



STAFF GOVERNANCE COMMITTEE

Minutes of the Meeting held on Monday 25th February 2019 at 9.00am in the Board Room,
NHS Lanarkshire, Kirklands Hospital, Bothwell

PRESENT: Lillian Macer, Employee Director (Chair)
Margaret Morris, Non Executive Director
John White, HR Director
Calvin Brown, Head of Communications
Brian Moore, Non Executive Director
Mark Kennedy, General Manager, SALUS

IN ATTENDANCE: Isabel Doris, Organisational Development Manager
Hina Sheikh, Equality and Diversity Manager
Kay Sandilands, Deputy HR Director
Dr Linda Findlay, Associate Director Psychiatry, South Lanarkshire Health and Social Care Partnership
Mary Buchanan, Secretariat

1. **APOLOGIES**

Apologies were received from:

Robert Foubister, Unison Representative
Calum Campbell, Chief Executive
Susan Dunne, Head of Organisational Development

2. **MINUTES OF PREVIOUS MEETING**

The minutes of the previous meeting held on 17th December 2018 were approved as an accurate record.

3. **MATTERS ARISING**

i) **Action Log**

Members discussed up-dates to the Action Log.

4. **THE NHSL EQUALITY AND DIVERSITY 2 YEAR REPORT FOR THE EHRC**

Hina Sheikh, Equality and Diversity Manager advised that an NHSL Equality and Diversity Report was required for the EHRC every two years. The draft report is an assessment on the work committed to in NHS Lanarkshire's Equality Strategy 2017-2021, the work is on target and is evidenced that it is being delivered. The report was populated with input received from all the different areas and the final report will be presented to a future meeting of the Staff Governance Committee.

In response to a question around assessment/audit and evaluation Hina advised that all impact assessments are available on the NHSL Intranet website. She also advised that there were some areas of work requiring to be done around impact assessments, and that this was something that all Health Boards did differently. Discussion then centred around GDPR and whether this had had any negative impact on the ability to undertake this process.

It was noted that a section had still to be added in on Gender Pay/Occupational Segregation.

The Committee noted the draft report.

5. **GMS CONTRACT AND PRIMARY CARE IMPROVEMENT PLAN**

Dr. Linda Findlay attended the meeting and presented to the Committee an update on the new GMS Contract. The new GMS Contract is a huge transformation to General Medical Services and Primary Care Services. A new contract is needed because of the pressure relating to sustainability of GP practices. The GMS 2018 contract aims to reflect the role of GPs as expert medical generalists. More Health Board employed staff will be involved in providing primary care services and patients would see the right person at the right time, first time. This would involve recruitment of staff with some staff being appointed Advanced Nurse Practitioners which would leave gaps in other areas.

Integration Authorities, the Scottish GP Committee (SGPC) of the British Medical Association (BMA), NHS Boards and the Scottish Government have agreed priorities for transformative service redesign in primary care in Scotland over a three year planned transition period. A Memorandum of Understanding (MoU), has been developed.

The Primary Care Improvement Plan workstreams underpinned by MoU are:

- Pharmacotherapy
- Vaccine Transformation Programme
- Community Treatment and Care (including additional professional services)
- Urgent care
- Digital
- Communication/workforce/finance

Linda highlighted from the presentation the services in 2017 in comparison to 2021.,

Lilian stressed the importance of keeping staff well informed of the GMS Contract. Staff side were involved in the Community, Treatment and Care Group and there was engagement with the Communications Team.

The Committee then discussed the issues around the recruitment and retention of staff, in particular Advanced Nurse Practitioners and how we can retain them within our system and also the nurses when they join in October.

The Plan is currently being updated and being presented to various Committees. Mary would send the presentation to members of the Staff Governance Committee.

Lilian thanked Linda for her presentation.

6. **i-MATTER UPDATE**

Isabel highlighted to the Staff Governance Committee the progress of i-Matter within NHS Lanarkshire.

The first run of the year is now underway with all Corporate Teams including PSSD participating. The closing date for this group of staff is 4th March and currently 42% of staff have taken part. The staff side have been actively encouraging staff who do not have access to a computer and 780 have been completed on paper. The next run will be the North Lanarkshire Health and Social Care Partnership and then the Acute Divisions.

Isabel intimated that nationally when she has to confirm new Managers this is being dealt with through an external company. If the information is late the Company will charge an additional fee of £150. Isabel has asked for a breakdown of this cost.

The Health and Social Care Staff Experience Report was published at the beginning of February 2019. The four KPIs that each Board were measured on this year and Lanarkshire's results are noted below:

- Response rate – 62%
- EEI -78
- Number of teams with no report – 373 (35%)
- Action Plans recorded within 12 weeks – 67%

In comparison with the other 14 Boards, Isabel advised that Lanarkshire had achieved the third highest response rate, the highest EEI score and the 4th highest % of Action Plans agreed. She also stressed that it was important to keep the momentum going to attain good results this year, and this was a huge challenge. She advised that i-Matter has to be locally owned. She also said that we could also learn from other Boards.

The Scottish Government has set up a new dedicated i-Matter website. Each Directorate has been asked to provide a team story and so far 4 directorates have submitted a nomination to be added to the website.

Lilian advised that when attending patient safety leadership walkrounds i-Matter is always discussed. John and Lilian to have a discussion with the Quality Directorate with a view to adding more questions. It was also suggested that John and Lilian could raise i-Matter at the CMT to raise awareness of the 42% to date.

Lilian thanked Isabel for her update on i-Matter.

7. **TURAS UPDATE**

Isabel reported on the current progress with appraisals for staff covered by Agenda for Change.

