



STAFF GOVERNANCE COMMITTEE

Minutes of the Meeting held on Monday 3rd June 2019 at 9.00am in the Board Room, NHS
Lanarkshire, Kirklands Hospital, Bothwell

PRESENT:

- Lilian Macer, Employee Director (Chair)
- Calum Campbell, Chief Executive
- Margaret Morris, Non Executive Director
- Ruth Hibbert, Head of HR Policy and Governance
- Robert Foubister, Unison Representative
- Brian Moore, Non Executive Director
- Mark Kennedy, General Manager, SALUS
- John White, HR Director
- Calvin Brown, Head of Communications

IN ATTENDANCE:

- Isabel Doris, Organisational Development Manager
- Kirsty Cole, Head of Organisational Development
- Katrina Murray, Voluntary Services Manager
- Victoria Clark, Recruitment Manager
- Kay Sandilands, Deputy HR Director
- Jen Allen, Workforce Planning Manager
- Neena Mahal, Board Chair
- Mary Buchanan, Secretariat

1. **APOLOGIES**

Apologies were received from:

Liz Airms, GMB Representative

2. **MINUTES OF PREVIOUS MEETING**

The minutes of the previous meeting held on 25th February 2019 were approved as an accurate record.

3. **MATTERS ARISING**

i) Action Log

Members discussed up-dates to the Action Log.

4. **DRAFT ANNUAL WORKFORCE PLAN**

Jen Allen, Workforce Planning Manager attended the meeting to give members an overview of the Workforce Plan 2019/2020.

The 2019-2020 NHS Lanarkshire Workforce Plan has been developed using the Workforce Planning approach recommended by the Scottish Government's "Revised Workforce Planning Guidance" CEL 32. At present this is a one year Plan but next year this would move to a three year Plan. The Plan has already been to the CMT, HRF and APF and would go to the August NHS Board meeting for final approval. Section 4 in the Plan had been updated. Comments on the Plan to be submitted to the Scottish Government by the 30th June 2019.

The Workforce Plan describes the anticipated changes faced nationally and locally, and identifies potential strategic actions needed to deliver the Achieving Excellence Strategy. It also identifies the challenging financial position going forward, and the population and workforce demographics. The changes in population and workforce demography are key considerations, requiring NHSL to carefully plan the future workforce now. It is recognised that the future workforce must be based on a robust availability, adaptability and affordability model.

Jen highlighted certain areas from the report including Orthopaedics, the Monklands Replacement/Refurbishment and the medical and dental figures. She also highlighted from the Plan that NHSL had recently received accreditation from the Living Wage Scotland as a Living Wage Employer.

Neena Mahal, Board Chair asked for clarification on the workforce issues associated with community hospitals identified in the Workforce Plan. Assurances were given that these risks were known and captured.

Kirsty Cole, Head of Organisational Development asked if a caveat could be added in terms of Organisational Values to broaden the context.

It was suggested that in relation to the Workforce Risk Register the challenges faced in the Nursing workforce could be factored into Out of Hours.

Also in relation to GMPs it was asked if we are sure in the Workforce Plan this is identified as a risk around sustainability. It was agreed that this should be strengthened in the Plan.

5. **VOLUNTARY SERVICES ANNUAL REPORT**

Katrina Murray, Voluntary Services Manager gave an update to members on the Voluntary Services Annual Report. The report provided a brief update of the work of the Voluntary Services team since the last report in November 2018. From the period of early September – mid October 2018, the Recruitment Department received over 150 applications to volunteer. Due to

the work involved in the follow up process it was decided to close the list for the first time. Given the change to the organisational responsibilities for volunteering within NHS Lanarkshire, the publication of the Scottish Government Framework, the publication of the Clear Pathway Report (NHS Scotland's response to the Lampard Report with regard to voluntary organisations) and reflection on the situation we found ourselves in last year, work has been started on a redesign of the Volunteering Service, the structure and the aims. A further report on the Service will be brought to a future meeting of the Staff Governance Committee.

It was suggested that there could be merit in benchmarking in the West of Scotland looking at each Board in a West of Scotland approach. Katrina confirmed that she could produce this data.

The Staff Governance Committee noted the Voluntary Services Interim Report.

6. **STURROCK REPORT**

John White, HR Director drew members' attention to correspondence from the Cabinet Secretary for Health and Sport which had been issued to all Health Boards. The letter outlined the Scottish Government response to the Sturrock Review into cultural issues related to allegations of bullying and harassment in NHS Highland. There were six actions set out in the letter to be considered by all Boards by the 28th June 2019 and Ruth Hibbert will co-ordinate a response on behalf of NHS Lanarkshire taking on board any comments received.

