

STAFF GOVERNANCE COMMITTEE

Minutes of the Meeting held on Monday 6th March 2023 at 2.00pm in the Board Room, NHS Lanarkshire, Kirklands Hospital, Bothwell

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

IN ATTENDANCE: Jann Gardner, Chief Executive
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
Mark Kennedy, General Manager, SALUS
Hina Sheikh, Equality and Diversity Manager
Paul Cannon, Board Secretary
Charlotte Hope, Corporate Risk Manager

APOLOGIES: Liz Airms, GMB Representative

1.1 **WELCOME**

Lesley welcomed Philip Couser to his first meeting of the Committee and noted the apologies.

1.2 **MINUTES OF PREVIOUS MEETING HELD ON 28TH NOVEMBER 2022**

The minutes of the meeting held on 28th November 2022 were approved as an accurate record.

1.3 **ACTION LOG**

Members discussed up-dates to the Action Log.

2.1 **CORPORATE RISK REGISTER**

Charlotte Hope the new Corporate Risk Manager was introduced to the Committee. She advised that she had a meeting with Kay tomorrow and she had had initial discussions around the two workforce risks currently on the Corporate Risk Register. Due to timings there was no substantial changes or updates to bring to the meeting.

2.2 **CORPORATE RISK REGISTER – MITIGATING CONTROLS**

In relation to Mitigating Controls Lilian enquired as to whether Charlotte had any initial thoughts based on her experience elsewhere as to what we should be doing as a Committee to ensure these controls are mitigated. Kay intimated the main item which would be discussed at a meeting with Charlotte tomorrow is a report from Audit and the mitigations. Lilian asked after her discussion with Kay if Charlotte could report back to the Committee.

2.3 **DIRECTORATE REVIEW NORTH AND SOUTH**

This item was deferred to the next meeting.

3.1. **WELL INFORMED**

There was nothing to report in this section.

4.1 **APPROPRIATELY TRAINED AND DEVELOPED**

There was nothing to report in this section.

5.1 **TURAS APPRAISAL UPDATE**

Paul Cannon advised that an updated scheduled regarding Turas Appraisal had been circulated to members. This had been discussed at the CMT last week which highlighted the current figures across Turas Appraisal and Jann had sent out a challenge to Corporate Directors to set trajectories to be compliant over the next 2-3 months. The figures from last week had been updated and reported to the CMT this morning and these would be monitored on a fortnightly basis. Isabell Doris would provide a report every fortnight where compliance sits against trajectories. A more detailed report would be brought to the June meeting.

The large amount of work required was acknowledged and it was emphasised that meaningful appraisals would be undertaken and Jann reassured the Committee that this had been set out to demonstrate the importance of valuing staff and understanding their needs. Kay intimated that in February/March there is usually an upturn. Most staff are hoping to undertake appraisals by the end of March, but some may run on into April / May due to service pressures. Kay confirmed that it was local managements' decision on how they organise the period they use for appraisals and that there were no corporate arrangements

The Committee noted the Turas update.

6.1 **WHISTLEBLOWING QUARTERLY REPORT**

Ruth Hibbert shared Quarter 3 of the Whistleblowing Report with members. One concern had been raised from an individual who worked for a Primary Care GP. The concern was raised directly with the Independent National Whistleblowing Officer which meant that there was some delay in commencing the investigation, and as yet this had not been completed. HR was providing some support along with support from a confidential contact. Ruth confirmed more details would be included in the next quarterly report.

Ruth advised of the involvement in National Speak Up Week to raise awareness around Whistleblowing. She explained in her report all the various ways that this had been undertaken.

An Internal Audit Report had been issued and the key findings were summarised. Considering the Standards were introduced at a difficult time compliance with the standards were found to be substantial, although there are a few things which still need to be addressed.

Lesley informed the Committee that two questions in relation to whistleblowing had been included in the i-Matter Survey. Feedback regarding this would be beneficial. She thanked everyone involved with this including the staff side.

It was acknowledged that the figures for whistleblowing were low but in comparison to other Boards they were similar. There was unease about the low numbers of concerns raised and it was noted that a Communication Plan is currently being developed to continue to raise awareness.

The Committee noted the Whistleblowing Report.

6.2 **REVIEW OF WHISTLEBLOWING 2022-2023 L22/23**

Kay shared with the Committee the Review that the Internal Audit Department had undertaken in relation to Whistleblowing and our compliance with the Standards. Substantial assurance was given with the process we are adopting in Lanarkshire. There were three recommendations within the report which were:

- Standing Operating Procedures – Minor changes to the formatting.
- Communication Plan – Our communication was robust, but it had been raised that this had not been documented as a Plan.
- Sign Off of Reports – Looking for formal sign off.

