

## STAFF GOVERNANCE COMMITTEE

Minutes of the Meeting held on Monday 26<sup>th</sup> August 2019 at 2.00pm in the Conference 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  
 Mark Kennedy, General Manager, SALUS  
 John White, HR Director  
 Calvin Brown, Head of Communications  
 Margaret Anne Hunter, Unison Representative  
 Andy McCormick, Unite Representative  
 Liz Airns, GMB Representative

**IN ATTENDANCE:**

Isabel Doris, Organisational Development Manager  
 Kirsty Cole, Head of Organisational Development  
 Katrina Murray, Voluntary Services Manager  
 Kay Sandilands, Deputy HR Director  
 Marlene Fraser, Head of HR, Medical and HR Employment Services  
 Anne Armstrong, Divisional Nurse Director  
 Kate Bell, Head of Service Change and Transformation  
 Mary Buchanan, Secretariat

1. **APOLOGIES**

Apologies were received from:

Brian Moore, Non Executive Director  
 Cathy McGinty, Unison Representative  
 Neena Mahal, Board Chair

2. **MINUTES OF PREVIOUS MEETING**

The minutes of the previous meeting held on 3<sup>rd</sup> June were approved as an accurate record.

3. **MATTERS ARISING**

i) **Action Log**

Members discussed up-dates to the Action Log.

4. **DISCLOSURE UPDATE**

Marlene Fraser, Head of HR, Medical and Employment Services confirmed that since the last Staff Governance Committee meeting on the 3<sup>rd</sup> June 2019 a review had taken place of the process and paperwork initiated when the HR Department receive a disclosure certificate or PVG with criminal convictions. The review was undertaken by HR and included a staff side representative. The primary aim of the review was to provide reassurance to the Staff Governance Committee that the same process was applied consistently to all staff, but the review also included the strengthening and streamlining of the process. When a conviction is highlighted the Recruiting Department will gather information from the candidate and then a risk matrix will be completed and a risk scoring exercise undertaken. Dependent on score, the Risk Scoring Sheet may be forwarded to a Panel for further consideration. The outcome is recorded and feedback to Managers and Employees. The Panel has been reconstituted and includes staff from HR and partnership representatives with meetings take place monthly or more frequently if required.

Discussion then centred on the issue highlighted at the previous meeting that there was a difference in the number of positive disclosure applications presented to the Disclosure Panel from Medical and Dental recruitment compared to General Recruitment. The difference was firstly because of the high volume of applications processed in general recruitment, and secondly because the responsibility to undertake a PVG check for all Doctors in training transferred to National Education for Scotland in March 2018, although information is still shared with NHS Lanarkshire. Reassurance was given that all job families are dealt with appropriately.

A member of the Committee asked if personal circumstances and age are taken into consideration, and it was confirmed that the person is asked for a statement that they wished to be submitted to the Panel.

The Staff Governance Committee agreed the recommendations.

5. **UPDATE FROM VOLUNTEERING**

Katrina Murray, Voluntary Services Manager highlighted to the Committee the Voluntary Services update report. In October 2018, there was an unprecedented demand from a number of sources for volunteering opportunities within NHS Lanarkshire. This led to a review of the process being undertaken. Katrina has been working closely with Managers to look at ways of streamlining volunteer recruitment. NHS Lanarkshire are also involved in a

Short Life Improvement Project with the Scottish Health Council which commences in August 2019 to help streamline the process.

At the Staff Governance Committee meeting on the 3<sup>rd</sup> June it was requested if the expectations of the Volunteering Programme could be benchmarked with those of the West of Scotland Boards. This information is provided in Appendix 2.

The Staff Governance Committee noted the content of the report.

## 6. **MENTAL HEALTH AND WELLBEING STRATEGY**

Anne Armstrong, Divisional Nurse Director introduced the Lanarkshire Mental Health and Wellbeing Strategy. This had been developed over the period October 2018 to July 2019 and delivery of the Strategy was scrutinised by Sub Group, Voluntary Groups and others. She advised that this was the final draft and would be submitted to the NHSL Board, both Councils and both IJBs and North and South Lanarkshire Community Planning Partnerships for noting/approval. The Strategy will be formally launched on the 24<sup>th</sup> October 2019 and is entitled 'Getting it Right for Every Person' and reflects the need to understand the casual factors related to mental health and wellbeing; the role played by inequalities; and the overall needs of the population.

