

NHS 24

**Approved Minutes of the Meeting of the
NHS 24 Staff Governance Committee
held on Monday 5 February 2024 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	..	Deputy Chief Executive & Director of Workforce
Ms Joanne Edwards	..	Interim Director of Service Delivery
Ms Steph Phillips	..	Director of Transformation, Strategy, Planning & Performance
Ms Martin MacGregor	..	Staff Side Representative
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 Marnie Westwood	..	Head of Resources and Planning
Ms Paula Bauge	..	Business Support Officer
Ms Laura Neil	..	Lead AHP / Interim Head of Clinical Governance & Quality Improvement
Ms Geraldine Matthew	..	Board Secretary
Mr Mario Medina	..	Engagement Manager

1 WELCOME, APOLOGIES AND INTRODUCTIONS

The Chair welcomed members present to the 9 November 2023 meeting of the Staff Governance Committee. Apologies were intimated on behalf of Mrs Docherty and Mr Woods.

Mr Webb welcomed Ms Edwards, Interim Director of Service Delivery and Ms Bauge, Business Support Officer who were in attendance.

NOTED

2 DECLARATIONS OF INTEREST

The Chair invited members to declare any interests in any of the items being discussed. There were no declarations made.

NOTED

3 MINUTES OF PREVIOUS MEETING OF 5 FEBRUARY 2024

The Staff Governance Committee considered the minute of the previous meeting held on Thursday 5 February 2024 [Paper No. Item 1.3]. The Committee were content to approve this as a complete and accurate record.

Mr Webb advised that all sessions had now taken place with the Workforce teams. They had provided committee members an opportunity to ask questions and meet members of the team who do not regularly attend Committee meetings. The Committee members expressed thanks to all staff who had attended the sessions.

Dr Hepburn highlighted the feedback from teams had been extremely positive, staff had appreciated the opportunity to meet Board members. Dr Hepburn expressed thanks to the Committee members for taking the time to meet with the teams, as they had really appreciated it.

The Chair advised that other Committees could learn from this experience and asked for an action to be taken.

APPROVED

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 368, 369, 370, 371 and 373 were approved for closure.

There were no other matters arising raised.

APPROVED

5.0 BUSINESS ITEMS

5.1 MANAGEMENT ESSENTIALS END OF PROGRAMME REPORT

The Staff Governance Committee considered the paper 'Management Essentials End of Programme Report [Paper No.5.1] presented by Ms Meldrum. Ms Meldrum advised the MEP had concluded with a high level KPI objectives met:

- **Target: 90%** of specified managers to complete the programme within 18 months.
- **Achieved: 90%** of specified managers completed the programme within 18 months.

- **Target:** Level 1 evaluations to rate the overall effectiveness of the programme at **85%** or greater.
- **Achieved:** Level 1 overall effectiveness score: **89%**.
- A comprehensive review of the Management Essentials Programme had commenced during January 2024.

The Committee noted the report and discussed the KPI levels for individual managers. The Chair noted this had been an extremely intense piece of work undertaken.

One member of the Committee requested Appendix 2 be resent.

NOTED

5.1.2 IMATTER NATIONAL AND BOARD RESULTS

The Committee considered the paper 'iMatter National and Board Results' [Paper No. 5.1.2] presented by Ms Meldrum.

Ms Meldrum advised the cycle for 2023 had been completed and the response rate had increased significantly. Overall, the organisation performed comparably in relation to other Boards. The 2024 iMatter cycle will start on 1 April 2024, with the questionnaire going live to all staff on 24 June 2024.

The Committee discussed the overall responses and noted an action plan has been developed, supported by continued attendance at Staff Engagement Sessions from senior leaders, Culture and Change Manager and the Wellbeing Manager.

NOTED

5.1.3 ESTABLISHING A MENTORING PROGRAMME IN NHS 24 'Mentor24'

The Committee considered the paper 'Establishing a Mentoring Programme in NHS 24' [Paper No. 5.1.3] presented by Ms Meldrum.