The actions from the Audit Report had been taken forward and will conclude our responses with their Communication Plan.

6.3 **NHS LANARKSHIRE EQUALITIES PROGRESS REPORT 2020-2022**

Hina Sheikh, Equality and Diversity Manager introduced the NHSL Equalities Progress Report 2020-2022 which had been brought to the Staff Governance Committee for approval. The report provided an update on how we are trying to embed equalities into our everyday functions. The report included workforce data, equalities, gender pay and occupational segregation.

The Committee then discussed some of the points within the report which included the Minority Network – engagement with other Health Boards; Monitoring Data Workforce, Board Membership - diversity to include other protected characteristics such as age, disability, ethnicity and the service level pressures. It was agreed that Colin Lee would meet with Hina to discuss some of these issues. Kay also advised that she would be available for further engagement. It was stated that we should recognise that these Networks had been established recently and note the achievements so far.

It was pointed out to the Committee that in the last year the Board had increased the membership of Non Executives and eight new Non Executives were appointed, seven of which were men. This had been raised at the Board and also with the Cabinet Secretary, Scottish Government around the appointments process.

The Committee approved the report.

6.4 **EQUALITY NETWORKS UPDATE**

Hina gave an update on the Equality Networks.

EMEN - working with current members to update the data and information, meeting with Jonathan Pender to look at the employee data and information, speakers to highlight key areas of work, regular Newsletters, change to the Datix system to ensure recording incidences that come under the protected characteristics, and looking at other models of reporting.

In June there would be a Question and Answer Session with Humza Yousaf to talk about his personal and professional journey. The invitation to attend would be sent to all EMEN members, all NHS Lanarkshire staff and all Ethnic Minority Networks.

LGBT+ – there is an Executive Group and an Action Plan is being formed to support the direction of the work.

Disability – had a second meeting and looking at forming an Executive Group which will drive the direction of the work.

Hina advised that she sits on the Leading for Change Group and this was being actively promoted through NHS Lanarkshire.

Jann commended the outstanding work that had been undertaken by the Networks and by securing the visit by Mr. Yousaf.

The Committee noted the work of the Equality Networks.

7.1 **WORKFORCE REPORT**

Jonathan Pender highlighted the key points from the Workforce Report.

Sickness absence was particularly high at 9.1%. This has been consistently high, but had dropped slightly in February.

Agency shifts are high at 4,000 per month. From April there will be co-ordinated action from the Chief Nurses Office and the Scottish Government to work towards reducing agency use.

Vacancies are showing as being over established. The 200 Covid vaccination staff are not in the funded establishment as recurring funding has not been agreed -it is hoped Scottish Government will agree funding model soon. Lilian noted that whilst Admin and HCSW are over established, there are quite a few vacancies for Registered Nurses.

The Committee then went on to have a detailed discussion around, agency spend, agency staff, supplementary staffing, supplementary agency staffing, weekly pay, staff turnover, medical staff, use of locums, funded establishment and recruitment.

Jann Gardner, Chief Executive advised that she and the senior team had gone out to find out what people were saying in terms of sickness absence and recruitment and had shared this with the Cabinet Secretary. She stressed the importance for the health and wellbeing of staff and solutions were being addressed through Operation Flow. It was stressed that wider discussion around how we pay our staff should be considered at the Area Partnership Forum and if there was an option to revert back to weekly pay for the lower paid staff. It would be helpful to link with the Cost of Living Group as to how we can support our staff in this way.

A Sustainability and Value Programme Board had been set up to consider workforce optimisation, nurse agency and medical locums. It was felt that the group that had been set up pre-Covid by Gillian Archibald to look at sickness absence figures and the reasons for absence should possibly be re-established. Kay advised the new Sustainability and Value Programme would take this forward although this may be in a different format. Staff side representation would be required for this group.

Philip commented that he would be interested in colleagues' views as he would like to see the main performance reports and a discussion of the people at PPRC.

Jann intimated that she had spoken with the Chair and a group would be established to consider how we report performance and bring information to Committees. A small number of Executives and Non Executives will be invited to consider this before sharing this more widely. The purpose of this would be to create what a number of Boards will look at in terms of an integrated performance and quality report. This would mean that all Committees would get sight of the full spectrum of information. More thoughtfulness of what each Committee should be considering and where there

is a crossover piece one Committee may ask of another Committee either a view or deeper consideration. Paul would be in touch to take this piece of work forward.

Jonathan highlighted that currently turnover was 13% with the average across Scotland being 11 ½ %.

Jonathan explained the reasons why the funded establishment was showing over established at Board level. The review of this content would be considered going forward and would try to pick up the themes discussed today.

The Committee was made aware because of the increase in turnover the exit questionnaires had been reviewed and there was a new process around this which had showed good response levels. This work would be shared in due course.

