



## **STAFF GOVERNANCE COMMITTEE**

Minutes of the Meeting held on Monday 25<sup>th</sup> November 2019 at 2.00pm in the Board Room, NHS Lanarkshire, Kirklands Hospital, Bothwell

**PRESENT:**

- Lilian Macer, Employee Director (Chair)
- 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
- Tom Wilson, RCN Representative
- Brian Moore, Non Executive Director
- Neena Mahal, Board Chair

**IN ATTENDANCE:**

- Isabel Doris, Organisational Development Manager
- Kay Sandilands, Deputy HR Director
- Mary Buchanan, Secretariat

1. **APOLOGIES**

Apologies were received from:

- Liz Airms, GMB Representative
- Calum Campbell, Chief Executive

2. **MINUTES OF PREVIOUS MEETING**

The minutes of the previous meeting held on 26<sup>th</sup> August 2019 were approved as an accurate record.

3. **MATTERS ARISING**

i) **Action Log**

Members discussed up-dates to the Action Log.

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

Isabel Doris provided the Staff Governance Committee with an update on i-Matter to date. She advised that the final area within NHSL has now taken part. The KPI results for 2019 had a response rate of 65% being achieved which was a 3% increase on the previous year. The Employee Engagement Index Score (EEI) at 79 was also a 1% increase on the previous year, 30% of teams had no report, and again this was an improvement on 35% from last year. The figures for the teams with an Action Plan in place would not be available until the 16<sup>th</sup> December 2019 after the deadline for the North Health and Social Care Partnership.

Isabel highlighted the two highest and lowest scoring questions and the work that was being undertaken to re-word some of the questions to make them clearer.

Isabel indicated that work had been undertaken with the Government i-Matter lead and the Doctors & Dentists in Training Steering Group to include these groups of staff in i-Matter from February 2020.

Locally each area has local Champions in place to support staff and also new training sessions for Managers or Supervisors had been organised. Isabel acknowledged the work that Heather Knox, Director of Acute Services had been involved in in relation to Action Plans, sessions and walkrounds.

Nationally all runs have to be fully completed by the end of September 2020. This is to allow publication of the national Staff Experience Report in December 2020.

Following discussion with the Government lead it has been agreed that as well as an overall amalgamated report being available to Directors there will now be the option to have cluster reports provided further down the structure in their areas.

The Committee then discussed the national questions and the input that NHS Lanarkshire have. A question was raised around dignity at work and Isabel indicated that this would be separate from the survey as staff may not feel comfortable about completing this along with i-Matter. Dignity at Work had been discussed at the last Ministerial Short Life Working Group and a recommendation had been made. It was acknowledged that a number of tools were available to collate staff experience and a number of ways to measure this. Workforce 2020 highlighted 5 themes which drew together a number of different reports. As this was now complete there was an opportunity for this now to change.

The Staff Governance Committee acknowledged the work of i-Matter to date.

TURAS

Isabell gave a verbal update on the progress of Turas appraisals. She intimated that at the moment we were still reliant on NES for the analysis. As at 18<sup>th</sup> November 17% of staff had completed appraisals with the majority of staff completing appraisals nearer the deadline of 31<sup>st</sup> March. Isabel had e-mailed all Managers with an update on the figures. A meeting with NES had been arranged in the near future and further updates would be provided.

The Staff Governance Committee thanked Isabell for her update.

5. **CORPORATE RISK REGISTER**

Lilian indicated that there was now no risks identified for the Staff Governance Committee from the Corporate Risk Register. Concern was expressed that there was no oversight of the workforce risk and how we would encapsulate that information. After discussion it was agreed that Lilian would speak to Carol McGhee, Risk Manager about a separate paper coming to the Staff Governance Committee on risks that come from the Board/CMT.

6. **HR DIRECTORATE REPORT (QUARTER 2)**

Kay Sandilands, Deputy HR Director drew members' attention to the HR Directorate report which gave an update position at the end of Quarter 2. In the report the NHSL workforce is reviewed against the agreed CMT key performance indicators and tolerance levels.

The following areas were covered in the report.

- Vacancies
- Supplementary staffing
- Sickness absence
- Employee Relations
- Staff Experience
- Compulsory Learning
- Policy Development

Vacancies

Kay intimated that NHSL have 11,236.96 WTE staff in post as at 30<sup>th</sup> September with a total whole time equivalent vacancy level of 4.6%. Two staff groups that exceed this figure are medical at 6.1% and support services at 10%. The amount of vacancies in the medical directorate are predominantly within mental health. Kay also advised that targeted advertising and international recruitment was being undertaken to attempt to fill these vacancies. The vacancies within support services was thought to be due to the high turnover of staff, and that exit interviews could be examined to determine a cause for this.