Ms Meldrum highlighted NHS 24's mentoring programme, 'Mentor24', which seeks to cultivate a supportive environment for professional growth, knowledge transfer and personal development. The programme provides a structure for mentoring relationships and aims to enhance the skills, knowledge, and potential of individuals across NHS 24.

The programme would be supported by PushFar, which matches mentee and mentor as well as monitoring progress throughout the programme. An evaluation process had been built into the system and a report would be provided at a future Committee meeting.

The Chair thanked Ms Meldrum for the update and looked forward to receiving continued updates.

NOTED

5.1.4 ESSENTIAL LEARNING REVIEW TQAC RECOMMENDATIONS

The Committee considered the paper 'Essential Learning Annual Review' [Paper No. 5.1.4] presented by Ms Meldrum.

- Essential Learning ensures that individuals have the right knowledge and skills to perform their duties in the safest way possible, minimising any risk to themselves and others.
- Essential Learning compliance has been ingrained throughout NHS 24's operational framework, fostering a culture of commitment and adherence to vital training protocols.
- Essential Learning compliance has steadily increased from 79% on 1st Nov 22 to 87.5% as of 12th Dec 23.

The Committee noted the commitment to undertake a benchmarking exercise on volume of training against National Boards (mainly patient facing boards). The exercise would assist in identifying what are the essential learning modules we should be undertaking. The benchmarking information will be presented to the Committee at a future date.

NOTED

5.1.5 WELLBEING STRATEGY AND ACTION PLAN

The Committee considered the paper 'Wellbeing Strategy and Action Plan' [Paper No. 5.1.5] presented by Ms Meldrum.

- Following an 18-month review of staff feedback and engagement; NHS 24 Our Wellbeing Strategy and Action plan has been designed and developed in conjunction with all our staff groups through surveys, facilitated sessions and our national wellbeing survey.
- Our Wellbeing Matters Strategy and Action Plan 2022-25 is underpinned by research and best practice globally.
- Our four dimensions of wellbeing are tailored to the requirements of NHS 24 and is informed by our staff. The initial draft was refined by staff engagement and partnership working.
- The wellbeing action plan is the supporting document that sets out our aims in the next 2 years and will be monitored through our Culture and Wellbeing dashboard and organisations Wellbeing Score.
- Resourcing Our Wellbeing Matters Strategy will be considered on an ongoing basis as the strategy evolves and develops.
- Implementation will require a collective effort across all directorates.

Dr Hepburn highlighted over 400 staff participated in the engagement sessions which had been held over a period of 6 months. NHS 24 have listened to staff and the Strategy reflects our targeted approach.

The Committee thanked those involved in pulling the strategy together and asked for the Wellbeing Strategy to be weaved into a Board Workshop or substantive topic for the Board to discuss.

NOTED

5.1.6 WORKFORCE STRATEGY AND PLAN 2022-2025 KPI REVIEW

The Committee considered the paper 'Workforce Strategy and Plan 2022-2025 KPI Review' [Paper No. 5.1.6] presented by Ms Meldrum.

Ms Meldrum advised concerted efforts across the organisation to deliver the actions identified in the Workforce Strategy and Plan 2022-2025 had resulted in some of the Year 1 KPI targets being exceeded. In a small number of cases, Year 2 targets had also been exceeded.

At the Staff Governance meeting in November 2023 the members had discussed the targets for Years 2 and 3 taking account of progress made so far to ensure the KPI's still posed stretch to the organisation. Ms Meldrum highlighted the revisions made post review:

- Pay Gap (Race) – gap has increased due to significant progress made in recruiting Call Handlers (Band 3) from diverse backgrounds. This has necessitated an increase to the KPI from Year 1.
- Staff Experience Groups (number) – revised down to align with engagement model now in place.
- Two new targets introduced relating to the commencements of staff on their respective Leadership Development Programme (per delivery plan).

The Committee discussed the good practice that had been achieved throughout and requested that any material impacts on the KPI's be flagged i.e.: financial, headcount or diversity. A further update to be provided at the May 24 meeting.

