

Approved Minutes
Staff Governance and Person Centred Committee
10 January 2023, 13:30 – 16:00
Microsoft Teams

Members

R Moore	Non-Executive Director (Chair)
G Adkins	Director of Strategy, Planning and Performance
C Blackburn	Non-Executive Director
A Cavanagh	Director of Nursing and AHPs
J Christie-Flight	Employee Director

In attendance

D Akhal	Head of Learning and Organisational Development
N Hamer	Interim Head of Corporate Governance and Board Secretary
G James	Chief Executive
J Pope	Deputy Director of Workforce
K Bryant	Head of Clinical Governance (item 8.1 only)
N Anderson	Organisational Development Consultant (item 10.2 only)
S Scott	Director of Strategic Communications & Stakeholder Relations
S Douglas-Scott CBE	Board Chair
T Lynch	Spiritual Care Lead (item 6.2 only)

Apologies

M Boyle	Non-Executive Director
M MacGregor	Medical Director
S Barnatt	Director of Workforce
C McAllister	Staff Side Representative

Minutes

T Richardson	Corporate Administrator
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1. Wellbeing Pause

The Committee observed a short wellbeing pause.

2. Opening Remarks

R Moore opened the meeting and welcomed all attendees. Committee welcomed G James, Chief Executive to their first Staff Governance and Person Centred Committee with NHS Golden Jubilee.

3. Apologies

Apologies were noted as above.

4. Declarations of interest

There were no declaration of interests raised.

5. Updates from last meeting 1 November 2022

5.1 Unapproved minutes

The minutes of the previous meeting were agreed as an accurate record, following clarification below:

- **6.1 – Medical Appraisal & Revalidation 6 Monthly Report.** Appraiser roles are paid half a PA which is 2 hours for each appointment.
- **7.2 – iMatter Report.** iMatter survey cycle was reduced to an eight week timescale on a permanent fixture, following an agreement between the Scottish Government and SWAG (Scottish Workforce and Staff Governance).

5.2 Action Log

The Action Log was reviewed with actions being updated and two items closed.

5.3 Matters arising

Industrial action

J Pope updated the Committee regarding industrial action. Negotiations between the Scottish Government, GMB and RCN (Royal College of Nursing) trade unions were ongoing with formal notice of strike action received. The Scottish Government would implement the 2022/2023 pay deal, which would uplift annual salaries from January 2023 and arrears would be paid by March 2023.

Resilience meetings were held weekly and managers throughout the organisation had been provided with an information booklet regarding industrial action guidelines.

6 Involved in Decisions

6.1 Partnership Forum Report

J Christie-Flight presented the Partnership Forum Report. There were lengthy discussions regarding the Health and Social Care Staff Experience National Report 2022 and noted the comparative statistics between national and NHS Golden Jubilee. Work was underway, with D Akhal as lead, to develop an action plan to communicate results throughout the organisation.

Discussions had been held with managers regarding appraisal rates to address the challenges faced across the organisation.

The revised pay offer was being consulted with the Scottish Government and Trade Unions. Unite, Unison, and Chartered Society of Physiotherapy had accepted the offer. GMB had rejected the offer, although there were no indications of their plans and the Society of Radiographers and RCN ballot results were pending.

Process guidelines to address Once for Scotland policies were received from SWAG, which outlined how queries were to be managed. The Work Life Balance policy was under consultation and would aim to update within local board policies. Work was also underway to conclude the move of PIN policies to Once for Scotland policies, which formed part of the 2018/2020 pay deal but was delayed due to the pandemic.

The review of Bands 2 and 3 job descriptions for Health Care Support Worker had concluded, following a review through the national staff councils regarding clinical area roles against the national job profile. Nursing teams had commenced discussions with staff members.

Additional job matching training sessions were held to capture staff side and management representatives to maintain a pool of job matchers and minor changes to the job evaluation process had occurred, which would be quality assured by Senior Human Resource Advisors prior to sign off.

Public Holidays for 2023/2024 were approved by Partnership Forum but were still waiting confirmation from Scottish Government on 8 May 2023, proposed date for the Coronation of His Majesty the King. Following confirmation, Partnership Forum would sign off at its next meeting on 24 February 2023.

Staff Governance and Person Centred Committee noted the Partnership Forum Report.

