

## STAFF GOVERNANCE COMMITTEE

Minutes of the Meeting held on Monday 28<sup>th</sup> November 2016 at 9.00am in the Board Room,  
NHS Lanarkshire, Kirklands Hospital, Bothwell

**PRESENT:** Lilian Macer, Employee Director  
Avril Osborne, Non Executive Director  
John White, Divisional HR Director  
Kenny A Small, HR Director  
Tom Wilson, RCN Representative  
Derek Clark, RCN Representative  
Mark Kennedy, General Manager, SALUS  
Isabell Doris, OD Programme Manager  
Susan Dunne, Head of OD  
Ruth Hibbert, Divisional HR Director  
Calum Campbell, Chief Executive  
Donald Spence, Unite Representative  
Phil Campbell, Non Executive Director

**IN ATTENDANCE:** Neil Warbrick, Programme Director, Employee Support System  
Implementation Programme  
Katrina Murray, Voluntary Services Manager  
Mary Buchanan, Secretariat

### 1. APOLOGIES

Apologies were received from:

Robert Foubister, Union Representative  
Neena Mahal, Board Chair

### 2. MINUTES OF PREVIOUS MEETING

The minutes of the previous meeting held on 29<sup>th</sup> August 2016 were approved as an accurate record.

### 3. MATTERS ARISING

i) Action Log

Lilian Macer updated members on the Action Log.

4. **WORKPLAN**

Lilian Macer assured members of the work being undertaken in the Workplan and agreed to circulate an update Workplan to members.

5. **EMPLOYEE SUPPORT IMPLEMENTATION SYSTEM (e-ESS)**

Kenny Small advised the Committee that the Electronic Employee Support System (e-ESS) is a key risk on the Risk Register, and Neil Warbrick, Programme Manager for the Employee Support System Implementation Programme was attending the Staff Governance Committee to give an update to Lanarkshire on the system. He would be explaining what has changed with the implementation approach and governance, and what this means for Lanarkshire.

Neil explained that in early 2016 an External Review was undertaken which showed a mixed picture of implementation and gave the Committee a brief summary of the Review. He informed the Committee of the membership of the Programme Board which was headed up by Jane Grant, Chief Executive, NHS Forth Valley and Kenny Small attended the Board as a Senior User Representative for Lanarkshire. Below the Programme Board sat an Operational Group and a Leads Network Group. He stressed the importance of getting the foundations correct and explained the approach being taken in this regard with small/medium and large boards, with Lanarkshire being an Implementation Exemplar (large board). Kenny Small, HR Director, John White, Divisional HR Director and Kay Sandilands, Head of Workforce were involved in the planning and assurance and evidence was required on: resources; payroll interface; recruitment and data migration. There would also be opportunities to share resource and benefit from knowledge of live boards. Change also in work-balance – managers, real time data maintenance and less variation. Work was being scheduled with Programme HR Directors in the New Year on reviewing benefit and realisation plan. An example of benefits would be single system; reporting and recruitment.

The next steps to be taken would be:

- Standing Operating Procedures – signed off by Christmas.
- Data migration – review almost complete and proofs of concept being built
- Recruitment – Function, technical, commercial and business case workstreams progressing jointly with Shared Services and Reference User group formed and deeper look at products.
- Payroll Interface – Forth Valley completing final testing and go-live rep
- Governance – Financial and programme plan approval
- Lanarkshire – Planning, preparations, plan for releasing staff/capacity

Kenny acknowledged that there were a number of challenges and uncertainties around the implementation of e-ESS, but felt that NHS Lanarkshire was now in a much stronger place.

The Committee then discussed issues around timeframe, cost efficiency and risk. The timeframe for NHS Lanarkshire would be late summer 2017 and nationally 2019. It was felt that this timeframe should be achievable for Lanarkshire. Neil advised that the Business Case did not look for cost savings, but that 69% of Boards could see cost savings. This was an area that could be looked into further. Kenny advised that there would be a meeting tomorrow to look at the Budget Plan. Concern was expressed around risk and it was explained there would be short term areas of risk and it was stressed that steps would need to be taken to manage the risk.

