



**STAFF GOVERNANCE COMMITTEE**

Minutes of the Meeting held on Monday 24<sup>th</sup> February 2020 at 2.00pm in the Board Room, NHS Lanarkshire, Kirklands Hospital, Bothwell

**PRESENT:**

Lilian Macer, Employee Director (Chair)  
 Heather Knox, Acting Chief Executive Officer  
 Robert Foubister, Unison Representative  
 Andy McCormick, Unite Representative  
 Tom Wilson, RCN Representative  
 Brian Moore, Non Executive Director  
 Alastair Boyle, Non Executive Director  
 Lesley McDonald, Non Executive Director  
 Mark Kennedy, General Manager, SALUS  
 Kay Sandilands, HR Director  
 Calvin Brown, Head of Communications

**IN ATTENDANCE:**

Neena Mahal, Board Chair  
 Isabel Doris, Organisational Development Manager  
 Jan Hamill, HR Business Partner  
 Gordon Gray, Head of Health and Safety  
 Alan Cowan, Non Executive Director, NHS Greater Glasgow and Clyde  
 Dorothy McErlean, Executive Director, Greater Glasgow and Clyde  
 Mary Buchanan, Secretariat

1. **APOLOGIES**

Apologies were received from:

Ruth Hibbert, Head of HR Policy and Governance  
 Margaret Anne Hunter, Unison Representative  
 Liz Aims, GMB Representative  
 Calum Campbell, Chief Executive  
 Annmarie Campbell, Head of HR Employee Relations  
 Margaret Morris, Non Executive Director

2. **MINUTES OF PREVIOUS MEETING**

The minutes of the previous meeting held on 25<sup>th</sup> November 2019 were approved as an accurate record.

3. **MATTERS ARISING**

i) Action Log

Members discussed up-dates to the Action Log.

4. **WHISTLEBLOWING STANDARDS**

Kay Sandilands, HR Director referred members to an SBAR which set out new standards around whistleblowing which had to be implemented from 27<sup>th</sup> July 2020. Rosemary Agnew, from the SPSO had written to Chief Executives on the 17<sup>th</sup> January 2020 enclosing a final draft of the new Whistleblowing Standards. She highlighted from the document a number of issues relating to the new Standards that should be considered.

Mrs. Mahal advised that herself and Ms Lesley McDonald, the new Whistleblowing Champion would be attending a training day on the 28<sup>th</sup> February, and hoped that this would provide more clarity about the implementation. Mrs. Mahal also intimated that there was a Scottish Government Whistleblowing Team who had attended the Board Chairs Group.

There had also been discussion at the Scottish Partnership Forum around what it might mean for staff in relation to HR and conduct issues. It was also noted that this covered not just NHS staff, but also wider Lanarkshire community e.g. PFI's who provide contractors, bank, agency staff and also the crossover with Integration Joint Boards, primary care contractors and volunteers. Assurance was needed that this work was taking place and that the Area Partnership Forum should be aware of this.

Mrs. Mahal agreed to raise this at the NHS Lanarkshire Board meeting on the 25<sup>th</sup> March 2020.

5. **i-MATTER AND TURAS**

Turas

Isabell Doris, Programme Manager updated the Committee on the current status of Turas. The deadline for completed appraisals was the 31<sup>st</sup> March and presently there had been 62% appraisals in the past 12 months and 44% since 1<sup>st</sup> April 2019. Weekly updates were provided to Directors on their teams and every two weeks to Managers.

i-Matter

Isabell highlighted to the Committee the key messages from the paper on i-Matter. She confirmed that Doctors and Dentists in Training Steering Group would now be participating in the i-Matter process, and will take part from the 18<sup>th</sup> April although they will not be included within the Board reports, but will be included in the National Report.

The National Health and Social Care Staff Experience Report was published in February 2020, and provides the 2019 national results for i-Matter. Each Board has received a copy of the National Report as well as their individual Board report if this has been achieved.

