

STAFF GOVERNANCE COMMITTEE

Minutes of the Meeting held on Monday 28th November 2022 at 2.00pm in the Board Room, NHS Lanarkshire, Kirklands Hospital, Bothwell

PRESENT: Lilian Macer, Employee Director (Chair)
Robert Foubister, Unison Representative
Andy McCormick, Unite Representative
Lesley McDonald, Non Executive Director
Colin Lee, Non Executive Director
Margaret Anne Hunter, Unison Representative

IN ATTENDANCE: Mark Kennedy, General Manager, SALUS
Kay Sandilands, HR Director
Calvin Brown, Director of Communications
Jonathan Pender, Head of Workforce
Ann Marie Campbell, Head of HR Employee Relations
Marlene Fraser, Head of Medical Staffing
Ruth Hibbert, Head of HR Policy and Governance
Judith Park, Director of Acute Services
Lesley MacKay, Programme Manager, Staff Health & Wellbeing
Mary Anne Kane, PSSD General Manager
David Watson, Senior Advanced Practitioner

1.1 **WELCOME AND APOLOGIES**

Apologies were received from:

Cathy McGinty, Unison Representative
Kirsty Cole, Head of Organisational Development
Liz Airms, GMB Representative
Nauman Dar, Non Executive Director
Heather Knox, Chief Executive

1.2 **MINUTES OF PREVIOUS MEETING HELD ON 5TH SEPTEMBER 2022**

The minutes of the previous meeting held on 5th September 2022 were approved as an accurate record.

1.3 **MATTERS ARISING**

i) Action Log

Members discussed up-dates to the Action Log.

2.1 **CORPORATE RISK REGISTER**

This item was not available currently, but can be circulated when received.

2.2 **CORPORATE RISK REGISTER – MITIGATING CONTROLS**

Lilian highlighted the paper ‘HR Risk Register – Current Status of Mitigating Controls’.

Members of the Committee discussed the current status of the mitigating controls in place within the paper for each high level risk:

Sustaining a safe Workforce

In response to a question around the situation with regards to the industrial action planned Kay advised that an Industrial Action Planning Group had been set up along with Trade Union colleagues. Five Trade Unions had indicated that they had reached a threshold to take forward industrial action, but currently there are no dates planned for any Industrial Action. There is a revised pay offer which is being considered currently. Planning is being continued to identify the priority services and where there might be some exemptions for staff.

It was also confirmed that the Overarching Group is also looking at the detail that has been put forward by each of the Operating Divisions. There was also an overarching Chief Executives’ Group to look at common themes and approaches.

Lilian updated the Committee on the improved offer from the Scottish Government. She intimated that some Organisations had recommended acceptance, but an outcome was still awaited. She stressed to the Committee that there is planning underway in place both at NHS Lanarkshire level and across NHS Scotland.

A member of the Committee highlighted that within the area of staff fatigue it did not include all staff, in particular support for senior staff. It was suggested that further discussion and focus was needed to identify those controls and the support mechanism for all staff across the Organisation. It was stressed that all the Services in place were there for everyone and it was agreed that more focussed work may be required.

2.3 **DIRECTORATE REVIEW ACUTE**

Lilian introduced David Watson, Chief of Nursing to give an update on the Directorate Review for Wishaw General Hospital.

David intimated that the site is supported by staff side representation across multiple groups and forums. In particular, he drew members’ attention to a meeting held with staff and staff side and how beneficial this had been. He

also advised that a UHW e-mail address had been created for staff to e-mail any concerns, issues or suggestions and the Senior Team can access this and this would be discussed at a Staffing Seminar. He confirmed that if clarification was needed then staff groups could be contacted. David then highlighted the importance of the Community Strategy and he explained the different ways in which communication was shared with the staff.

David then spoke of the risks on the Risk Register. The sickness absence figures, all absences and the numbers of staff in post were shared with the Committee. In relation to sickness absence he advised that weekly workforce meetings were taking place and there was also a Sickness Absence Manager on site.

There was a slight improvement in the vacancy rate with Wishaw being the first site to recruit internationally and he explained the need to support these staff. Medical staffing in particular was proving to be challenging.

In relation to recruitment a National Event was taking place in January and February in Dundee and Glasgow/Edinburgh, and there would be representation from the Acute and Primary Care Division.

In addition to Turas/i-Matter a new initiative had commenced across the three sites which was a 'Just Culture Survey'. This was generated from one of the Chiefs' Informal meeting and had grown from there. He advised the Committee where the survey had been distributed across the three sites, with a view to this being distributed wider. When the information is received it is planned to have Focus Groups along with staff side colleagues and also Quality Directorate colleagues.

David then explained to the Committee that QR Codes had been developed for each ward and this allowed patients' relatives to give feedback. There were five questions with a star rating from 1-5. On average the score was 4.1 or 4.2. It was felt that this information needed to be shared with staff for their encouragement.