A new recruitment system Job Train had now been introduced and had dealt with over 1000 vacancies, with work ongoing with the national team to future develop the system. It was anticipated that all 22 Health Boards would be live on Job Train by the end of the year.

#### Supplementary Staffing

The NHSL supplementary staffing level is 7.1% with the highest levels of usage being nursing, medical and support services.

#### Sickness Absence

Sickness absence levels are sitting at 5.7% which exceeds the 4% level set by NHS Scotland. The HR Directorate are currently working on a Project Management Scheme and bank usage is also being observed to identify areas that are highest risk.

Of the 1236 absences reported to Payroll in September 2019, 834 were reported to EASY. A compliance rate of 67%.

#### Staff Experience

As a proxy for staff experience three measures are considered, progress with i-Matter, completion of yearly appraisals recorded through TURAS and completion of HCSW induction standards within timescale. 9 staff who were in breach of the HSCW standards are being supported and followed up.

#### Compulsory Learning

The report advises of the number of completed compulsory measures on Learnpro. Training is available to aid Managers and drop in sessions have been organised across the Organisation.

A question was raised around vacancy and sickness levels in nursing and if some improvement might be seen in these areas. Kay advised that in the winter additional Health Care Support Workers would be required and these areas would be targetted.

Ruth Hibbert informed the Committee of the huge amount of work being undertaken by the JPF around the Once for Scotland Policies and a draft Action Plan was being put in place. New policies would be the Menopause Policy and a Disability Policy.

It was indicated that following the HRF meeting on the 13<sup>th</sup> December there would be an inaugural meeting of the Promoting Attendance Programme Board.

Kay advised that if anyone had any further questions to contact her by e-mail.

7. **REPORT FROM HRF – 9<sup>TH</sup> AUGUST 2019**

The Committee noted the minutes of the HRF for the 9<sup>th</sup> August 2019 and 11<sup>th</sup> October 2019.

8. **HRF TERMS OF REFERENCE**

The Committee noted the HRF Terms of Reference that had been reviewed and accepted by the HRF at a previous meeting.

9. **EVERYONE MATTERS 2020 WORKFORCE VISION IMPLEMENTATION ACTION PLAN 2019/20**

The Committee noted that the Everyone Matters 2020 Workforce Vision Implementation Action Plan 2019/20 was on track. The document was themed around five main areas: healthy organisational culture; sustainable workforce; capable workforce; integrated workforce; effective leadership and management. It detailed the actions and the progress achieved to September 2019. The Scottish Government next year will refresh the document to develop it further.

A member of the Committee made reference to the booklet of Action Plan examples referred to in the document around i-Matter. Isabel confirmed that 1000 copies had been distributed to Local Champions and all Managers. A copy of the booklet was available on the i-Matter page on Firstport.

10. **RECRUITMENT SBAR**

John White, HR Director referred members to an SBAR which had been the subject of discussion at a CMT meeting on 9<sup>th</sup> September 2019. The Director of NMAHP's highlighted an emerging issue in the volume of vacancies across the nursing workforce which may adversely impact the delivery of services over the coming months. At the CMT it was decided to reinvest in Health Care Support Workers Programmes and a recruitment process commenced in September 2019. Appointments had been made at the Acute sites, University Hospital Monklands 38 appointments, University Hospital Hairmyres 39 appointments and University Hospital Wishaw 28 appointments. North and South Health and Social Care Partnerships have also participated with South recruiting 15 and North recruiting 10.

A member enquired as to the career paths available for these staff and it was confirmed that Practice Development would undertake an induction programme and progress standards for Level 2 and Level 3, and the Theatre Academy was also available. Staff should link in with Practice development if Band 3's wish to progress.

A comment was given that reassurance had been received at the Area Partnership Forum, Area Clinical Forum and CRES meetings that we had filled nursing vacancies.

Concern was raised around the 25 staff in the North and South Health and Social Care Partnerships. Clarity was sought about the pay differentials, roles and where they would be deployed. John White agreed to find out this information.

11. **SIGNIFICANT EMPLOYMENT ISSUES**

There were no significant employment issues

12. **STAFF GOVERNANCE COMMITTEE WORKPLAN**

The Committee endorsed the Staff Government Committee Workplan.

13. **MINUTES TO NOTE:**

The Committee noted the following minutes:

- i) Area Partnership Forum Minutes – 21<sup>st</sup> August 2019

14. **ITEMS TO NOTE:**

The following items were noted.

- i) Equality and Diversity Action Plan – Mid Year Review – Progress to September 2019
- ii) SBAR- Whistleblowing Champion

15. **ANY OTHER COMPETENT BUSINESS**

There was no other competent business.

16. **DATE OF NEXT MEETING**

24<sup>th</sup> February 2020 at 2.00pm in the Board Room, Kirklands Hospital

