

STAFF GOVERNANCE COMMITTEE

Minutes of the Meeting held on Monday 27th November 2017 at 9.00am in the Board Room,
NHS Lanarkshire, Kirklands Hospital, Bothwell

PRESENT: Lilian Macer, Employee Director (Chair)
Calum Campbell, Chief Executive
K A Small, HR Director
Neena Mahal, Chair, NHS Lanarkshire
Avril Osborne, Non Executive Director
Susan Dunne, Head of Organisational Development
Ruth Hibbert, Divisional HR Director
Tom Wilson, RCN Representative

IN ATTENDANCE: Isabell Doris, Organisational Development Programme Manager
Hina Sheikh, Equality and Diversity Manager
Richard Robison, Audit Manager, Audit Scotland
Mary Buchanan, Secretariat

1. **APOLOGIES**

Apologies were received from:

Robert Foubister, Unison Representative
Calvin Brown, Communications
Mark Kennedy, General Manager, SALUS
John White, Divisional HR Director
Phil Campbell, Non Executive Director

2. **MINUTES OF PREVIOUS MEETING**

The minutes of the previous meeting held on 28th August 2017 were approved as an accurate record.

3. **MATTERS ARISING**

i) Action Log

Members discussed up-dates to the Action Log.

4. **NHS WORKFORCE PLANNING REPORT**

Richard Robinson, Audit Manager from Audit Scotland presented to the Committee on the 'NHS Workforce Planning Audit'. He explained that this would be in two parts with Part 1 published in July 2017 and Part 2 published in 2018/19. He spoke about the supply issues, understanding demand and lines of responsibility. He highlighted the current pressures in nursing with the increase in vacancies, resulting in more use of agency staff, and also the impact of an ageing workforce, retirements, data, new recruits and Brexit. Some staff were not now retiring at 55 because of the increase in state pension age and one in three nurses are now aged over 50. Ruth Hibbert, Divisional HR Director advised that a lot of work was taking place around the ageing workforce. In relation to medical workforce there was also a high vacancy rate. 27 of the 75 specialties had vacancy rates higher than the 7.4 per cent total rate for Consultants. Regarding understanding demand Richard highlighted the following:

Projections in NHS Boards – this was not accurate in the first year.
 Considering demand in long-term recruitment decisions (supply based modelling);
 Scenario Planning – Scottish Government looking at nationally.
 Considering changes in demand for services.
 Costs associated with meeting future demand and reform are unclear.
 Skills mix – better data is needed and more information around this is required.

The purpose of the Workforce Plan needs to be clear and clarification is needed on how the plans fit together with regard to regional and national and the Integrated Authorities.

Lilian thanked Richard for his informative presentation.

5. **EQUALITY STRATEGY REVIEW 2017 – 2021**

Hina Sheikh, Equality and Diversity Manager referred to the NHS Lanarkshire's Equality Strategy 2017-2021, and was looking for endorsement of the Strategy from the Staff Governance Committee. She advised that the Strategy was due for revision and a Workshop had taken place in June 2017 to identify and shape content by seeking input from a range of people across the Organisation. The Workshop looked at the following key areas: Strategy, Leadership and Governance; Communications; Community Engagement; Health Inequalities; Developing the Workforce; and Accessing Services.

The Staff Governance endorsed the Equality Strategy Review 2017-2021.

6. **EQUALITY AND DIVERSITY ACTION PLAN (MID YEAR REVIEW) – PROGRESS TO SEPTEMBER 2017**

Hina Sheikh, highlighted the Equality and Diversity Action Plan (Mid Year Review) – Progress to September 2017 and informed the Committee that the Action Plan for 2018 would come to a future meeting of the Committee.

It was noted that a mechanism needed to be put in place to ensure that people are aware of sign off. Susan Dunne, Head of Organisational Development stated that The Action Plan is taken to the Healthcare Quality Assurance and Implementation Committee and the Staff Governance Committee. Although it does not go to the NHS Board a suggestion was made that Lilian or Kenny could report to the Board.

A question was also raised around implementation and it was noted that an impact assessment was completed after the papers were submitted. Hina also highlighted the plans for raising Equality and Diversity issues and the national work that was taking place. A suggestion was made that talks could be given to partnership teams.