Locally Isabell advised that a new reporting structure was being implemented within i-Matter where Service Managers would receive an amalgamated report for their area, and each locality will have their own amalgamated report.

Work is still ongoing nationally with the e ESS/i-Matter Interface and this could prove a challenging area for Lanarkshire.

The alternative option for staff to use SMS was now up and running with PSSD 'going live'. The impact of this may not possibly be felt until next year. Mr. Cowan confirmed that the IJBs in Greater Glasgow and Clyde had been piloting SMS and that an 80% response rate had been received.

Isabell intimated the timescales for the remainder of 2020 with the Corporate Management Team runs commencing from today. 3 year reports were now being given to each Director which would help to identify hotspots. The CMT have agreed an Action Plan and Calvin Brown/Isabel Doris and Kirsty Cole would finalise this.

It was highlighted that a member of staff was unable to take part as the Manager allocated to them in their reporting structure was not their Manager. Isabell confirmed that it was each Manager's responsibility to confirm their teams. Kay advised that this was something they were not aware of and she would link with Isabell to follow this up.

In response to a question from a member of the Committee Isabel confirmed that the questions had been changed around 'Visibility and Involved.

The Committee then discussed the Action Plans which were above the national average, and if there was any way that we could receive feedback that these were being progressed. Isabel and Calvin were in the process of asking for feedback.

## 6. **STAFF EXPERIENCE REPORT**

The National Health and Social Care Staff Experience Report was published in February 2020, and provided the 2019 national results for i-Matter. The paper gave a summary of the key results against each of the 4 KPIs both nationally and locally. Isabel advised that NHS Lanarkshire were the highest scoring geographical Board in Scotland with an EEI score improving from 78 in 2018 to 79 in 2019. The overall EEI score for Health and Social Care was 76 with the highest ever reported EEI score was 82. NHS Lanarkshire was documented in the report as one of the Boards that had received reports in all 3 years and shown continuous improvement in EEI scores. NHSL had also increased the number of Action Plans in 2018 from 67% to 77%.

The results of the i-Matter questions highlighted every question and response rate from each Board. Again NHS Lanarkshire had achieved a good result with the highest average score.

A link was provided in the report which highlighted team stories.

The paper recommended a number of actions to progress i-Matter locally and these would be taken forward.

The Committee noted the very positive results and how favourably we compared with other Boards, but stressed that we should not be complacent and strive to improve on these results. It was suggested that it would be good to monitor what had been put in place.

7. **LEGISLATIVE COMPLIANCE REGISTER**

Gordon Gray, Head of Health and Safety circulated the Legislative Compliance Register to the Committee for review and noting. The register is reviewed annually and circulated to Executive Directors and Supporting Directors/Managers for their reference and to request any updates, changes or revision to the document. Gordon then highlighted to members the changes, and gave updates on the Register.

Members felt unable to ask any questions because of the lateness of the paper and Lilian advised that if any member had any questions or comments to contact Mr. Gray direct.

8. **STAFF GOVERNANCE ANNUAL REPORT**

The Committee considered the Staff Governance Annual Report. Mrs. Mahal advised of changes that should be made to the list of members and attendees in accordance with the Terms of Reference. Mrs. Buchanan agreed to update the Annual Report.

In relation to item 10 in the Report around the Sturrock Review it was confirmed that recommendations were awaited and that this was still work in progress.

9. **CORPORATE RISK REGISTER**

From the Corporate Risk Register there was one risk that the Staff Governance Committee had been identified as the relevant Assurance Committee. Concern had been expressed at the last meeting that there was no oversight of the workforce risk and how we would encapsulate that information. There was need for a dedicated Workforce Planning Group. Kay agreed that she would bring the Terms of Reference to the next meeting. It was also

suggested that it would helpful to do a cross reference across the risks in other areas.