Kate Bell gave a presentation to the Committee and highlighted the aims, priorities and recommendations of the Strategy for Mental Health and Wellbeing in Lanarkshire Organisations over a five year period. Kate advised of three documents which were on the Lanarkshire website and Mary agreed to send the link to members of the Committee.

The following comments were made in relation to the Strategy:

- The need to link with Public Health in the next steps.
- The Workforce Plan will not meet the Strategy and we will need to ensure that this is resolved.
- How we link with Occupational Health.
- Reports from Mental Health as there are a significant amount of people off with mental health issues.
- Links with Promoting Attendance and Improvement Plans

The Committee was also asked to note the following:

1. Note the Lanarkshire Mental Health and Wellbeing Strategy.
2. Note that the population approach utilised has enabled wide-ranging involvement in the development and co-production of the Strategy.
3. Note that a Workforce Plan will be developed to support the implementation of the Strategy.
4. Note that the Communication and Engagement Report which describes the depth and breadth of engagement undertaken to inform the development of

the strategy, highlighting examples of unmet need and reflecting lived experience throughout.

5. Note that Strategy will be formally launched on 24<sup>th</sup> October 2019.

7. **i- MATTER AND TURAS UPDATE**

Isabel Doris gave an update on the progress with i-Matter and Turas.

i-Matter

The i-Matter process was validated in 2014 by the University of the West of Scotland and now the process is fully implemented they were asked last year to carry out an Academic Review of the process. A paper was compiled and sent to the Cabinet Secretary for Health and Sport.

An electronic test of change was carried out with Home Care Workers within West Dunbartonshire HSCP using mobile phones to complete questionnaires. This would be an additional option for staff to complete questionnaires.

Isabel highlighted the need to have at least one team story uploaded on the National website from each Directorate.

Progress so far locally was that the North Health and Social Care Partnership in week 2 were currently sitting at 42% complete. 58% is need to achieve a Board Report.

The Acute Teams were currently finalising their Action Plans.

Final results for i-Matter should be received in 5 weeks time.

Discussion then centred on team reports and Isabel stressed that it was the teams responsibility to make sure that the actions within their Plan were taken forward. An enquiry was made about additional training and Isabel advised that a course is now up and running and being piloted within PSSD.

TURAS

Isabel then gave a verbal update on progress with the TURAS system. She reported that there was still no local reporting facility. The final report last year showed that 66% of staff had an annual appraisal. This year so far only 6% of appraisals had been recorded. It was suggested that each Director set a target of 60% by the end of December as the target to reach for next year is 80%.

Lilian thanked Isabel for her updates on i-Matter and Turas.

8. **CORPORATE RISK REGISTER**

From the 33 corporate risks in the Corporate Risk Register the Staff Governance Committee was identified as the relevant Assurance Committee for two of these risks. One new risk was noted and this was regarding ISS Business Continuity in the event of Industrial Action.

Lilian gave a brief update on the arrangements for the Industrial Action. GMB had balloted their members and will take action on the 2<sup>nd</sup> September at Hairmyres Hospital. It was noted that there needed to be consistency with language as the Boards contractual arrangements are with Prospect, and also more needs to be included in the risk assessment.

Lilian agreed to circulate this via e-mail.

9. **HR DIRECTORATE WORKFORCE REPORT (QUARTER 1)**

The report provides the Staff Governance Committee with an overview of the NHSL workforce in relation to four key performance areas: vacancies, supplementary staffing, sickness absence and staff experience. The report is currently being developed and Kay referred to the Action Log at the back of the paper with the issues currently being dealt with.

The vacancy level at 30<sup>th</sup> June 2019 was 5.8% which was within the NHSL vacancy tolerance of 6%. The two groups that exceeded this level were medical staffing and support services. During this quarter, NHS Lanarkshire had been successful in recruiting a number of Consultants although there are still some challenging areas. It was suggested that a number of staff were on fixed term contracts and this may be causing the problem. Kay advised that would need to refer to the data around this. Lilian pointed out a discrepancy in the paper in relation to support services and asked Kay to provide some narrative around this.

The new national HR Recruitment System (Job Train) was rolled out within NHS Lanarkshire from 3<sup>rd</sup> June 2019. The roll out has been supported by awareness sessions and training resources for Managers. The pilot ends at the end of December 2019. Lilian intimated that a session around Job Train could be delivered to the Staff Governance Committee.

