

STAFF GOVERNANCE COMMITTEE

Minutes of the Meeting held on Monday 5th June 2023 at 2.00pm in the Board Room, NHS Lanarkshire, Kirklands Hospital, Bothwell and via Teams

PRESENT: Lesley McDonald, Non Executive Director (Chair)
Robert Foubister, Unison Representative
Colin Lee, Non Executive Director
Margaret Anne Hunter, Unison Representative
Cathy McGinty, Unison Representative
Nauman Dar, Non Executive Director
Phillip Couser, Non Executive Director

IN ATTENDANCE: Jann Gardner, Chief Executive
Jacqui Jones, HR Director from 3rd July 2023
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
Paul Cannon, Board Secretary
Charlotte Hope, Corporate Risk Manager
Debbie Franch, Learning and Organisational Development Advisor
Kirsty Cole, Head of Organisational Development
Paul Graham, Head of Spiritual Care and Wellbeing

APOLOGIES: Lilian Macer, Employee Director
Liz Airns, GMB Representative
Andy McCormick, Unite Representative
Paul Graham, Title

1.1 **WELCOME**

Lesley welcomed Jacqui Jones to her first meeting of the Committee and noted the apologies.

1.2 **MINUTES OF PREVIOUS MEETING HELD ON 6TH MARCH 2023**

The minutes of the meeting held on 6th March 2023 were approved as an accurate record subject to a name change - 'Causer' to 'Couser'

1.3 **ACTION LOG**

Members discussed up-dates to the Action Log.

2.1 **CORPORATE RISK REGISTER AND APPENDIX 2**

2.2

Ms. Hope drew members' attention to the NHS Lanarkshire Corporate Risk Overview. In particular, she highlighted the two risks where the Staff Governance Committee had been identified as the relevant Assurance Committee.

2039: Staff Fatigue, Resilience, Wellbeing and Safety

2124: Sustaining a Safe Workforce

There had been no score change to the risks since the last report and these risks remained high. It was noted that additional controls had been added to the current controls. Updates around the additional work being undertaken would be reported at future meetings, and it was confirmed that themes would be looked at for the ability to recruit and retain staff long for the long term.

Appendix 2 gave fuller details around both the risks.

The Committee noted the risks highlighted from the Risk Register.

2.3 **CORPORATE RISK REGISTER – MITIGATING CONTROLS**

The Corporate Risk Register – Mitigating Controls were noted.

2.4 **DIRECTORATE REVIEW NORTH AND SOUTH**

This item was deferred to the next meeting.

3.1 **NHS SCOTLAND STAFF GOVERNANCE STANDARD MONITORING FRAMEWORK AND IMATTER STAFF EXPERIENCE 2021/2022**

The Committee were asked to note the NHS Scotland Staff Governance Standard Monitoring Framework and I-Matter Staff Experience Report for 2021/2022. Feedback had been given in Appendix 1 and Ruth was formulating a response to the Scottish Government. It was suggested that in our monitoring return comment could be made on the length of time it has taken the Scottish Government to respond, as things would have progressed significantly within that timescale. It was also felt that the action planning within Appendix 3 could be improved upon in 2023/2024.

The Staff Governance Committee noted the report.

4.1 **FLASH REPORT LEARNING AND ORGANISATIONAL DEVELOPMENT**

Kirsty Cole provided an update on the Annual Flash Report for 2022/23. The report was established to give a high level overview on the progress that is being made. She drew members' attention in particular to the following areas:

- Induction – Corporate Induction both online and classroom, Healthcare Support Standards for support to new Managers.
- Learning events – The Learning & Education Team managed and facilitated a range of learning events and the report highlighted the attendance figures.
- eLearning – The Academy 10 platform has been updated and this would be helpful in encouraging staff to access all learning content.
- Leadership Development – 2 Compassionate Leadership Conferences were offered to all staff to attend.
- Development & Wellbeing – HR staff had attended CPD Sessions on Resilience and Wellbeing in the Workplace. OD had also launched 'The Big Shout Out' an initiative to recognise the fantastic work of the Teams across the Organisation on a monthly basis. There would also be an in person Staff Awards event in June.

Work was also ongoing in the areas of leadership services, career development programmes, further and higher education.

- Administration and Programme Support – The way in which staff were supported was highlighted in relation to i-Matter, and also responding to approximately 4,500 Learnpro enquiries and 5000+ Turas Appraisal enquiries.
- Equality & Diversity – The Interpreting Network was growing and it is important to look at how we continue to grow our networks.

It was asked if Lanarkshire was taking part in the Leading for Change Programme and Kirsty advised that the information received nationally is limited. She agreed to get more feedback and this would be put into the Flash Report.

The Committee then discussed some of the challenges faced in being able to work smarter and refine what is done. It was also recognised the vast amount of work that was being undertaken by Kirsty and her Team.

The Chair thanked Kirsty for her report.

5.1 **TURAS APPRAISAL UPDATE**

Paul Cannon provided the Committee with an update on Turas Appraisal. He advised that at the start of the process in February last year the compliance levels were sitting at 29%. These levels were monitored by the CMT and the current compliance levels in the latest report were 66%. Turas Appraisal is an item on the

CMT agenda fortnightly and the report is included in the Workforce Report. It was suggested that it could be built into our balance score card on an ongoing basis and the core mandatory training update.