Lilian thanked Neil for his very informative presentation.

## 6. **VOLUNTARY SERVICES ANNUAL REPORT**

Katrina Murray, Voluntary Services Manager highlighted to the Committee the Voluntary Services Annual Report 2015-16. She informed members that in February 2015 the Lampard Report in the light of the activities of Jimmy Saville had made 15 recommendations to NHS England to improve patient safety where there was voluntary involvement in hospitals. NHS Lanarkshire decided to review its current practice against the recommendations made in the report. One of the recommendations made was that voluntary programmes in NHS Organisations should be 'fit for purpose'. In May 2015 NHSL underwent an external assessment for the Investing in Volunteers Award and had met the standard for the third time.

Katrina then went on to explain that volunteers are expected to commit to a minimum of six months and are engaged within different wards and departments in different roles. There is a significant number of young volunteers but volunteers covered a wide age range. Focus is mainly on the three Acute Hospitals, Wishaw General Hospital, Hairmyres Hospital and Monklands Hospital, but also covered some of the smaller Community Hospitals. In the last six months there has been an expansion into new clinical settings and there has also been ongoing discussions with other Departments.

It was also noted that moving into 2017 and there would opportunities for the young workforce through work experience/modern apprentices and it was suggested there could be a possible link with volunteering.

Appendix 2 of the report related to the Stakeholder Event that had taken place on the 16<sup>th</sup> February 2017, and a suggestion was made that wider involvement could be considered for future events.

Katrina gave helpful comments to the Additional Employment PIN which underlined the importance of volunteering within our health system and allowed for that to continue.

Lilian thanked Katrina for bringing the Voluntary Services Report to the Staff Governance Committee.

7. **i-MATTER PROGRESS IMPLEMENTATION REPORT**

Isabell Doris, OD Programme Manager attended the meeting to update the Committee on progress with the implementation of i-Matter. She advised that although we have not received the 60% overall response rate the results of those who have participated are encouraging. Monklands Hospital were scheduled to commence their anniversary cycle in December but this would now take place at the end of February 2017. Liz Reilly, i-Matter National Lead would be meeting with Heather Knox, Director of Acute Services regarding Phase 2 implementation for the Acute Division.

Isabell confirmed to the Committee at the moment when integrated teams participate there will be no separate reports produced to differentiate responses from health/social staff. However, discussions will take place after final runs in 2017 on how these can be split if there is a consensus from Boards/Chief Officers that it is something they will need.

Implementation in the Health and Social Care Partnerships are scheduled to take place next year with June 2017 being the latest date for the questionnaire stage to start to comply with the timescales set by the Government. The North Lanarkshire Health and Social Care Partnership hoped to go live in April 2017, but concern was expressed that the South Lanarkshire Health and Social Care Partnership would not achieve the deadline set by the Scottish Government. Discussions are ongoing at the moment with the South.

It was suggested that a Plan could be added to the report to indicate where each Directorate was in the process. Isobel agreed to include this with her report.

Lilian spoke about the way we engage with staff and the language used, and it was felt that this was an area that could be improved. Isabell advised that booklets and banners had been amended to be more user friendly and were currently at the printers. When these were received she would share them with the Committee.

8. **CORPORATE RISK REGISTER**

The Staff Governance Committee were asked to endorse the paper which highlighted the following two risks from the Corporate Risk Register:

1. ID 1295: NMC Revalidation of Nurses and Midwives
2. ID 980: National Change of HR/Workforce Electronic Systems from SWISS to eESS

The Staff Governance Committee had been identified as the relevant Assurance Committee.

After discussion the Committee endorsed the paper.

9. **PRESENTATION ON MENTAL HEALTH**

Mark Kennedy, General Manager, SALUS presented to the Committee a report entitled 'Occupational Health – Case Management Intervention'.

