</u></p>	
6.2	STAFF GOVERNANCE COMMITTEE WORKPLAN 2023-2024	
	<p>The Committee noted the updated Workplan for 2024.</p> <p><u>APPROVED</u></p>	
6.3	DIRECTOR'S LETTERS	
	<p>The Committee noted the recent correspondence received from Scottish Government in relation to relevant PCS/DL Circulars.</p> <p><u>NOTED</u></p>	
6.4	AOB	
	There being no further business the meeting closed.	

NHS 24 OFFICIAL

			ACTION BY
7.0	DATES OF FUTURE MEETINGS		
7.1	Date of Next Scheduled Meeting		
	10:00am, Thursday 5 February 2024 MS Teams		
	The meeting concluded at 12:24pm		