



STAFF GOVERNANCE COMMITTEE

Minutes of the Meeting held on Monday 19th February 2018 at 9.00am in the Board Room,
NHS Lanarkshire, Kirklands Hospital, Bothwell

PRESENT: Lilian Macer, Employee Director (Chair)
Ruth Hibbert, Divisional HR Director
Calum Campbell, Chief Executive
Kenny A Small, HR Director
Susan Dunne, Head of Organisational Development
Mark Kennedy, General Manager, SALUS
Robert Foubister, Unison Representative
Tom Wilson, RCN Representative

IN ATTENDANCE: Neena Mahal, NHSL Board Chair
Isabell Doris, Organisational Development Programme Manager
Kate Bell, Head of Service Change and Transformation
Mary Buchanan, Secretariat

1. **APOLOGIES**

Apologies were received from:

John White, Divisional HR Director
Phil Campbell, Non Executive Director
Margaret Morris, Non Executive Director
Tom Steele, Non Executive Director

2. **MINUTES OF PREVIOUS MEETING**

The minutes of the previous meeting held on 27th November 2017 were approved as an accurate record.

3. **MATTERS ARISING**

i) **Action Log**

Members discussed up-dates to the Action Log.

4. **PRIMARY CARE TRANSFORMATION & GMS 2018 IMPLEMENTATION**

Kate Bell, Head of Service Change and Transformation attended the meeting to give an update and presentation on the Primary Care Transformation & the GMS 2018 Implementation.

The paper sets out the Governance arrangements around the new GMS Contract. She stated that the effect of implementation would be a radical change and expansion within primary and community care across Scotland. The Contract acknowledges the need to shift the balance of work from GPs to relevant multi-disciplinary teams in the wider primary care managed services. The paper is the first stage of how we will work together to share the workload. Change is required as one third of GPs plan to retire in the next five years and practices are finding it hard to replace retired GPs. Also unnecessary appointments are costing the NHS £306 million per year. She then gave a detailed explanation of some of the work that had commenced.

The Primary Care Improvement Plan would be signed off by 1st July 2018. A significant amount of work would be undertaken with GP practices and the Plan included the recruitment of additional staff within Primary Care and the responsibility for vaccinations would transfer to the Board. GP and GP practice workload will reduce and refocus under the proposals, as the wider primary care multi-disciplinary team is established and service redesign embedded. The future use and ownership of GP practice premises was also being taken forward.

The programme infrastructure will require a number of programme wide Plans to be developed which included a Primary Care Premises and Estate Plan, a Workforce Plan, Resource Plan, a Communication and Engagement Plan and an eHealth Plan for General Practice aligned with the recognition within the Contract more effective sharing of information and sharing of responsibilities is essential to better manage the challenges of the increasing workload and risk. Action Plans were also being put together and would be available at the end of March.

It was noted that it was important that the Board is sighted on the Plan as it develops making sure key milestones are mapped out and key risks identified. The importance of engagement with staff and the public was also recognised as there will be some people unhappy about the Contract.

Lilian stressed the need for the Area Partnership Forum and the Staff Governance Committee to be involved along with the other Advisory Committees. She thanked Kate for her detailed overview and update of the GMS Contract Implementation.

5. **DISCLOSURE ANNUAL REPORT 2016/17**

Kenny Small, HR Director drew members' attention to the Disclosure Annual Report for 2016/17. He advised that the Disclosure Group continued to meet on a weekly basis. The information within the report details referrals made to the Panel following receipt of information obtained from Disclosure Scotland, through the appointment process. The tables within the report also detail the number of Disclosure Scotland Certificates that have been received and forwarded to the Panel following risk

assessment. In addition, it also highlights the number of appointments made thereafter.

The Committee then discussed the types of offences within the report, a number of which were driving offences. A question was raised around how we measured up against other Boards and Kenny advised that most other Boards do not have a Panel, and that Lanarkshire has adopted a robust approach in this area.

The Committee noted the Disclosure Annual Report for 2016/17.

6. **i-MATTER UPDATE**

Isabell Doris provided an update in relation to i-Matter. The first national set of i-Matter reports are due to be published by the Scottish Government this month. This will detail results at Board and directorate level for response rates/EEI scores and action plan completion. The first cycle for 2018 is now presently underway with a number of Directorates taking part. She advised that a lot of work was taking place around communication to staff which included walkrounds around the hospitals by staff side and also Susan Dunne and Isabel have taken part in focus groups. Isabel agreed to bring a paper to the Committee when finalised. Lilian also advised that this week was the Annual General Meetings for Unison and that this provided an opportunity to speak to staff.

The Committee then spoke of the huge success in numbers within PSSD and how this helped our Board score. It stressed it was important to keep the momentum going for this year and future years and to give staff support in the process. Susan advised that a toolkit of resources that Managers could take forward was a piece of work that was being undertaken at the moment.

The Dignity at Work Survey had now been completed and results would be published in the near future.