A Therapist Session took place with 120 staff using this Service and this would be rolled out to the Wards for staff and patients.

It was emphasised that it was important to feedback the risk from a governance and risk management perspective to staff letting them know how any issues are addressed, and closing the loop in communication regarding outcomes.

The Committee then discussed the position with regard to international nurses, and David also explained the 'buddy' system being undertaken in Wishaw. After discussion the following was agreed:

- Calvin would meet with David to discuss the feedback in more detail around communications contained within his presentation.

- Ruth agreed to meet with David outwith the meeting to discuss about asking staff if they are aware of the whistleblowing standards within the 'Just Culture' Survey.

It was suggested that an additional slide could be added regarding compulsory training levels within the Sector.

The Committee acknowledged the positive work being undertaken on the Wishaw site and asked David to feedback this to the staff.

2.4

DIRECTORATE REVIEW – PSSD

Lilian introduced Mary Anne Kane, General Manager, PSSD to give an update on the Directorate Review for PSSD.

Mary Anne explained the infrastructure within PSSD working closely with the Organisation and staff side to ensure staff are supported and protected in undertaking their duties. She explained the challenges that are being faced, but things were improving post Covid with many Governance and Communication Groups up and running with staff being much more involved. She advised that they are currently in the process of bringing in another 386 members of PSSD at Wishaw. This is the soft FM staff and this would take place on the 1st February 2022.

The sickness absence currently within PSSD were at its highest level and Mary Anne shared the main reasons for this, although the overall absence remained consistent. The staff in post also remained consistent although there was a peak earlier in the year which was due to staff being employed as a result of Covid and these have decreased over the last few months. In relation to recruitment Mary Anne explained the areas where there were difficulties in recruiting, in particular Technicians and Estate Managers. This was not only in Lanarkshire but was a UK wide problem. Work was being undertaken in relation to scoping an apprenticeship programme; recruitment profile to ensure that we remain statutory compliant along with a fairly robust recruitment programme. She stressed the need to be more pro-active in this area and in the next year there will be resources aligned to this.

Mary Anne agreed to speak to David outwith the meeting to discuss some of the initiatives contained within his presentation.

The risks within the Risk Register were highlighted. Sickness absence which had doubled, recruitment and retention of qualified and skilled works. These two risks have been identified as high risks. The lack of maintenance management resources were also on the Register as a very high risk. She explained to the Committee the problems and issues around these risks. In relation to the recruitment and retention of staff consideration was being given to an Apprentice Training Programme. It was confirmed that there were currently no Apprentices within PSSD and Kay gave a breakdown of the Apprentices currently within NHSL.

In relation to PSSD the response rate was 41%. She advised of the problems with communication and engagement as electronic access to systems was not available ie. Firstport, Learnpro or NES Learning Modules with everything delivered as a toolbox talk. It was felt that if this matter was addressed this would make a significant difference to recruitment and retention. Discussions were ongoing with e-health to address these issues. It was also felt that engagement with staff was important and it would be good if Focus groups could be put in place.

A concern was raised around recruitment specifically as we move to a new Monklands Hospital in the future. Kay highlighted the work that Lorraine Scott was working on and this would be expanded in the future.

There were also some good positive responses within i-Matter. An update was also given on the Turas compliance figures.

Lilian thanked Mary Anne for her presentation to the Committee.

It was agreed that annual updates would be given at future meetings.

3.1.

STAFF COMMUNICATION ANNUAL REPORT

Calvin highlighted some key points from the first Staff Communication Annual Report and asked the Forum to feedback any comments they may have on the report.

A lot of work had been taken place around violence and aggression and positive feedback had been received from staff. It was acknowledged that there was still further work to be carried out in this area.

Since the Pulse was moved to online this has continued to grow and successfully attract high viewership numbers from staff. This is updated on a weekly basis.

Recent work undertaken was around the Health and Wellbeing Week and there was a lot of communication input to share this with staff. It was confirmed that staff who were unable to attend some of the Health and Wellbeing Events there would be a recording of some of the events available on the website.

A Staff Recruitment Campaign was being worked on along which included an overview video.

The Committee noted the report.

4.1

MEDICAL EDUCATION FLASH REPORT

The Committee agreed to feedback any comments or questions to Medical Education who had created the report and these should be sent to Lilian by e-mail.

The Committee noted the paper.

5.1 **EMPLOYEE RELATIONS**

Annmarie shared a paper which provided an overview of the work in partnership undertaken across Lanarkshire which is the main vehicle as to how staff are engaged and involved in decisions that affect them, in particular Organisational change. The paper also referred to some of the work that had been undertaken over the last twelve months which included the Band 2 Review and the paper also highlighted the i-Matter scores and it was felt that there was still work that could be done around this.

The Committee noted the content of the paper.