NOTED

5.1.7 INTERNAL COMMUNICATIONS & STAFF ENGAGEMENT UPDATE

The Committee considered the paper 'Internal Communications & Staff Engagement Update' [Paper No. 5.1.7] presented by Ms Morton. The paper provided key highlights from the programme of improving staff experience within NHS 24 and included:

- Overview of comprehensive range of internal communications activity that has been delivered.
- Reward & Recognition
- Development of Staff Experience Groups in 2024

Ms Morton highlighted the positive feedback received from staff during the Engagement sessions, adding that staff had particularly valued the opportunity to meet a senior member of staff face to face. Mr Macgregor advised the Trade Unions had been supportive of the Staff Engagement Sessions and had enjoyed working collectively.

In summary, the Committee were content to note the report and the work underway in respect of internal communications and staff engagement and asked for the Staff Engagement Workplan to be shared at the May 2024 meeting.

NOTED

5.2.1 STAFF GOVERNANCE MONITORING RETURN

The Committee considered the paper 'Staff Governance Monitoring Return' [Paper No. 5.2.1] presented by Ms Westwood. Ms Westwood advised Boards had responded to Scottish Government that the current process had not been meaningful. Scottish Government had agreed to review the process. A further update would be provided in due course.

NOTED

5.2.2 ON BOARDING

The Committee considered the paper 'On Boarding' [Paper No. 5.2.2] presented by Ms Westwood. Ms Westwood advised all strands of onboarding had been pulled together following a request from the EMT to streamline the process and provide an integrated approach.

Ms Westwood outlined the work undertaken and proposed for the various phases of onboarding. An action plan had been developed by Workforce and Nursing & Care and would be progressed accordingly.

The Chair thanked Ms Westwood for the update and looked forward to receiving continued updates.

NOTED

5.2.3 HEALTH & SAFETY QUARTERLY REPORT

The Committee considered the paper 'Health & Safety Quarterly Report' [Paper No. 5.2.3] presented by Ms Westwood, noting the H&S Committee last met on 15/01/24 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:

- Accidents have decreased again with H&S leads attending Accident and Incident Investigation training in Nov 2023.
- The H&S implications of two new OFS policies for home/hybrid working and breastfeeding were considered.
- Mandatory training for H&S modules had dropped slightly to 87.1%, however, it had increased since the paper was published to 90.1%.

The Chair thanked Ms Westwood for the update.

NOTED

5.2.4 WORKFORCE QUARTERLY REPORT

The Committee considered the paper 'Workforce Quarterly Report (Quarter 3 October – December 2023)' [Paper No.5.2.4] 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:

- Workforce and Finance continue to meet with all Directors on a monthly basis to review their establishment movement sheets, vacancies and planned change for 2023/24.
- The Establishment Control Panel continue to monitor vacancies on a monthly basis with a particular focus on long term vacancies to support with identifying efficiency savings across the organisation. Particularly where there is no active recruitment taking place or it is not part of service redesign/restructure work. Any posts that are agreed as savings are then formally disestablished by the Establishment Control Panel. A paper is being developed on the vacancy position at the end of Quarter 3 for EMT.
- With the financial pressures across health and social care, financial governance is a key driver for establishment control, the approach that NHS 24 undertakes to making staffing changes goes further than a consideration of costs and available funding. The Establishment Control Panel considers the wider impact on other roles, how they best work together and make sure that decisions made take account of Fair Work.

The Chair thanked Ms Westwood for the update and invited comments and questions from members.

The Committee were content to note the Workforce Performance Report Quarter 3 October to December 2023 and were assured by the information provided that work continued in respect of the key topics.

NOTED

5.3.1 PEOPLE FIRST IMPLEMENTATION

The Committee considered the paper 'People First Implementation' [Paper No. 5.3.1] presented by Ms Gordon who provided the Staff Governance Committee with an update highlighting the progress made so far:

- People First went live nationally on 1st November 2023.
- Staff and Managers have adapted well to the change in model.
- Analysis of queries has allowed Self Service material to be created.
- Case Management module will progress in Q1 of 2024/25.