6.2 Volunteer Activity Report

T Lynch presented the Volunteer Activity Report. The volunteer team continued to engage in a recovery phase to gradually return volunteers to the organisation. Pastoral care volunteers had increased and staff had been evaluating what had been missed by volunteers not being within the workplace. The Young Student Volunteer Programme would be returned and would aim to engage with young people to increase participation and potential to recruit into health roles.

Partnership working with Phase 2 was ongoing where volunteers would support general surgery and outpatient areas. The new Volunteer Strategy was launched on 5 December 2022, which was developed to reflect the challenges of the pandemic and achieve an effective recovery phase. Relevant actions from the previous strategy were carried into the new strategy.

Committee discussed and agreed that the Young Student Volunteer Programme was integral in the education system and asked T Lynch and M Franks to consider widening the scope to look at other opportunities and to engage with West of Scotland Colleges.

R Moore commended the good work undertaken by T Lynch, M Franks and volunteers.

Staff Governance and Person Centred Committee noted the Volunteer Activity Report.

7 Safe Working Environment

7.1 Board Corporate Risk Register

J Pope provided an update on the Board Corporate Risk Register and advised the Risk rating for W7–*Workforce Capacity and Capability* had increased from 12 to 16 in December 2022. Risk rating for B006/22–*International recruitment ability to attract, retain and accommodate staff* remained very high at 20. However, the organisation had recruited successful cohorts and mitigation strategies were in place. It was agreed that Risk B006/22 would be reviewed prior to the next meeting to consider a reduction to the risk score. However, A Cavanagh advised that accommodation pressures had become apparent and a review of the support package would be undertaken.

Staff Governance and Person Centred Committee approved the Board Corporate Risk Register.

7.2 Health and Safety Report

J Pope presented the Health and Safety Report. RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) statistics and adverse incidents remained low with no significant trends. In the last quarter there were three reportable incidents: two were from Critical Care and one from Estates. The overall number of incidents within the last quarter were low, with 'Inappropriate / Aggressive Behaviour towards staff by patient' recorded with eight incidents.

The following policies were developed and reviewed within the last quarter:

- Work at Heights policy
- Procurement and Use of Portable Electrical Appliances policy

J Christie-Flight mentioned it was positive to see the correct reporting of RIDDORS and that a lot of work had been undertaken within the Health and Safety Team to ensure managers were reporting appropriately. C Blackburn asked whether risk assessments were conducted regarding inappropriate/aggressive behaviour. J Christie-Flight advised that patients affected with delirium was the common reason for incidents and risk assessments were included within care plans.

S Douglas-Scott advised she would be keen to take the approach adopted in the third sector which explained how training between aggressive and challenging behaviour differed.

S Douglas-Scott requested J Pope to review how to record these incidents separately as training would also need to be different for each topic.

Action Number	Action	Lead	Due date
SGPCC/100123/01	<p>7.2 Health and Safety Report</p> <p>1. Review the incident reporting process to amend category from 'Inappropriate / Aggressive Behaviour' and split into two categories: 'Aggressive behaviour' and 'Challenging behaviour'.</p> <p>2. Organise appropriate training for staff according to each topic: aggressive behaviour and challenging behaviour.</p>	D Wilson	14/03/2023

Staff Governance and Person Centred Committee noted the Health and Safety Report.

7.3 Occupational Health Report

J Pope presented the Occupational Health Report and advised 794 out of 800 Covid booster vaccines were administered during the Staff Vaccination Covid Booster and Flu Programme which was at 99.25% utilisation. 870 Flu vaccinations were also administered.

There were 107 staff referrals by management, which had improved due to the training offered to managers. Expansion Workforce Group were collaborating with eHealth to implement an electronic system to process pre-employment health checks in the near future to support recruitment demands and increase workforce numbers. Committee noted a potential risk to workforce if the system was not implemented.

Staff Governance and Person Centred Committee noted the Occupational Health Report.

7.4 Staff Governance Policy Tracker Update

J Pope presented the Staff Governance Policy Tracker Update. The following policies were developed within the last six months:

- Carer policy
- Management of Blood Borne Virus policy

Six core policies would be reviewed and presented at the Partnership Forum within the next 12 months:

- Dealing with Employee Grievances
- Management of Employee Conduct
- Management of Employee Capability
- Prevention and Dealing with Bully & Harassment
- Implementing and Reviewing Whistleblowing Arrangements

- Promoting Attendance

Local policies outwith the scope of Once for Scotland had been developed following national guidance, or to address local challenges/issues.