10. **HR DIRECTORATE STRUCTURE 2020**

A paper had been brought to the Staff Governance Committee to make the Committee aware of the new structure within the HR Department. There would now be six heads of service. Jonathan Pender has been recruited as the new Head of Workforce and he will commence this role early in March. To enable the Staff Governance Committee to engage with, and gain direct insight from each of the HR specialty experts, it is proposed that all HR Heads are included as full Staff Governance Committee members going forward.

The Committee noted the revised structure.

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

The NHSL Workforce Report covered the period October – November 2019 and provided the Committee with an overview of the NHSL Workforce in relation to four key performance areas; vacancies, supplementary staffing, sickness absence and staff experience.

Vacancy levels have been low in the last 12 months. External advertising and a number of job fairs have taken place which may have led to the increased vacancies being filled.

The supplementary staffing levels at 2019 was 6.7% This figure indicated a slight reduction from the previous month, and it was hoped that this trend would continue. A Promoting Attendance Programme Board had been established with the key focus to achieve a 1% reduction in long term sickness absence. The Programme Board would include Mark Kennedy, General Manager, SALUS, HR representatives and staff side representatives.

It was also highlighted from the report work that was being taken forward with the medical training initiative, exit interviews, employee relations and fixed term contracts.

The Committee then discussed the Easy Service and the way it was changing now concentrating more on long term absences and promoting the support that is there for staff to use. It was suggested that it would be helpful for the Committee to have more detail around this.

The high vacancy level in PSSD was noted, and it was felt that exit interviews would help in establishing the reasons for this.

Discussion then centred on the nursing vacancies in relation to Healthcare Support Workers and Kay provided information regarding the North and South, and where the pressures lay.

The Committee noted the content of the Workforce Report.

12. **SIGNIFICANT EMPLOYMENT ISSUES**

There were no significant employment issues to note.

13. **REPORT FROM HRF – 13<sup>TH</sup> DECEMBER 2019**

The Committee noted the work of the Human Resources Forum as detailed in the minutes of the 13<sup>th</sup> December 2019.

14. **STAFF GOVERNANCE COMMITTEE WORKPLAN 2019/20**  
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The Committee noted the Workplans for 2019/20 and 2020/21. It was noted that there were no updates being received from the Integration Joint Boards. Mrs. Macer confirmed that she had written to the Chief Officers and also had conversations with them to ask if there were any issues or concerns or if they would like a representative to attend the Area Partnership Forum. Heather, Lilian, Kay and Neena agreed to have a meeting to discuss this. Mr. Cowan intimated that in Glasgow IJB's present to their Committee and agreed to share the template that is used for consideration.

It was agreed Lilian would have further discussions around the Workplan.

15. **MINUTES TO NOTE:**

The Committee noted the following minutes:

- i) Area Partnership Forum Minutes – 4<sup>th</sup> November 2019

16. **ITEMS TO NOTE:**

The following items were noted.

- i) SBAR Disability Confident Scheme

It was intimated that this item needs to be seen in the context of national work and should go to the Area Partnership Forum and then the Staff Governance Committee.

- ii) Report from the Remuneration Committee – 21<sup>st</sup> November 2019

- ii) Staff Governance Monitoring Return

17. **ANY OTHER COMPETENT BUSINESS**

**Reflections**

Lilian invited the visitors from Greater Glasgow Health Board to share any comments that they had on our Committee and comparisons with their own Committee.

Mrs. McErlean advised that more time in their meeting was spent on presentations; text messages had been rolled out further with the Health and Social Care Partnerships; their Committee had developed a Disability Passport; A Menopause Policy was being taken to their CMT and attendance management work was being taken forward similar to NHS Lanarkshire.

Mr. Cowan spoke of an internal continuous improvement exercise and was happy to share this with the Committee. Work was delegated to the Committee from the Board.

Lilian thanked Mr. Cowan and Mrs. McErlean for their engagement and participation.

16. **DATE OF NEXT MEETING**

1<sup>st</sup> June 2020 at 2.00pm in the Board Room, Kirklands Hospital