The Committee noted the report.

8.1 **COMMITTEE WORKPLAN 2022/23**

Lilian indicated that we had managed to achieve the expectations of the Committee to review all of the listed items.

The Committee noted the Workplan.

8.2 **MINUTES TO NOTE**

The Committee noted the following minutes:

Area Partnership Forum – 7th November 2022
Human Resources Forum – 18th November 2022
Remuneration Committee – 3rd February 2023

The Committee noted the minutes.

8.3 **STAFF GOVERNANCE ANNUAL REPORT**

The Staff Governance Annual Report would be circulated to members for endorsement.

8.4 **NATIONAL STAFF EXPERIENCE REPORT**

This report was for information and gives a link to the National Staff Experience to look at the position across Scotland regarding the Staff Experience Survey conducted in 2022. The following figures were highlighted from the paper, the Key Metrix, Employee Engagement Index, Completion of Action Plans and there was also an overview of specific areas around Staff Governance Standards and indicates our performance compared to the previous year and NHS Scotland. Overall the figures were favourable nationally and for the previous year.

The paper had been taken to the CMT to gain their endorsement to go ahead with the process for this year around i-Matter. The ongoing support for Managers and staff side to encourage completion was acknowledged.

The Committee noted the paper.

9.1 **SIGNIFICANT EMPLOYMENT ISSUES**

There was nothing to note under this item.

9.2/ **CELEBRATION OF SUCCESS/RECRUITMENT**

9.3

It was agreed that these items would be taken together.

Marlene Fraser, Head of Medical Staffing highlighted the marketing of vacancies within the paper. In December 2022 an NHS Lanarkshire website was launched along with support from Jacquie and Yvonne from the Communications Team. She explained that there were many parts to the website, but the concept is to show the main routes that are available to working within NHS Lanarkshire. The website included videos, photographs, links to the NHSL main website, campaigns, social media, recruitment Facebook page, capturing of data, bank opportunities, employee initiatives page and good news stories.

Section 2 of the paper highlighted the recruitment campaigns that have been launched over the last year. There was also an International Recruitment Project where funding had been secured from Scottish Government with 17 nurses being recruited in 2021/22 with an additional 49 more nursing/AHPs in 2022/23. The Scottish Government has asked us to forecast to the Board demand for international recruitment for next year (2023/24). The success of this drive was partially due to the work that Practice Development have undertaken with the nurses. It was highlighted that there was also a drive to attract newly qualified nurses.

It was highlighted that CAMHS has a dedicated recruitment team which support Managers in delivering targeted recruitment and they also have their own website.

Marlene also highlighted from the paper the various drives for students and external recruitment. She then spoke of the developed in-house fast track process for the bank and Jonathan and Ben would be developing this work further. Drives were ongoing to increase the number of individuals within the bank.

The Employee Initiative Projects were highlighted which included, the Employability Hub, Foundation Apprenticeships, Demonstrator Project, Kickstart, Modern Apprenticeships, Graduate Apprenticeships, Internships, Project Search and the North Lanarkshire Care Academy which had been extended to South Health and Social Care Partnership. Following the cessation of Kickstart eight individuals had secured employment within the Board. The Demonstrator Project had had tremendous feedback.

In response to a question it was confirmed that the 17 nurses recruited were from India with a further initiative targeting Nigeria and the support given to these nurses

were shared with the Committee. It was also confirmed that international recruitment and recruitment in general would not resolve all the shortages in NHS Lanarkshire.

In relation to Band 4 career pathways Margot Russell from Practice Development and Eddie Docherty, Nurse Director were keeping this under review.

The Committee noted the report.

9.4 **INTERNAL CONTROL EVALUATION 2022/2023**

The paper was highlighted to give assurance around the progress that had been made in identifying the controls, and also around the fact that the Board's Audit Committee regularly looks at the follow up and progress reports from Internal Audit.

It was pointed out that this links back to the Risk Report at the beginning of the meeting. The main issues that were raised were around the workforce risks and the workforce plan. Kay confirmed that further updates would be given at the next meeting.

The Committee noted the report.

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**

Lilian advised that this would be Kay's last meeting at the Staff Governance Committee and wished to place on record our thanks to Kay for the support she has given the Committee over a number of years since she became HR Director. In particular, to recognise under her leadership some of the achievements we have made as a Committee specifically in re-aligning the agenda to the Staff Governance Standards. Also under her leadership direct engagement with service had been brought in with direct reports on a regular basis so we can get that direct engagement out to the service, but also learn from and spread the good practice across NHS Lanarkshire.

Lilian also wished Kay well for her future endeavours and thanked her personally for the support she had shown her as Chair and her focus around staff and the governance agenda.

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

The date of the next meeting would be the 5th June 2023 at 2.00pm.