The Workforce Manager would review the workforce policies and schedule sessions to consult with internal and external stakeholders, including other boards and staff side.

Staff Governance and Person Centred Committee noted the Staff Governance Policy Tracker Update.

8 Person Centred

8.1 Quarter 2 Feedback Report

A Cavanagh presented the Quarter 2 Feedback Report and invited K Bryant to provide an update. During Quarter 2, the number of complaints had remained the same as the previous quarter and of the complaints that had been closed, 6 were fully upheld, 8 partially upheld and 5 not upheld. The organisational were in a much stronger position in relation to outstanding complaints which reflected the hard work across the organisation.

During Quarter 2, one complaint had progressed to a Significant Adverse Event Review and a number of concerns raised related to waiting times. However, the organisation had received a high number of compliments from patients, which had been shared with the clinical teams.

R Moore asked K Bryant to confirm whether the Executives had oversight of the complaints and also mentioned it was positive to see the number of compliments received from patients.

K Bryant confirmed that complaints were discussed at the Executive Directors Group and that steps within the process were defined to help identify hot spots and appropriate actions implemented before the complaint response date.

G James commended K Bryant and the team and recognised the positive work undertaken.

Staff Governance and Person Centred Committee noted the Quarter 2 Feedback Report.

8.2 Whistleblowing Quarter 2 Update

A Cavanagh presented the Whistleblowing Quarter 2 Update. Committee were informed of a whistleblowing concern that had been raised regarding first-aid provision. Committee was pleased with the outcome of the investigation, noted how it had provided the organisation with an opportunity to learn about the whistleblowing process and reflected that lessons learned would be important to take forward.

C Blackburn advised he was pleased with how the process had been carried out and asked for clarification around the storage of confidential information. A Cavanagh advised that the

Datix system would be solely used in future and assured the committee that restricted access is in place for whistleblowing concerns.

R Moore noted the uptake in whistleblowing training. A Cavanagh advised that uptake was mixed but staff would be signposted as and when required.

C Blackburn suggested that whistleblowing training could become mandatory within onboarding and induction processes with managers undertaking second level training to increase awareness. J Christie Flight advised the benefit of refresher training courses and agreed that awareness on how to raise concerns and links with confidential contacts should be considered.

C Blackburn advised that the whistleblowing process was last promoted during Speak Up week in October 2022 and additional communications should be considered to enhance promotion.

S Douglas-Scott had suggested to utilise the whistleblowing complaint as a case study example for future learning.

Staff Governance and Person Centred Committee noted the Whistleblowing Quarter 2 Update.

9 Well Informed

9.1 Integrated Performance Report December 2022

J Pope presented the Integrated Performance Report for December 2022. In November 2022, the Board's sickness absence rate stood at 6.5%, up 0.5% on the previous month. 'Anxiety/stress/depression/other psychiatric illnesses' was the highest prevalence with 'injury, fracture' recorded as the second highest absence at 10.3%, and 'Cold, cough, flu – influenza' was third at 9.8%.

Within the twelve months to 30 November 2022, 57% of staff who came under Agenda for Change had completed their appraisals, up 5% on the previous month.

Medical job plans on the Allocate job planning system were closed for 2021/2022 and new job plans were started for the year 1 April 2022. To date, 98 (81%) of 121 job plans had been signed off.

J Christie-Flight noted a decrease in the highest prevalence of absence. The Committee asked J Pope to produce a paper to show how interventions had progressed regarding the Health and Wellbeing Strategy to highlight trends and present an update to the next Committee meeting.

Action Number	Action	Lead	Due date
SGPCC/100123/02	9.1 Integrated Performance Report December 2022	J Pope	14/03/2023

	Produce a paper to show how interventions had progressed regarding Health and Wellbeing Strategy to highlight trends.		
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Staff Governance and Person Centred Committee noted the Integrated Performance Report December 2022.

9.2 Terms of Reference Update

N Hamer presented the Terms of Reference (ToR) Update. The ToR had been updated to reflect the Executive Lead of the Committee as the Director of Workforce. The updated ToR also included the addition of the Deputy Director of Workforce and Head of Learning and Organisational Development as in attendance, which aligned with other NHS Staff Governance Committees. It was agreed that the ToR would be reviewed six monthly to ensure alignment with the Second Edition of the Blueprint for Good Governance.