The Staff Governance Committee endorsed the Equality Strategy Action Plan for 2017 -2021.

7. **WORKFORCE QUARTERLY REPORT QUARTER 2 2017/18**

An update was given on the Workforce Quarterly Report Quarter 2 2017/18. Kenny reassured the Committee that the workforce data is given to the CMT on a monthly basis.

He highlighted from the report the high rate of sickness absence in nursing (6.3%) and support services (7.0%). Overall sickness absence was above the 4% and this remained a priority area. He stated that initiatives were being developed to try to reduce sickness absence, but this area remained very challenging.

Vacancies in medical staffing sat at 10.4% and support services staffing at 14.2%. The need was expressed to explore further the vacancy rates, particular within the AHP'S and this issue had been raised with Peter McCrossan, Associate Director of AHPs. It was also agreed that the Staff Governance Committee would consider a proposal paper regarding SERCO and NHSL sending staff to University with a guarantee of a job.

8. **EVERYONE MATTERS 2020 ACTION PLAN (MID YEAR REVIEW)**

Kenny indicated that good progress was being made with Everyone Matters. There was only one area which was 'amber'. This was in Section 5 of the report entitled 'Effective Leadership and Management' and he stated that a lot of work was being undertaken nationally in relation to the Leadership Development Programmes.

9. **LOCAL DELIVERY PLAN – HEALTH INEQUALITIES AND MODERN APPRENTICESHIP**

In 2017/18 the target for Modern Apprenticeships was 32 and we are on target to meet this figure. In the past few years there have been a large number of apprentices. The issue on how to pay the apprentices has now been resolved. He also highlighted the following:

- the arrangements with Further Education
- SVQ requirements were being met
- Project Search – 24 students – NHS Lanarkshire.

NHSL would continue to offer a high number of work experience placements and conversations were ongoing on how we better manage work experience.

It was noted that no data was available for Health Inequalities.

10. **NHS LANARKSHIRE (EXEMPLAR EMPLOYER) eESS IMPLEMENTATION**

Kenny Small provided the Committee with an update on the implementation of eESS. NHS Lanarkshire commenced implementation of eESS on the 31st July 2017 and is working towards a Go Live on the 26th February 2018. He indicated that the early stages were going well. Work in the following areas was noted:

- Technical progress is being made through the national teams. The Programme Board will be given an update today.
- 160 local champions had been identified and training commences on the 27th November.
- Ongoing data preparation/gathering for migration.
- Data validation ongoing – live link to METLE established but requires modification.

Kenny then spoke about a key piece of work taking place around recruitment. This would come under the National Budget and in the New Year a competitive tendering process would take place. By Easter trialling the recruitment in Lanarkshire, also Forth Valley and NSS and then the plan in late spring would be to run eESS and to end as an exemplar Board.

The substantial contribution that Kenny and Kay Sandilands had made to this work was recognised.

11. **STAFF AWARDS UPDATE**

Susan Dunne, Head of Organisational Development updated the Committee with the arrangements for the NHS Staff Awards for 2018.

The Awards Categories have been reviewed this year and are as follows:

- Outstanding Individual: clinical and non clinical
- Outstanding Team: clinical and non clinical
- Outstanding Care
- Outstanding Quality

- Outstanding Volunteer

Having appraised various partner venues the Townhouse in Hamilton has been booked for the 2018 ceremony on the afternoon of the 16th May 2018.

A sponsorship package is being developed and will be sent to appropriate potential sponsors at the end of the month. It is hoped that we can increase the amount of sponsorship that we received last. A number of efficiencies have also been identified by the Staff Awards Group which will bring down costs.

Susan and Neena agreed to have a conversation outwith the meeting regarding external representation.

It was suggested that University status could be included in the presentation ceremony.

The nomination period opened on the 1st November and to date just under 100 nominations had been received. Susan asked that staff and managers be encouraged to submit their nominations by the 31st December deadline.

Susan Dunne and her team were commended on the quality of work and the profile around the staff awards.