7. **STAFF GOVERNANCE COMMITTEE ANNUAL REPORT 2017/18**

The Annual Report summarised the work that had been taken forward during 2017/18.

He highlighted the improvements overseen by the Committee:

- Maintained oversight of the successful implementation of i-Matter (Employee Experience) System.
- Guided the successful development of arrangements for the 2016/17 Staff Awards Scheme.
- Embedded oversight of HR/OD/Salus Risk Registers.

He also spoke of a matter of concern which was around the implementation of eESS and the challenges faced. The submission of regular reports from the local and National Programme Boards has provided some reassurance to the Committee, but this remains a priority area of concern in 2018/19.

It was advised that there had been a change in membership from January 2018 with two new members i.e. Tom Steele, Non Executive Director and Margaret Morris, Non Executive Director. Neena Mahal and Avril Morris would no longer be members from this date. Mary agreed to update the Annual Report with this information.

It was advised that Whistleblowing should also be added into the report and Mary would arrange for this to be added.

8. **WORKFORCE QUARTERLY REPORT QUARTER 3 2017/18**

The Committee were asked to note the Workforce Quarterly Report for Quarter 3 2017/18 which highlighted the high level of vacancies in the following areas:

- Vacancy in Medical (10.4%) and Support Services (13.2%) staffing.
- Sickness in Nursing (7.3%) and Support Services (8.1%).

The Committee noted the report.

9. **REPORT FROM HRF**

Two items from previous HRF meetings were highlighted:

Bank Staff Training

The annual cost of training for bank staff was revised from £300,000 to £400,000. The cost variance is directly related to the number of staff on the bank.

Revalidation

It was reported that in the event of an individual being unable to pay their registration fee via direct debit either as an annual lump sum or by quarterly direct debit then Payroll would be happy to accommodate this. However, NMC advised that they cannot offer a facility for Payroll to pay them directly on behalf of individuals.

NMC have simply advised that an employer can log on to the individuals account using the individual's e-mail address and password and make payment on their behalf.

We would not wish to mandate payroll staff logging in to individual nurses NMC accounts. In light of this the action is now closed.

10. **CORPORATE RISK REGISTER**

The paper had been prepared by the Corporate Risk Manager on behalf of the Corporate Management Team.

The Staff Governance Committee members were asked to:

- Note the current NHSL Corporate Risk Profile
- Seek assurance that the mitigating controls for ID 244 and 980 remain in place and are operating as intended.
- Consider and/or refer to as necessary, the Corporate Risk Register set out in Appendix 1 and accurate as at 24th February 2018.

The Committee endorsed the paper.

11. **STAFF GOVERNANCE COMMITTEE WORKPLAN 2017/18**
STAFF GOVERNANCE COMMITTEE WORKPLAN 2018/19

Lilian referred members to the Workplan for 2017/18 and the new Workplan for 2018/19 which mirrored the previous plan.

Susan Dunne advised of the move from EKSF to TURAS and that this should be added to the Workplan at some point.

Due to service change and the Regional Plan it was suggested that there may be areas that would need to be highlighted to the Staff Governance Committee, and when these were added to the Workplan, the updated Workplan would then be re-issued to members.

12. **NHS SCOTLAND STAFF GOVERNANCE STANDARD MONITORING FRAMEWORK 2017/18**

Kenny advised that this would be sent to the Scottish Government before the next meeting on the 4th June and that strong report would be submitted. The report would be shared with members at the next meeting.

13. **SIGNIFICANT EMPLOYMENT ISSUES**

Kenny highlighted the following issues to members:

- 2 members of the Consultant medical staff are still on suspension. This would be brought to a conclusion as soon as possible.

- The case highlighted to the Committee previously of a dismissed senior clinician would be heard in the High Court next month. There has been 10 current or former staff cited as witnesses.
- 1 Employment Tribunal has now been concluded and the result is awaited.

14. **YOUTH EMPLOYMENT**

Kenny gave an updated on youth employment. He stated that Modern Apprenticeships along with Project Search and the number of employers in Project Search continues to rise within the Organisation. He also explained the work being undertaken in relation to engaging with schools around careers and also work experience placements.

15. **ITEMS FOR NOTING**

The Committee noted the following items:

- a) Area Partnership Forum – 30th October 2017
- b) Remuneration Committee – 22nd January 2018 and 16th November 2017.

16. **ITEM FOR NOTING: EU CITIZENS WORKING IN NHS SCOTLAND**

The Committee were asked to note the above document.

17. **ANY OTHER COMPETENT BUSINESS**

Kenny Small

As this was Kenny's last meeting of the Staff Governance Committee before his retirement Lilian wanted to thank him for his contribution to NHS Lanarkshire over the years, and especially his contribution to the Staff Governance Committee agenda. She stated that Kenny would be sorely missed and wanted to thank him personally for the support he had been to her mainly in her role as Chair of the Committee. She wished him every success for the future.

18. **DATE OF NEXT MEETING**

The next meeting would be held on Monday 4th June 2018 at 9.00am in the Board Room.