It was stated that it was difficult to create a culture where people are confident about raising concerns and this would require careful monitoring. I-matter does not supply the tools required as it does not ask questions around bullying and harassment. In the past a separate survey was linked to i-Matter, but it had been decided not to continue with this. The Whistleblowing Policy was another way that staff could raise concerns.

The Committee then discussed grievances and the difficulties in achieving a satisfactory response. It was suggested that we need to take a system wide approach to better support individuals. Work is being undertaken by HR in regard to this.

A member of the staff side raised concerns about staff side input to the response as this should not just be a response from a higher level, but should also be at operational level. John White confirmed that the staff side contribution to the response will be equal to Managers, and responses will also be sought from the Area Partnership Forum and the Human Resources Forum and any other members of staff who would like to comment. Lilian replied that the staff side would like to submit a response and would feature as part of the Board's response.

A Board Seminar was being held later today to discuss the Sturrock Report and provided an opportunity for Executive Directors and Non Executive Directors to contribute to the NHS Lanarkshire response.

7. **i- MATTER UPDATE**

Isabel Doris highlighted the key points within the i-Matter Report.

The Sturrock Report was mentioned within the i-Matter paper as it related to culture and values. Staff engagement is also mentioned within the report and as such results from each Directorate will be reviewed by the Governance Team who may request further information on actions from individual Directors relating to the 2019 results of the four KPIs.

Boards have now received access to the Scottish Government dedicated website on i-Matter and each Directorate is expected to publish at least one team journey. Presently five Directorates have nominated a Team.

Teams from the Acute Division received their questionnaires on the 14th May and are due back by the 4th June 2019. The South are next to take part and they will receive their questionnaires on the 4th June. The North CHP would be later this year due to structural changes.

The deadline for Action Plans to be agreed in Corporate is the 10th June 2019. This is an area in which we will be scrutinised and Isabel encouraged Managers and teams to participate.

Training sessions had been organised with the new Social Care Managers and Organisational Development will be working on developing a new Training Programme for Managers. A Booklet has also been produced to support teams and Managers to help with the Action Plans.

A member of the staff side commented that the feedback for certain areas was very encouraging, but in other areas he felt that Action Plans had not progressed over the last few years. A concern was also raised around confidentiality. Assurance was given that an Action Plan belongs to the Team and no-one else has access to them.

A question was raised around National oversight monitoring and Isabel confirmed that she had a regular monthly meeting with the Governance lead.

The Committee then had a discussion around Dignity at Work which at the moment was separate from i-Matter.

It was stressed that it was important to keep the momentum going and to keep working at raising awareness. Partnership colleagues are very supportive and have spent a lot of time particularly with walkrounds to encourage participation. The Communications Team are also involved in taking this work forward.

Isabel drew members' attention to the SBAR entitled 'i-Matter 2019 Acute DMT Update'. Since the introduction of i-Matter the Acute Directorate has not received a high enough response rate to achieve an overall or EEI score. This year for the first time 4 areas will take part at the same time. Additional system support for i-Matter is provided by OD, however local support is key this year as there is limited resource within OD for i-Matter and to provide support to all the Acute teams at the same time alongside the other Directorates in progress will be challenging. She highlighted from the paper the ideas for the Divisional Management Team to consider for the coming year to drive improvement.

Members noted the content of the report.

8. **TURAS UPDATE**

Turas Appraisal is the electronic recording system which replaced (e-KSF) in April 2018. It is hosted on the TURAS digital platform which is run by NES. The development of some of the processes are still ongoing and in the first year there will be no national response. NES have not yet provided a date when the reporting facility will be available to Boards and Managers. In the meantime they will continue to send a monthly spreadsheet which OD will use to inform Directors of progress.

The final report was received by NES on the 2nd April and this shows that at the 31st March 2019 66% of staff had an annual appraisal recorded on TURAS. The attachment to the paper gave a breakdown on this for each Directorate.

OD will also work on re-vamping the current PDP/R training programme provided to take account of the new system and promote the benefits of meaningful reviews.

Lilian thanked Isabel for her update on TURAS.

9. **CORPORATE RISK REGISTER**

Lilian highlighted from the Corporate Risk Register the one item that identified the Staff Governance Committee as the assurance source - ID 244. Previously there had been two risks, but one risk has been closed since the last meeting – Risk ID 1726 – Process failure within the eESS System.