Currently there is no reporting function available to us on Turas, however since September NES have provided a monthly update to each Board. Our current position at the 11th February is that 35% of staff have completed an appraisal on TURAS. The target date for completion is the 30th April 2019. NES have been providing Directors with a monthly progress update for each Manager in their Directorate. Isabel has enquired about receiving a weekly update, but is not sure yet if this would be possible.

The current progress on TURAS was noted.

8. **COMMUNICATIONS**

Calvin Brown, Director of Communications gave an update to the Staff Governance Committee on progress with the Communications Team to develop a new NHSL Communications Strategy, which would set out the strategic objectives for consideration. A paper on this would be on the agenda for the Planning, Performance and Resources Committee this week. Views are being sought from both the Staff Governance Committee, Area Partnership and Human Resources Forum. The final Communication Strategy will be presented to the NHSL Board meeting on the 29th March 2019 for approval.

Calvin highlighted some of the areas which would be considered:

- Better aligning communications activity with key corporate priorities and producing an NHSL Communications Plan annually.
- Better evaluation of our campaigns and their impact.
- Social media – the usage of this has greatly increased since NHSL's corporate Facebook and Twitter accounts were established. Provide regular resources and best practice.
- Continue to develop and improve the new public website. It is key that we meet the well informed Staff Governance Standard.

- Ensure effective internal communications. Fresh look at the Pulse to see how we can use that better, both printed and online. More evaluation and measurement.
- Media – Work in progress to review and refresh. Need to identify key media spokespeople who can undertake live interviews with the media and to ensure that all spokespeople have received media training.
- The staff briefing would now be sent out earlier on a Friday.
- Some members of staff preferred the printed version of the Pulse.

A member of the Staff Governance Committee who was also a member of the Information Governance Committee commented on the volume of requests under FOI, and she raised a concern that she had around the workload for this. Calvin advised that this is an issue for Communications/Finance and HR as this used a huge amount of resources.

The Staff Governance Committee noted the work being undertaken around the Communications Strategy.

9. **HR DIRECTORATE REPORT (QUARTER 3)**

Kay Sandilands, Deputy HR Director presented to the Committee the HR Directorate Report (Quarter 3). This was the first report in the new format. The report provides the Staff Governance Committee with an overview of the NHSL workforce in relation to a range of key performance indicators. This aims to identify:

- Staffing levels and profile
- Concerns and areas requiring action
- Progress on a range of workforce issues and policy development.

Vacancies

NHS Lanarkshire have 11059.26 WTE staff in-post as at 31st December 2018 with a total whole time equivalent vacancy level of 4.3%; which is within the NHSL vacancy tolerance of 6%. There are two overall staff groups across NHSL that exceed this; namely Medical 10.3% and Support Services 17.1%.

Medical and Dental staff

Kay advised that NHS Lanarkshire had been successful in recruiting to some Consultant vacancies, but she advised that the International Recruitment Unit hosted by NHS Greater Glasgow and Clyde had recently confirmed that their next campaign will be for Consultants within Mental Health Specialties. NHS Lanarkshire has requested that the undernoted three posts be put forward, General Audit Psychiatrists in East Kilbride, Hamilton and Clydesdale.

Job Train

NHS have been user acceptance testing the new national HR Recruitment System (Job Train) in conjunction with NHS Lothian and NSS.

It was noted that the vast majority of vacancies were temporary. Kay advised that this was challenging as some of the vacancies were for project work and therefore had a timescale for completion. Lilian advised that this had been raised within the North and South Integration Joint Boards as some of the posts had been advertised as permanent.

It was noted that PSSD was an area where posts were not being released back into the service.

The Staff Governance Committee noted the content of the report.

10. **STAFF GOVERNANCE COMMITTEE ANNUAL REPORT 2018/19**

The Committee endorsed the Staff Governance Committee Annual Report 2018/19 with the following amendment:

- Membership to be updated for the 25th February 2019

One of the main highlights of the report was NHS Lanarkshire being accredited as a Living Wage employer by the Living Wage Foundation Scotland. In achieving living wage accreditation, we are demonstrating our commitment to being a responsible employer, supporting our staff and the wider community.

Concerns from the report were also highlighted and some of these had been discussed earlier in the meeting.

11. **REPORT FROM HRF**

The Committee noted the work of the Human Resources Forum.

12. **HRF TERMS OF REFERENCE**

The Committee noted the Human Resources Terms of Reference.

13. **CORPORATE RISK REGISTER**

From the Corporate Risk Register there were 2 risks with the Staff Governance Committee identified as the relevant Assurance Committee.

ID 244
ID 1726

John advised that Risk ID 1726 in relation to eESS would be removed from the Register this week.

Mark Kennedy, General Manager, SALUS updated the Committee on the risk which related to ATOS and more information would be available around the end of the Contract in July 2021.

Lilian advised that the Committee do not require the complete register to be available to the group, but only the items pertaining to the Staff Governance Committee.

14. **STAFF GOVERNANCE COMMITTEE WORKPLAN 2018/19**
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The Committee noted the Workplans for 2018/19 and 2019/20.

15. **SIGNIFICANT EMPLOYMENT ISSUES**

There was nothing to report under this item.

16. **ITEMS FOR NOTING**

The Committee noted the following items:

- a) Staff Governance Monitoring Arrangements 2018/19
- b) Staff Experience Report 2018
- c) Area Partnership Forum – 5th November 2018

17. **ANY OTHER COMPETENT BUSINESS**

There was no other competent business to discuss.

18. **DATE OF NEXT MEETING**

3rd June 2019 at 9.00am in the Board Room, Kirklands Hospital