The Committee noted the Turas update.

6.1 **WHISTLEBLOWING QUARTERLY REPORT**

Ruth Hibbert shared Quarter 4 of the Whistleblowing Report with the Committee. One case had been raised during this Quarter which was similar to a whistleblowing concern raised in December 2022. Both concerns were investigated by the same people as they related to the same independent primary care practices, but the investigations into both cases have not yet been completed. An HR Business Partner is assisting with the investigation. There has been regular communication with the individuals who raised the concerns and they are aware of the reasons for the delays. The protracted timelines have also been escalated to the Mark Russell, Medical Director of South Lanarkshire Health & Social Care Partnership. Full details would be provided in the Whistleblowing Annual Report which would be going to the Board in August and the Staff Governance Committee in September.

The Committee noted the Whistleblowing Quarterly Report.

6.2 **EQUALITY & DIVERSITY STRATEGY**

The Committee asked if the Equality & Diversity Strategy could be circulated to the Human Resources Forum and the Staff Governance Committee for approval.

7.1 **WORKFORCE REPORT**

Jonathan Pender highlighted the following points from the Workforce Report.

- The number of staff in post remained stable.
- Agency usage had fallen, but work was being undertaken to reduce this further.
- Sickness Absence remained high although it had fallen slightly.
- Annual Leave had decreased slightly, but was still higher than normal.

The Committee then had a detailed discussion around some of the staffing issues and how they are reported and recorded. It was thought that there should be more reasons as to why they were rising or falling and it was intimated that there was an area of work to be done around the unknown absences.

Mark reported that in relation to Occupational Health Reports every response established whether the Quality Act applies and it did in most cases, although it is not tracked if they are successfully implemented or not.

Discussion then ensued around monitoring reasonable adjustment and it was agreed that liaison was required with Occupational Health with advice from the Central Legal Office. Mark and Annmarie Campbell agreed to take this forward. Paul Cannon

said that he was keen to raise the profile in reporting to the Board and currently there was not enough detail. Jonathan advised that he would be happy to do further re-iterations if required.

A further discussion ensued as to how we can support staff and where improvement could be made and Mark highlighted the various ways that Occupational Health supported staff which included Independent Services, a website for staff to use, counselling services and that some of the issues people had were not always work related. Work was also being undertaken with the Health and Wellbeing Strategy Group. Mark agreed to bring back some of the impact measures to the Committee.

The Committee noted the Workforce Report.

7.2 **HEALTH AND WELLBEING IMPLEMENTATION PLAN**

Paul Graham, Head of Spiritual Care and Wellbeing advised that the Health and Wellbeing Implementation Plan would be shared with members when this had been signed off by the Strategy Group. He advised that there were eight objectives in the Strategy, including how do we evidence the impact of these services on staff and how do we measure wellbeing. He intimated that resourcing had been a challenge, but this would be delivered within our existing resources.

8.1 **COMMITTEE WORKPLAN 2023/24**

The Committee noted the Committee Workplan.

8.2 **MINUTES TO NOTE**

The Committee noted the following minutes:

Remuneration Committee - 12th May 2023
Area Partnership Forum – 28th February 2023
Human Resources Forum – 17th February 2023

8.3 **SIGNIFICANT EMPLOYMENT ISSUES**

It was highlighted that there was an issue raised at the Area Partnership Forum around the changes made by the Scottish Fire Service in how they respond to calls from the NHS. The issue was under active discussion at the CMT and within PSSD.

9.1 **CELEBRATION OF SUCCESS: THE BIG SHOUT OUT**

Debbie Franch, Title drew members' attention to the paper that provided background and progress in relation to 'The Big Shout Out' which was launched in February as a way to improve staff recognition. Initially the initiative was designed to replace the

Staff Awards. She explained the different ways in which nominations were sought. Teams are selected to be showcased by video and/or article which is shared via the Pulse and other internal communications. To date 66 nominations have been received. Teams have been featured from numerous different areas to highlight the different types of excellent work. It was noted that staff were happy to receive the e-mail and happy for their nomination to go forward with the Communications Department working with them to produce the video.

Work was being undertaken with the Communications Department to evaluate what is working well and if there are any areas that require improvement. At the end of the period, videos and articles will be saved on Firstport.

The comparison between 'The Big Shout Out' and the Staff Awards was discussed, and how they differed. It was noted that the Staff Awards set out the criteria and that 'The Big Shout Out' was more timely and responsive.

The Staff Governance Committee supported the continuation of 'The Big Shout Out' as a way to provide timely, frequent recognition of Teams.

9.2 **WORKFORCE PLAN – ACTION PLAN PROGRESS**

Jonathan Pender gave an update on the Actions in the published Three Year Workforce Plan. The Plan identified a total of 71 actions. Since Publication, a further five actions have been identified. He advised that a 6 monthly update would be brought to the Committee.

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**

11th September 2023

11th December 2023

18th March 2024

All at 2.00pm