The NHSL supplementary staffing level at June 2019 was 6.7% and the highest area was nursing.

Sickness absence figures at the end of June was 5.4% and exceeds the level of 4% set by NHS Scotland. The highest areas were nursing, health care science and support.

10. **eESS UPDATE**

Kay Sandilands, Deputy Director of HR presented to the Staff Governance Committee the report of the Electronic Employee Support System (eESS). On the whole the eESS system is functioning as a full HR system, however there have been some issues identified which have proved challenging and these are detailed within the paper. It was felt that this was no longer a corporate risk.

11. **REPORTS FROM HRF – 12<sup>TH</sup> APRIL AND 14<sup>TH</sup> JUNE 2019**

The Committee noted the reports from the HRF.

12. **SBAR STAFF AWARDS UPDATE**

Kirsty Cole, Head of Organisational Development provided the Staff Governance Committee with a paper which gave an update on NHS Lanarkshire's 4<sup>th</sup> Staff Awards Ceremony which was held on Wednesday 22<sup>nd</sup> May 2019 and the initial scoping activity for the 2020 Staff Awards.

Nominations had dropped last year, however the nomination form had been revamped and the numbers had increased again this year. The importance of keeping the momentum going was stressed through more attendance at management/departmental meetings, weekly staff brief, Pulse and utilising the video of this year's award ceremony to encourage staff and managers to nominate staff.

A new Category was introduced last year 'Outstanding Learner' and this would be included in the Staff Awards for 2020.

For 2020 it is intended to seek VIP guests and some ideas of who these would be were listed in the paper.

Sponsorship of the Staff Awards is central to the event and work is being done to secure funding for next year.

A provisional booking has been made with the Town House, Hamilton for next years awards.

This year Peter McCrossan, Director of Allied Health Professions hosted the Ceremony and the event included an NHS Lanarkshire Choir. The choir will be asked to perform again this year.

It was noted that staff awards had been presented via a powerpoint presentation format and next year it was hoped to have more video and interactive content.

Timelines for nominations would be given well in advance.

An observation was made that on the programme for last year no females were included. Kirsty said that she would take this on board for next year.

The Committee agreed with the recommendations for the Staff Awards for 2020.

13. **FLASH REPORTS**

3 Flash Reports were provided to the Committee comprising of OD and Learning, Medical Education and Practice Development. The challenges and themes from the reports were highlighted to the Committee.

14. **NATIONAL STAFF EXPERIENCE REPORT**

The National Health and Social Care Staff Experience Report was published in February 2019, and provides the 2018 national results for i-Matter. The paper gives an indication of how NHS Lanarkshire compares with other Health Board areas. It was reported that NHS Lanarkshire were the highest scoring geographical Board in Scotland with an EEI score in 2018 moving from 77 to 78.

15. **WHISTLEBLOWING REPORT**

Ruth Hibbert, Head of HR, Policy and Governance drew members' attention to the Whistleblowing Report which is provided to the Staff Governance Committee on an annual basis. The draft National Whistleblowing Standards, recently published by the Scottish Public Services Ombudsman (SPSO), will, in future, require quarterly reports to be provided to Boards in Scotland. Ruth highlighted from the report a number of national documents relating to whistleblowing which had been published during the last twelve months, consultation on the draft Public Services Reform, consultation on the new whistleblowing standards and an overview of the new role for Board level dedicated Non Executive Whistleblowing Champions. The existing Whistleblowing Policy has been reviewed to ensure that it remains PIN.

Articles about the Whistleblowing Policy have been included in the Staff Briefing and Pulse online in a bid to reassure staff that NHS Lanarkshire is a safe place in which to raise concerns.

The number of whistleblowing cases continues to be monitored. There was one case in NHS Lanarkshire during 2018/19 and 46 formal complaints raised across NHS Scotland during 2018/19.

The report does not include information on Firstport hits. This information is not available this year due to a major issue with the Sharepoint statistical reports on the new Firstport launched in August 2018.

The letter attached explained the appointment and role of dedicated Non Executive Whistleblowing Champions. It also provided an overview of the role, which was developed in partnership, as well as the Scottish Government's expectations for the arrangements in Boards.

John White, Director of HR advised that there was a Plan to bring back to a future meeting of the Staff Governance Committee a preliminary Action Plan on Sturrock related to this.