6.1 **WHISTLEBLOWING QUARTERLY REPORT**

Ruth shared with the Committee the Whistleblowing Quarter 2 Report. There had been no concerns raised in this quarter. She advised of a case that was raised in the first quarter, but had taken 58 working days to investigate due to ill health of the individual. Due to this delay in completion this case was not reported in detail in the Quarter 1 report and is now included in this report. The complaint concerned allegations of fraud and this was not upheld.

Within the report there was information on awareness raising and some of the steps taken to raise awareness. Ruth also confirmed that the seven confidential contacts had met with the Confidential Contact Network which comprised of Ruth, Kay and Lesley.

More information had been received from NES on the training modules as some of the information had not been received because of the technical difficulties at NES. As a result of the concerns raised to Directors about the number of staff who did not complete the Turas module the numbers did increase.

Lesley indicated that she would contact Lilian's PA to set up a meeting with staff side around whistleblowing.

7.1 **WORKFORCE REPORT AND STAFF ABSENCE REPORT**

The Committee were asked to note the following key points from the Workforce Quarterly Report.

Staff in post remains stable overall, although a slight increase of 166 WTE from the previous.

Reduction in vacancies across the Board, however no funded establishment allocated for Covid Vaccination is included.

Slight increase within supplementary staffing mainly driven by Nursing and Midwifery, and Support Services, with agency usage continuing to increase.

8.1 **COMMITTEE WORKPLAN**

The Committee noted the Workplan and additional items will be added for the next meeting.

A question was raised around the Networks and it was confirmed that a representative from EMEN had attended a previous meeting and there is now an Annual Report scheduled to come to the Committee from the Networks. Each of the Networks is now established with Action Plans and these will be part of the Annual Report.

8.2/8.3 **MINUTES TO NOTE**

The Committee noted the following minutes:

8.2 - Area Partnership Forum – 29th August 2022

8.3 - Human Resources Forum – 19th August 2022

8.4 **TERMS OF REFERENCE HRF**

The Committee supported the updated HRF Terms of Reference.

9.1 **SIGNIFICANT EMPLOYMENT ISSUES**

There was nothing to note under this item.

9.2-9.4 **CELEBRATION OF SUCCESS HEALTH AND WELLBEING GROUP**

Lesley Mackay, Programme Manager, Staff Health and Wellbeing updated the Committee on the initiatives that had been delivered over the last year. The Staff Health and Wellbeing Strategy was launched on the 1st November 2022 as part of Health and Wellbeing Week. Currently an Action Plan is being developed which will measure the success in supporting staff health and wellbeing over the next three years.

Kay agreed to circulate the Strategy along with the links which Lesley agreed to add. A dedicated e-mail box was available for any feedback.

The following metrics will be used to monitor the impact and outcomes of staff health and wellbeing, i-Matter/Referrals to support services, workforce data, safety culture cards and Your Health Matters Webpage analytics. This information is presented to the Strategic Health and Wellbeing Group for consideration/action/for discussion. An update was also given on the findings of the Staff Engagement Programme and how this helped develop aspects of the Strategy. The week provided a dedicated space to increase visibility and awareness of the staff support services/resources that can help staff manage their health and wellbeing.

660 members of staff had attended the 33 events and the staff completed an evaluation report and once the work around this was concluded this would be shared with the Committee. For staff who were unable to attend a number of sessions and resources would be available on the Your Health Matters webpage.

Further discussion on the Health and Wellbeing Strategy and the Annual Report would be taken forward to the next meeting.

The Committee acknowledged the work that had been undertaken in Staff Health and Wellbeing Week and the positive outcomes and the importance of all staff being included.

9.5 **STAFF GOVERNANCE MONITORING REPORT**

The Committee noted the Scottish Government Monitoring Report which had been submitted to the Scottish Government on the 18th November 2022.

9.6 **LANARKSHIRE HEALTH AND SOCIAL CARE INTEGRATED WORKFORCE PLAN 2022-2025**

The Lanarkshire Health and Social Care Integrated Workforce Plan had been published at the beginning of November and signed off at the Area Partnership Forum through the Corporate Management Team. It was also shared with the Human Resources Forum and the Area Clinical Forum. Another interim update would be available in 12 months' time.

Thanks was given to all who had contributed to the Plan and to the staff side for their comments on the Plan.

10.1 **NEW RISKS IDENTIFIED TO BE CONSIDERED FOR INCLUSION IN THE CORPORATE RISK REGISTER**

There were no risks identified.

10.2 **ANY OTHER COMPETENT BUSINESS**

There was no further business to discuss.

10.3 **DATES OF MEETINGS DURING 2023/24**

The date of the next meeting would be the 6th March 2023 at 2.00pm. The proposed dates for 2023 were as follows:

5th June 2023
11th September 2023
11th December 2023
18th March 2024
All at 2.00pm.