

## STAFF GOVERNANCE COMMITTEE

**DRAFT** Minute of the Meeting held on Monday 4 December 2023 at 2.00pm in the Board Room, NHS Lanarkshire, Kirklands Hospital, Bothwell and via Teams

**PRESENT:** Phillip Couser, Non-Executive Director, Chair  
Robert Foubister, Unison Representative  
Colin Lee, Non-Executive Director  
Liz Airns, GMB Representative  
Margaret Anne Hunter, Unison Representative  
Lesley McDonald, Non-Executive Director  
Cathy McGinty, Unison Representative  
Nauman Dar, Non-Executive Director  
Sylvia Stewart, Employee Director  
Bernadette McIntyre, RCN (Royal College of Nursing) Representative

**IN ATTENDANCE** Martin Hill, Board Chair  
Calvin Brown, Director of Communications  
Kirsty Cole, Head of Organisational Development  
Jacqui Jones, Director of Human Resources  
Ann Marie Campbell, Head of HR Employee Relations  
Mark Kennedy, General Manager, SALUS  
Jonathan Pender, Head of Workforce  
Ruth Hibbert, Head of HR Policy, and Governance  
Hina Sheik, Equality and Diversity Manager  
Allison McLean, Corporate Business Manager

### 1.1 **WELCOME & APOLOGIES**

Mr Phillip Couser welcomed members to the meeting and the apologies were noted on behalf of Jann Gardner, Andy McCormick, Colin Lee and Marlene Fraser.

#### **Declaration of Interest**

There was no declaration of interests.

### 2 **MINUTES OF PREVIOUS MEETING**

The minutes of the previous meeting held on the 11 September 2023 were approved as an accurate record.

### 3 **ACTION LOG**

The Staff Governance Committee reviewed the action log and agreed that all outstanding actions had been completed

### 4 **Review of Terms of Reference**

Mr Couser advised that following discussion at the previous meeting a review of the Terms of Reference (ToR) would be undertaken, including a review of the membership. The ToR would reflect the Staff Governance standard and would be carried out in partnership.

A revised draft ToR would be brought back to the Staff Governance Committee at its meeting in March for approval.

Following the review of the ToR, a review of the workplan would then be undertaken to ensure it was 'fit for purpose' and was aligned to the revised ToR. This was an opportunity for the Staff Governance Committee to develop a shared vision, do things differently, as well as provide assurance to the Board.

The following item was brought forward on the agenda

## **6 Workforce**

### **6.1 Workforce Report**

Consideration was given to a paper 'Workforce Report – October 2023' Presented by Mr Jonathan Pender, Head of Workforce.

#### **The Staff Governance Committee**

- **Noted the paper**

The key points of the report were highlighted as:

- Staff in post remains stable overall and has increased by 455 WTE (Whole Time Equivalent) from previous quarter.
- Slight decrease in vacancy level across the Board.
- Use of supplementary staffing remains stable with a slight increase from previous quarter, despite a significant reduction in off framework agency usage.
- Total absence has decreased to around 22.5%.
- Annual Leave has decreased in October from previous quarter.
- Sick Leave has increased marginally however is well above the 4% target.
- Nursing/Midwifery and Support Services remain highest job families for sick leave.

The Staff Governance Committee discussed the main reasons for sickness absence, which were noted as being anxiety/stress/depression/other psychiatric illnesses and unknown causes. It was agreed that there was a need to reduce the 'unknown' reasons for sickness absence as this would allow for better targeting of interventions and the continued focus on reducing overall sickness absence. The need to ensure new managers were aware of the training sessions available, the guidance available to support sickness absence, the role of occupational health and how Human Resources can support them to have the difficult conversations were also discussed.

Mrs Jones advised that meetings with the Site Triumvirate were being organised for late January/early February 2024. These meetings will focus on a deep dive of sickness absence by site using Appreciative Inquiry process and would also be rolled out to at least two Wards on each site. An evaluation of the process would be carried out before progressing further.

The impact of reduction in agency staff, including locums, was also discussed.

Acute Scrutiny Panels have also been arranged, which in addition to scrutinising performance, finance, and quality, also have a focus on workforce, the reduction of sickness absence and agency use. A tabletop exercise had commenced within Acute to look at staff in post versus funded establishment on a ward-by-ward basis. The

outcome of this will be presented to the Corporate Management Team, Area Partnership Forum, and the Staff Governance Committee at its meeting in March.

## 6.2 Occupational Health and Safety

Consideration was given to a presentation; NHSL Occupational Health & Safety Report, April – October 2023' presented by Mr Mark Kennedy, General Manager, SALUS.