Staff Governance and Person Centred Committee approved the updated Terms of Reference.

9.3 Communication Update: April – September 2022

S Scott presented the Communication Update: April – September 2022. The report reflected the range and volume of internal, external communications and engagement activity.

R Moore wondered why visitors to the website for the Board pages had decreased compared to other pages. S Scott advised that work was underway to update these pages which would continue throughout the year. Statistical information regarding engagement impact activity showed that visitors preferred to access pages via social media platforms.

The presentation showed the success within Quarter 1 and Quarter 2 external progress with a positive engagement score of 98.31% and a 100% positivity score for media stories with highlights of:

- TAVI success
- University Status
- COVID-RV study
- ANIA launch
- NHS Golden Jubilee 20th anniversary
- Mod Employer Recognition Scheme Gold Award.

S Scott went on to present Quarter 1 and Quarter 2 internal highlights, noting the Board Walkrounds had proved popular with staff and that Long Service Awards would be held on a regular basis.

In Quarter 3, Communications had overseen a number of launches and programmes and during Quarter 4 there would be a number of campaigns being launched.

C Blackburn asked if there were any plans for the charity website, which would be separate from NHS Golden Jubilee Board. Sandie Scott advised there would be a plan in place, however, Communications would not be responsible due to that separation.

R Moore thanked S Scott for the report and presentation.

Staff Governance and Person Centred Committee noted the Communication Update: April – September 2022.

10 Appropriately Trained

10.1 Corporate L&OD 6 Monthly Report

D Akhal presented the Corporate L&OD 6 Monthly Report. The report provided insight into service works with a summary of Learning and Organisational Development (L&OD) activities undertaken to date.

Activities were developed through learning needs analysis, national priorities, organisational data and a review of board strategic documentation. Activities were reviewed regularly to maintain direction. Training had been delivered in a virtual or classroom setting, with feedback regarding the reinstatement of the classroom setting being positively received. L&OD had supported teams with a focus on iMatter within the last 18 months, which showed positive results and would continue through 2023.

Committee was pleased to note the reinstatement of the classroom learning environments, noted the investment in the education fund had been utilised by the organisation and looked forward to reviewing the results throughout 2023.

Staff Governance and Person Centred Committee noted the Corporate L&OD 6 Monthly Report.

10.2 KSF & PDP Appraisal Update

N Anderson presented the KSF & PDP Appraisal Update. In October 2022, the appraisal rate was recorded at 52%, 28% lower than the target (80%) as set out nationally and to be achieved by March 2023. During November 2022, appraisal rates had risen to 62%, a 10% increase from the previous month.

Work continued with various teams across the organisation to raise knowledge and awareness of the Knowledge and Skills Framework and Personal Development Plan.

Feedback from departmental areas indicated that staff sickness absences and vacant posts had affected appraisal focus, particularly clinical areas, with limited allocated time to undertake appraisal tasks, along with limited work spaces to hold private conversations.

Appraisal drop-in sessions were held during December 2022, with the intention to hold monthly sessions to align with the Communications Plan 2023 to keep appraisal on the agenda and to make the appraisal process more interactive.

Committee discussed and agreed that the priority of appraisals would be primarily focused on staff wellbeing, personal development, and career progression. J Christie-Flight noted the positive improvements made and how appraisals tied into the Health and Wellbeing Strategy.

Staff Governance and Person Centred Committee noted the KSF & PDP Appraisal Update.

11 Issues for Update

R Moore provided a summary of discussion items for the Board Update Report as follows:

Involved in Decisions

Partnership Forum update
Spiritual Care and Volunteer Strategies
Volunteer Activity Report

Safe Working Environment

Corporate Risk Register
Health & Safety Report
Occupational Health

Person Centred

Quarter 2 Feedback Report
Whistleblowing concern

Well Informed

Absence rates
Terms of Reference
Communications

Appropriately Trained

Corporate L&OD 6 Monthly Report
KSF and PDP Appraisal Update

12 Any Other Competent Business

No other competent business noted.

13 Date and Time of Next Meeting

The next scheduled meeting of the Staff Governance and Person Centred Committee is 14 March 2023 at 13:30.