The Committee noted the change of culture and ways of working taking place throughout the organisation.

NOTED

5.3.2 SHIFT REVIEW EVALUATION

The Committee considered the paper 'Shift Review Evaluation [Paper No. 5.3.2] presented by Ms Edwards who provided the Staff Governance Committee with an update. Ms Edwards provided an overview in relation to the devised evaluation methodology which had been agreed and implemented during Autumn 2023.

The Committee members noted the paper and asked for a more in-depth paper to be presented at the next meeting to provide an interim update on the Shift Review Evaluation and in turn provide the appropriate assurance to the Committee.

NOTED

5.4 AREA PARTNERSHIP UPDATE

The Committee received an update from Mr MacGregor, RCN Representative, on the work of the Area Partnership Forum, and highlighted several topics discussed at the recent APF meetings, including: the meeting which had taken place between the Chief Executive and Scottish Government to discuss current topics of interest: Workforce, hybrid working, challenges currently being faced in relation to clinical recruitment. A discussion had also taken place in relation to working closer with other Boards. The Forum received an update in relation to the Annual Review and had been advised the Cabinet Secretary had attended and had private meetings with the Area Clinical Forum, the APF as well as members of the public and other stakeholders.

Mr Webb thanked Mr McGregor for the update and invited comments and questions from members.

The Committee noted the significant and sustained progress that had been made within both the APF and RPF fora.

NOTED

5.5 HEALTHCARE STAFFING PROGRAMME

The Committee considered the paper 'Healthcare Staffing Programme' [Paper No. 5.5] presented by Ms Neil, Lead AHP/Interim Head of Clinical Governance & Quality Improvement. 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.

The Committee thanked Ms Neil for providing the required assurance.

NOTED

5.6 PRACTICE EDUCATION Q3 EVALUATION REPORT

The Committee considered the paper 'Practice Education Q3 Evaluation Reports [Paper No. 5.6] presented by Ms Neil, Lead AHP/Interim Head of Clinical Governance & Quality Improvement. Ms Neil advised the recommendations made within the report had been reviewed and the Practice Education team had modified the course accordingly, to allow for a continuous improvement cycle.

NOTED

5.7 STAFF GOVERNANCE RISK REGISTER

The Committee considered the paper 'Staff Governance Risk Register' [Paper No. 5.7] 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 November 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.

The Committee noted the updated Risk Register.

NOTED

5.8 EQUALITY, HUMAN RIGHTS AND COMMUNITY ENGAGEMENT GOVERNANCE MATRIX

The Committee considered the paper 'Equality, Human Rights and Community Engagement Governance Matrix' [Paper No. 5.8] presented by Mr Medina. Mr Medina advised that all staff, including Executive Management Team members and Board members, have a role to play in supporting NHS 24 to meet its duties in relation to equality, diversity, inclusion, human rights, tackling health inequalities and community engagement.

This matrix is intended to help make it clearer where responsibility for each action sits within NHS 24.

NOTED

6.0 FOR NOTING/INFORMATION

6.1 STAFF GOVERNANCE COMMITTEE WORKPLAN 2024-25

The Committee noted the updated Workplan for 2024/25 and agreed an update be provided at the next meeting.

APPROVED

6.2 STAFF GOVERNANCE COMMITTEE TERMS OF REFERENCE

The Committee approved the Terms of Reference.

APPROVED

6.3 AUDIT SCOTLAND: THE SCOTTISH WORKFORCE CHALLENGES

Mr Gebbie presented the report, highlighting the wide range of issues, concerns and recognises significant pressures with regards to pay increases and workforce capacity challenges over the next year. Mr Gebbie advised NHS 24's plans align with Scottish Government.

NOTED

6.4 AOB

Ms Gordon highlighted the Once for Scotland new tranche of policies would go live for consultation from staff on 8 February 2024. Ms Gordon advised this had been agreed in partnership and a summary of the feedback received would be provided to the Committee at a future meeting.

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 May 2024

The meeting concluded at 12:31pm