### **The Staff Governance Committee: -**

- **Noted the presentation**

The key points of the report were highlighted as:

- Occupational Health Activity August 2022 – September 2023
- Management Referrals KPI (key performance indicators) Performance April 2023 – March 2024
- Occupational Health
  - Management referrals seen
  - Management referrals where employee did not attend
  - Management referrals cancelled
  - Occupation Health opinion, fit & unfit
- RIDDOR reportable occurrences,
  - 21 RIDDOR reports as of October 2023. There could be an increase in this before the year-end
  - Main increases are with needlestick injuries and dangerous occurrences,
  - Decrease in the number of violence and aggression incidents
- Training
  - Violence and Aggression training progressing well
  - Manual handling, course has been modified
  - PaMoVA Training courses set to exceed previous year attendance
- Health and Safety Executive (HSE) interest. Two potential cases of interest to HSE, with investigations underway with a report to the Occupational Health and Safety Performance Group (OHSPG)

The Staff Governance Committee discussed the following:

- Staff self-referral to physiotherapy. There is no capacity at present to allow staff to self-refer to physiotherapy. These referrals need to be a management referral;
- The need to engage with management, particular in the Acute Division to release staff to attend appointments;
- There should be a review carried out on the rationale behind the reduction in numbers attending training;
- The need to ensure that the percentage of staff attending training remains above 90%; and
- If there is a requirement for IOSHH Training within Property and Support Services Department (PSSD).

## 5 CORPORATE RISK REGISTER

Consideration was given to a paper, 'Corporate Risk Register Overview,' presented by Mrs Jacqui Jones, Director of HR and Ms Allison McLean, Corporate Business Manager.

### **The Staff Governance Committee: -**

- **Noted the paper**

Two Corporate risks in relation to workforce were identified: -:

- 2039 – Staff Fatigue, Resilience, Wellbeing & Safety
- 2124 – Sustaining a Safe Workforce

Mrs Jones advised that the risks and mitigating actions had been reviewed and remain Active. She further advised that work would start in 2024 to review all Staff Risks contained in the Corporate Risk Register and amend or close, as necessary.

It was noted that there is a proposal for 'staff wellbeing' to be included in the Occupational; Health and Safety Performance Group (OHSPG) agenda in the future. The reason for this is that OHSPG is an established group, with a governance reporting line into the Staff Governance Committee. The group set up to develop the Staff Health and Wellbeing Strategy does not have a governance reporting line. Work is in progress looking at what additional proactive support could be put in place to support staff in managing their own levels of stress or anxiety.

There were no new risks identified.

## 7. STAFF GOVERNANCE MONITORING RETURN

The Staff Governance Committee considered at paper, 'NHSScotland Staff Governance Standard Monitoring Framework 2022-2023, presented by Ms Ruth Hibbert, Head of Policy and Governance.

### **Following discussion, the Staff Governance Committee: -**

- **Approved the Staff Governance Monitoring Return for 2022 – 2023**

Ms Hibbert advised that NHS Lanarkshire's response to the Scottish Government was due to be submitted on 4 December 2023. However, a short extension had been agreed to allow discussion and approval by the Staff Governance Committee.

The annual monitoring return for 2022 – 2023 details the Board's performance against the Staff Governance standards during the year and is submitted to the Scottish Government for consideration. The Scottish Government respond to the monitoring return with further questions or areas for the Board to consider. This final return to the Scottish Government answers questions and provides further information as requested by the Scottish Government.

It was noted that further information was required in relation to the following areas which are set out in detail in the return to the Scottish Government.

- Staff Wellbeing
- Improved Communication
- Improve visibility of Executive Directors across the organisation

The Staff Governance Committee discussed and noted:

- The importance of improving the number of appraisals/PDP's/Objective setting for staff and that these must be recorded on the Turas system;
- The employability programme and the positive impact that this could have in increasing the diversity of the workforce;
- Continued work was required to increase the number of exit interviews and to record the views of staff on the organisation and reasons for leaving; and
- The Retire and Return policy. In response to the question if this policy was working well for the organisation, it was noted that a number of staff had utilised the policy and there was some benefit for the organisation. It is too early to assess impact either positive or negative.

The extensive staff engagement programme for this financial year, including the refresh of Our Health Together, the work around operational flow and the importance of working in partnership with Trade Union colleagues was also discussed by the Committee.

The committee asked for more information on number of exit interviews completed, and reasons for leaving the organisation. There was a further ask in relation to the retire and return policy and the number of staff who had taken the opportunity broken down into job family and grade. This would be included in a future workforce report.