Lilian had a discussion with Carol McGhee, Corporate Risk Manager and it was decided that it was beneficial for the Committee to continue to receive the full Risk Register in order for them to have sight of and be aware of all risks. It was pointed out that in the Workforce Plan there were significant risks and that this was something that the Staff Governance Committee should be considering.

After discussion it was decided that John and Lilian would review how we can support and monitor mitigating risks.

10. **SALUS PERSONAL INDEPENDENCE PAYMENTS SERVICE (PIP)**

Mark Kennedy, SALUS General Manager provided an update on the SALUS Personal Independence Payment Service (PIP) Annual Report for 1st April 2018 – 31st March 2019.

The PIP Service has been operational for six years. From commencement of the Service until 31st March 2019, 168,312 PIP assessments were completed. In the period 1st April 2018 to 31st March 2019, 38,268 PIP assessments were completed. This was 597 below the original target. In relation to the Quality Audit it was noted that there had been a poor start and this had fluctuated throughout the year.

Mark highlighted the main challenges in the Service which were recruitment, retention of staff and sickness absence. The standard of applications and preparation for interview remains poor and candidates regularly struggle to pass the clinical scenario at the interview. Most of the staff employed come from different areas of the NHS and are monitored on their performance as they would need to retrain. Some staff only stay a short time and leave to return to clinical roles, others find the job very challenging as they are closely monitored and others are unable to maintain the required quality and performance standards. The sickness absence rate is very high and this has an effect on the number of assessments not scheduled or have to be cancelled.

Two media enquiries had been received and a joint statement from NHSL and IAS had been issued. There had been no adverse publicity around these enquiries.

Monthly customer satisfaction surveys are carried out and on the whole these were very positive.

Mark intimated to the Committee that the Scottish Government have publicly announced that they will take ownership of PIP benefit delivery commencing around February 2021 and delivery will be via an inhouse team. Mark along with Calum Campbell, Chief Executive and John White, HR Director met with representatives from the Scottish Government in April 2019 to advise of the conflict regarding the current DWP contract held by IAS/Salus, in place until the end of July 2021 versus Scottish Government plans to start delivery in February 2021. In line with Scottish Government plans noted above, NHSL advised the Scottish Government of intent to withdraw in 2021.

The Committee noted the report.

11. **NHSL LANARKSHIRE WORKFORCE REPORT QUARTER IV – JANUARY – MARCH 2019**

Kay Sandilands, Deputy HR Director submitted the NHSL Workforce Report for Quarter IV – January to March 2019 which was now in a new format. She highlighted four key performance areas which were vacancies, supplementary staffing, sickness absence and staff experience, which extended the remit of the Report.

Kay spoke of the vacancies in relation to the medical and dental staff, although a range of Consultants had been recruited in January. There are a number of vacancies in PSS Support Services and these have all been advertised and are at various stages of the recruitment process.

Supplementary staffing levels continue to be the highest in Nursing (11.4%), Support Services (7.8%) and Medical (5.9%).

Sickness absence levels were 5.1% in March 2019 which exceeds the 4% level set by NHS Scotland.

As a proxy for staff experience 3 measures are considered, progress with i-Matter, completion of PDPR through TURAS and completion of Health Care Support Workers induction standard within timescale.

Job Train the new National Recruitment system is currently being piloted within University Hospital, Monklands. This pilot will extent to all NHS Lanarkshire sites from 3rd June 2019 which means that our recruitment process will be entirely online.

After discussion pertaining to grievances and dignity at work it was decided that the role of this Committee was to monitor the actions being taken forward and the need to think about how we feed this information back.

More information was required around the vacancy rate and the use of temporary and part time working. It was suggested that more detail and information was required. Kay would re-look at the report. John stated that the report was not mature enough to see if actions are being effective. He also stated that PSSD had been specifically mentioned at the CMT and work was ongoing in relation to this with the Director of Finance and the Director of Planning, Property and Performance. In terms of monitoring the Group discussed what was expected to help understand whether we had achieved what we had set out to achieve. It was suggested that a rolling Action Plan could be used or an Appendix.

Assurance was needed that people are being treated fairly as we do not have this assurance. John advised that ER Performance will include this assurance and that a separate report also goes to the Management Committee.