## 16. SALUS ANNUAL REPORT 2018-19

Mark Kennedy, General Manager, SALUS provided an update on SALUS related activity during the year 1<sup>st</sup> April 2018 to 31<sup>st</sup> March 2019.

### Health and Safety

Mark intimated that there had been an increase in the number of RIDDORS from 48 to 49. Slips, trips and falls incidents have decreased by 43% in comparison to the previous year and violence and aggression incidents have also decreased by 18%. Although there had been an increase in Moving and Handling (13) and Needlestick Injuries (7). No major variations were noted compared to the previous year.

Staff incidents increased by 5.6%, this followed an 8% reduction in the previous year. Mark advised that the rise was almost entirely due to an increased reporting of violence and aggression incidents. 76% of the increase occurred within the North Health and Social Care Partnership Forum. Two other areas where figures had fallen were staff slip/trips and falls which reduced by 20% and staff reporting contact with hazardous substances 47%. All other categories remained stable against previous year's figures.

Mark advised that he would look at in more detail the violence and aggression figures and report back to the Staff Governance Committee within a three to six month period, and it was requested if this could include staff incidents as well as non staff incidents. It was not recorded how many incidents were reported to the police or legal system and this was another area which could be investigated.

### Occupational Health

Mark noted that Management Referrals showed a steady growth and compared with data from the previous 5 years it showed a 28% increase. Mental Health and musculoskeletal continue to be the majority of management referrals. The Management Referral KPI of 15 working days has been met in 91% of cases. It was noted that there was also an increase of 27% in self referrals.

In relation to Case Conferences it was queried as to why management would hold a Case Conference without the member of staff being present. Mark



advised that this was not always possible as the staff member may not be able to attend because of health issues. Mark also intimated that meetings were not recorded and that this was not a decision for him to make.

The Flu Immunisation rates had increased from the previous year by 1.2% with 47.3% of employees being immunised. Work had been undertaken with Public Health to improve uptake rates.

Referrals to EASY had remained static and Mark advised that approximately 71% of all days lost to absence are accountable to long term sickness absence. The paper showed a breakdown of the ten most common reasons for absences.

The Committee noted the report.

17. **HSE ACTION PLAN UPDATE**

Mark Kennedy provided a report to members on moving and handling training compliance and the introduction of restriction to practice in the Acute Division in line with a letter issued by the Chief Executive on the 20<sup>th</sup> February 2019 to all Divisional leads as per the HSE Action Plan. The key aspect to compliance with the Notice of Contravention is completing all actions contained within the NHS Lanarkshire HSE Action Plan which was agreed with the Health and Safety Executive on the 8<sup>th</sup> July 2019. The latest HSE Action Plan was updated and sent to Mr. Simon Dunford, HM Inspector of Health and Safety Field Operations Division and Mr. Dunford had contacted NHSL Chief Executive and concluded that the notice of contravention had been successfully complied with.

The report highlights the current training compliance and projected training compliance within each of the University Hospitals and also the moving and handling training compliance in relation to both North and South Health and Social Care Partnerships.

It was highlighted that a dashboard is available in Learnpro where a template is available to everyone.

The Staff Governance Committee noted the report.

18. **SIGNIFICANT EMPLOYMENT ISSUES**

There were no significant employment issues.

19. **STAFF GOVERNANCE COMMITTEE TERMS OF REFERENCE**

Lilian advised that Chairs of the Operational Divisions had been contacted to attend meetings of the Staff Governance Committee as per the Terms of Reference.

20. **STAFF GOVERNANCE COMMITTEE WORKPLAN**

Lilian intimated that there were no issues highlighted for the IJBs for this meeting.

21. **MINUTES TO NOTE:**

The Staff Governance Committee noted the following minutes:

- i) Reports from Remuneration Committee: 20<sup>th</sup> May 2019 and 2<sup>nd</sup> July 2019.
- ii) Area Partnership Forum Minutes – 13<sup>th</sup> May 2019

22. **ITEMS TO NOTE**

The Staff Governance Committee noted the following items:

- i) Letter from STAC re Trainee Health Visitors
- ii) SBAR Promoting Attendance
- iii) Briefing – Once for Scotland Workforce Policies Programme August 2019

23. **ANY OTHER COMPETENT BUSINESS**

There was no other competent business to report.

24. **DATE OF NEXT MEETING**

25<sup>th</sup> November at 2.00pm in the Board Room, Kirklands Hospital.