Mark spoke of the impact that mental health related absence had on the Organisation. 41% of all referrals to SALUS are mental health related. They are responsible for approximately 11% of incidence, but 25% of days lost. 45% of all absences are long term. He then went on to explain the telephone based assessment to support the employee in identifying areas from the Matrix that are applicable to them, and of the barriers they have on returning to work. Using this method Managers are able to reduce the individual's perception of the overwhelming nature of their difficulties and how best they can be supported.

Every employee receives a personalised Action Plan providing detail on:

- The 3 most prominent barriers to returning to work
- 3 agreed actions the employee has agreed to take to make progress in returning to work.
- The resources that will be useful in supporting their return to work.

This is a validated tool which would continue to be used. Staff feedback had been very positive so far, but more data is needed so that it can be analysed. SALUS also have a training programme in place for Managers.

Discussion then took place and it was stressed that case management was the key. Occupational Health and Safety runs behind this and that management referral still exists for mental health, and that this was additional to this and more supportive. Any priority that the member of staff flags up this will be taken forward. This could be expanded to staff still at work exploring things that can arise in the workplace, although at the moment it related to staff who are off work.

Further updates would be given at future meetings.

10. **EVERYONE MATTERS 2020 WORKFORCE VISION IMPLEMENTATION PLAN 2016/17 – MID YEAR REVIEW – PROGRESS TO SEPTEMBER 2016**

Kenny Small, HR Director introduced the Everyone Matters 2020 Workforce Vision Implementation Plan 2016/17. He explained the composite report outlined the progress and achievements to date and work was ongoing towards the final end of year Plan.

11. **MID YEAR REVIEW**

The Mid Year Review for the Staff Governance Committee highlighted to the Committee the work that had been undertaken at the mid point of the year and this linked in with the Action Plan.

12. **WORKFORCE REPORT**

This paper provided an update for the Staff Governance Committee on the NHS Quarter II (2016/17) Workforce Performance.

The Committee discussed the issue of sickness absence and John White, Divisional HR Director advised that only three Boards in Scotland had achieved 4%. Some Boards sat higher at 7 or 8% and NHS Lanarkshire were in the middle at 5%. It was discussed if it would be achievable to lower this figure and it was stressed that this needed to be a priority.

A member raised the point that the graph showed the current performance and was therefore difficult to gauge the trend.

The Committee was asked to note the report.

13. **REPORT FROM THE HRF**

It was reported that Liz Airns from the staff side had been appointed Joint Chair of the Human Resources Forum.

Revalidation/Annual Renewal. Joint Policy Forum going to look at from policy managing staff that have not paid their annual renewal to the NMC.

14. **EQUALITY AND DIVERSITY ACTION PLAN – MID YEAR REVIEW PROGRESS TO SEPTEMBER**

The Mid Year Review highlighted the work of the Equality and Diversity Steering Group.

There are no particular areas of concern and most of the work remained on track and the areas highlighted in amber would be complete by the year end. It was highlighted to the Committee that a new appointment had been made to spiritual care.

An observation was made that it would be helpful to have a covering paper for the report.

15. **THE YOUNG WORKFORCE**

The Committee's attention was drawn to the paper on Youth Employment and the paper was provided to give an update to the Committee on the work that NHS Lanarkshire had undertaken so far. The paper detailed the work that the Board had undertaken around the introduction of a wide range of targeted programmes in support of Youth Employment, and in addition the number of programmes that are under development or consideration with partner agencies.

There are challenges, in achieving the 2014 Modern Apprenticeship target, due to the timing of this in relation to the Vocational Training Programme and levels of band 2 redeployment. It is hoped that we can deliver the target for Modern Apprenticeships by August 2017, and this work was in progress.

16. **MINUTES TO NOTE**

The following minutes were noted:

- i) Area Partnership Forum – 11<sup>th</sup> July 2016
- ii) Equality & Diversity Steering Group – 16<sup>th</sup> June and 15<sup>th</sup> September 2016

17. **ANY OTHER COMPETENT BUSINESS**

There was no further business to discuss.

18. **DATE OF NEXT MEETING**

The next meeting would be held on Monday 27<sup>th</sup> February 2016 at 9.00am in the Board Room, Kirklands Hospital.