12. **17/18 AUDIT SCOTLAND REVIEW OF NHS LANARKSHIRE (NHSL) TEMPORARY STAFFING**

Members' attention was drawn to the SBAR on the 17/18 Audit Scotland Review of NHS Lanarkshire Temporary Staffing.

NHS Lanarkshire considered the recommendations made by Audit Scotland and developed an Action Plan. 10 of the recommendations were addressed in 2018 with 5 outstanding actions to be completed in 2019.

A member of the Committee felt that the Action Plan was very focussed on the Acute and there was no mention of usage of bank staff in other areas. It was advised that this was included in the Workforce Plan.

13. **REPORT FROM HRF – 8TH FEBRUARY 2019**

The Committee noted the HRF minutes on 8th February 2019.

14. **YOUTH EMPLOYMENT UPDATE**

A paper was presented to the Staff Governance Committee which provided an update on progress on Youth Employment within NHS Lanarkshire.

Work was being taken forward in the following areas: Modern Apprenticeships; Project Search; Healthcare Support Worker Programme; Work experience placements; Developing the Health and Social Care Academy and the Princes Trust.

The Staff Governance Committee noted the report and the substantial work being taken forward around youth employment.

15. **DISCLOSURE ANNUAL REPORT**

Victoria Clark, Recruitment Manager attended the meeting to update members on the Disclosure Scotland Annual Report 2018/19.

A system has been established and implemented for managing Disclosure Scotland checks based on a process that facilitates fair, consistent and accountable decision making whilst ensuring protection of patients maximised and the rights of prospective employees in relation to Disclosure are upheld.

The issues that the Board give consideration to are:

- The seriousness of the offence;
- The number of convictions;
- The age of the individual when the offence(s) occurred;
- The length of time since the offence (s) occurred;

- The relevance of the conviction in relation to the post.

She drew members' attention to the tables within the report which highlighted the figures for General Recruitment and the Medical and Dental Services.

A question was raised as to whether there was any difference between recruitment and medical and dental staff. Assurance was given that the risk matrix was applied and there was no evidence of any bias in the matrix. It was also felt that there should be more information about the matrix in relation to the process and how robust this is. John advised that the process is being updated and has the involvement of Police Scotland. It was pointed out that this review should be in partnership and that a staff side representative should be added to the Panel. It was agreed that this would be the case. John advised that a presentation around the Disclosure and matrix would be brought to a further meeting of the Committee.

16. **ATTENDANCE MANAGEMENT**

Mark Kennedy, General Manager, SALUS provided an updated on the work undertaken during 2018/19 to address under performance on sickness absence.

The National target for sickness absence is 4% and NHS Lanarkshire is currently sitting at 5.87%. The NHS Circular PCS (AFC) 2019/2 Promoting Attendance stated that NHS Scotland should work towards reducing sickness absence by 0.5% per annum over three years beginning on 1st April 2019 and with the aim of achieving an overall NHS Scotland average of less than 4%. Mark highlighted the way in which HR were leading on the implementation of a range of support and improvement measures during the year 2018/19. A Sickness Absence Summit had been arranged for July to see how we take forward some of the actions.

Lilian thanked Mark for his report on Attendance Management.

17. **HSE ACTION PLAN**

Due to time restraints this item would be discussed at the next meeting.

18. **SIGNIFICANT EMPLOYMENT ISSUES**

An update would be given at the next meeting.

19. **STAFF GOVERNANCE COMMITTEE WORKPLAN**

This was a standing item on the agenda so would also be discussed at the next meeting.

20. **ITEMS FOR NOTING**

- i) NHS Circular PCS (AFC) 2019 – 4 Toil
- ii) Report from Remuneration Committee Teleconference on 21/2/19
- iii) Staff Governance Standard Monitoring Return 18/19
- iv) Everyone Matters: 2020 Workforce Implementation Action Plan 18/19 – Full Year Review
- v) Equalities Strategy Action Plan 18/19 – Full Year Review
- vi) *NHS Lanarkshire Equalities EHRC Progress Report covering:
 - a. Equalities Mainstreaming
 - b. Equality Outcomes
 - c. Workforce
 - d. Workforce Data
 - e. Equal Pay Information
- vii) Area Partnership Minutes – 4th February 2019

Lilian drew members' attention to the following items for noting.

21. **ANY OTHER COMPETENT BUSINESS**

It was agreed that the Staff Governance meetings should be extended from 2 hours to 3 hours due to the volume of business to be discussed. Mary would book rooms and arrange future meetings.

22. **DATE OF NEXT MEETING**

19th August 2019 at 2.00pm.