12. **EKSF/TURAS**

The contract for the existing eKSF system terminates on the 31st March 2018 and will not be renewed. The Scottish Government has commissioned NES to develop an alternative tool (Turas Appraise), and this will be available from the 1st April 2018. eKSF will be switched off on the 31st January to allow data to be transferred to the new system.

Kenny advised that following discussion the CMT agreed 3 potential options for Managers who currently carry out reviews during February and March, and these options are outlined in the paper circulated. Each Director will discuss the options locally and agree the most suitable options for their areas.

Everything must be on the system by June and this will be monitored closely.

A question was asked as to how we mitigate risk, and we would do this by a substantial amount of monitoring and support from April to June.

The Committee noted the paper

13. **i-MATTER UPDATE**

Isabell Doris, OD Programme Manager referred to the i-Matter paper which sets out some recommendations with regard to the mainstreaming and sustainability of i-Matter after initial implementation. She indicated that the Organisation has now

successfully implemented i-Matter within the timescales set out by the Scottish Government. Overall the response rate for this year is 65% and the Board Employee Engagement Index (EEI) score is 77%. There was still some work to be done within the Acute in relation to Action Plans and Isabel has met with Heather Knox, Director of Acute Services. South Lanarkshire Council will be the last cohort and social care staff will be encouraged to take part.

At this time, the OD team are reviewing options to sustain i-Matter in the longer term within the Organisation, with a view to ensuring that the ongoing administration is minimised wherever possible, and support to managers is maximised where required. Local ownership within Directorates is key to the success of sustainability. Work is ongoing at the moment with a view to recruiting local champions.

Lilian thanked Isabell for her report and commended Isabell on the sterling work that she had undertaken in relation to i-Matter.

14. **REPORT FROM HRF**

Kenny drew members' attention to the minutes of the last meeting of the Human Resources Forum on the 11th August 2017, to highlight the work being undertaken by the Forum.

15. **HRF TERMS OF REFERENCE**

The HRF Terms of Reference had been reviewed at the meeting in October 2017 and was coming to the Staff Governance Committee for ratification.

16. **CORPORATE RISK REGISTER**

The Staff Governance Committee was the identified Committee for the following two risks contained within the Corporate Risk Register.

ID 244: Legislative Framework - Controls to fully comply with statutory requirements and obligations.

ID 980: National change of HR/Workforce Electronic Systems from SWISS to eESS.

The Committee endorsed the paper.

17. **STAFF GOVERNANCE COMMITTEE WORKPLAN 2017/18**

It was agreed that the Workplan would be placed on the agenda as a standing item.

An update report was required from the Integration Joint Boards and this would be put on the agenda for the next meeting.

18. **SIGNIFICANT EMPLOYMENT ISSUES**

2 issues were highlighted to the Committee.

- i) 2 senior medical staff were currently suspended from employment and disciplinary investigations were being taken forward diligently and as a priority.
- ii) There was a serious police investigation ongoing with regards to a previous senior medical member of staff. He had pled not guilty in court to all 14 charges made against him. The case will be held in the High Court towards the end of February. A package of support had been offered to colleagues involved with the case and one or two have taken up this offer of support.

19. **ITEMS FOR NOTING**

The Committee noted the following items:

- i) Marketing Material for the new Whistleblowing Alert and Advice Services for NHS Scotland (AALS)
- ii) Minutes – Area Partnership Forum – 17th July 2017

20. **ANY OTHER COMPETENT BUSINESS**

i) **Film Show**

The RCN Scotland is providing people with the opportunity to see the film ‘I am Daniel Blake’ The film charts one man’s journey through the welfare system and highlights many of the challenges facing communities across the UK. This would be followed by a discussion around the themes in the film. The film will be shown in the Ronald Millar Education Suite at Wishaw General Hospital on the 30th November, doors open at 6.00pm with a start time of 6.30pm.

ii) **Violence and Aggression**

The number of people coming forward with allegations of violence and aggression has increased recently, and discussions were taking place around this. It was suggested that the Dignity at Work Survey could be a platform for discussion in relation to this.

21. **DATE OF NEXT MEETING**

The next meeting would be held on Monday 19th February 2017 at 9.00am in the Board Room.

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