## 8. **EQUALITY & DIVERSITY – PROGRESS REPORT AND EQUALITY & DIVERSITY ACTION PLAN**

Consideration was given to a paper. 'NHS Lanarkshire Equality Strategy 2021- 25: Action Plan Mid-Year Report for April 2023 to March 2024.' Presented by Ms Hina Sheik, Equality and Diversity Manager.

**The Staff Governance Committee: -**

- **Noted the paper**

Ms Sheik advised that The Equality Strategy 2021-2025 continued to build on previous work, whilst recognising the new and emerging challenges that the NHS will face. The strategy underpins NHS Lanarkshire's vision to provide safe, effective, person centred and sustainable services.

Ms Sheik provided an update on current and future actions for 2023-2024 and advised that most actions are on target to meet the milestones for years two and three.

The key discussion points of the report where:

- Representation and population
- Survey Results
- Staff Networks success

The Staff Governance Committee noted the position of NHS Lanarkshire and success of our staff networks in comparison to other Boards. NHS Lanarkshire has established three solid equality staff networks since 2020.

- Disability and Wellbeing Employee Network (DAWEN)

- Ethnic Minority Employee Network (EMEN) and
- LGBT+ Employee Network

All three networks have been supported to create and deliver on their three-year action plan/s. The network/s ToR and action plans are used as models of good practice and have been shared across other NHS Scotland Health Boards in to support their work in this area. EMEN hosts an annual Q&Q which is open to all Ethnic Minority staff networks across Scotland.

The Chair and Co-Chair are members of the national Ethnic Minority Forum hosted by Scottish Government. One of the key issues raised has been the lack of diversity in senior roles and at Board level. It was highlighted that NHS Lanarkshire has had/has a diverse senior team and Board members.

The Staff Governance Committee discussed the survey results, including what are the next steps and actions (including scoping of Datix system); the Ethnic Minority Employee Network (EMEN) survey in April 2023 on Ethnic Minority staff experience of racism within the workplace; the recommendations from the EMEN Survey; the success of the networks and the attendance from the Whistleblowing champion at network groups.

The Staff Governance Committee requested that HR carry out a comparative review of grievances taken against ethnic minority staff compared to other staff groups.

## **9. WHISTLEBLOWING QUARTERLY REPORT**

Consideration was given to a paper, 'NHS Lanarkshire Quarter 2 Whistleblowing Report for 2023/24.' Presented by Ms Lesley MacDonald, NHS Lanarkshire Whistleblowing Champion

The key points of the report were highlighted as: -

- No whistleblowing concerns were raised during Quarter 2 of 2023/24;
- Communication efforts continue and have primarily been focussed on regular reminders in the staff briefings;
- Promoting "Speak Up Week;" and
- That the focus for Quarter 2 was the planning for the transfer of Executive responsibility to Eddie Docherty, and the management to Board Secretary & Corporate Business Manager from 1 October 2023.

The Staff Governance Committee discussed the next Speak Up week in 2024; whether the classification of 'Whistleblowing' was a block to staff raising concerns; the importance of giving staff the confidence to raise concerns and that they will suffer no detriment as a result; reporting on lessons learned from any concerns raised and the role of Trade Union colleagues in supporting staff to raise concerns.

## **10 PSSD PRESENTATION**

There was nothing to report under this item. Presentation to be submitted to the March Staff Governance Committee.

11. **COMMITTEE WORKPLAN 2023/2024**

It was agreed that Jacqui Jones and Mr Couser would meet to discuss the Workplan for 2023/2024 following the review of the Terms or Reference.

This would provide the Staff Governance Committee with the opportunity to develop a shared vision, to be more ambitious and an opportunity to do things differently.

12. **MINUTES TO NOTE**

The Committee noted Area Partnership Forum minutes: -

- 29 August 2023
- 28 November 2023

13. **ANY OTHER COMPETENT BUSINESS**

**Band 5 Nurse Review**

The review of Agenda for Change Band 5 Nurse's, which is part of the National 2023 pay negotiations, was raised in respect of there being a requirement to train more staff (management and Trade Unions) to undertake job evaluation.

14. **MEETING DATES 2024**

The Staff Governance Committee will meet again as scheduled on Monday 18th March 2024 at 2.00pm.

The Staff Governance Committee noted the proposed meeting dates for 2024 as: -

- 3<sup>rd</sup> June 2024**
- 9<sup>th</sup> September 2024**
- 9<sup>th</sup> December 2024**
- 17<sup>th</sup> March 2025**