**Unapproved Minutes**

**Meeting: Staff Governance Person Centred Committee (SGPCC)**

**Date: Wednesday 13 January 2021 at 10:00 hrs**

**Venue: Via Microsoft Teams**

**Members**

Marcella Boyle Non-Executive Director (Chair)

Callum Blackburn Non-Executive Director

Jane Christie-Flight Non-Executive Director / Employee Director

Jann Gardner Chief Executive

Rob Moore Non-Executive Director

**In attendance**

Anne Marie Cavanagh Executive Director of Nursing and Allied Health Professionals

Cathy McAllister Staffside Representative

Donna Akhal Head of Learning & Organisational Development

Gareth Adkins Executive Director Quality, Innovation & People

John Luck Consultant Anaesthetist & Appraisal Lead (agenda item 7.1 & 7.2)

Laura Langan Head of Clinical Governance (agenda items 5.2 & 5.3)

Liane McGrath Head of Corporate Governance & Board Secretary

Mark MacGregor Medical Director

Sandie Scott Head of Communications (agenda item 6.5)

Serena Barnatt Director of HR

Susan Douglas-Scott CBE Board Chair

**Minutes**

Christine Nelson Executive PA

**Apologies**

No apologies

1. **Opening Remarks**

Marcella Boyle opened the meeting, thanked Stephen McAllister for his work in chairing the committee previously. Marcella Boyle informed the group that she had a pre-meeting discussion with Gareth Adkins and there are several papers for approval on the agenda today.

1. **Apologies**

There were no apologies given.

1. **Declarations of Interest**

There were no declarations of interest.

1. **Updates from last meeting**
   1. **Unapproved Minutes**

The minutes from 5 November 2020 were approved as an accurate record of the meeting.

* 1. **Actions**

All previous actions were updated or closed.

* 1. **Matters Arising**

There were no matters arising.

**5 Safe**

**5.1 Integrated Performance Report (IPR)– Staff Governance**

Gareth Adkins presented the Staff Governance section of the IPR reporting to 30 November 2020. The following was noted:

Future sickness absence sections of the IPR will include Statistical Process Control charts to show patterns of sickness absence over the last 3 years.

Gareth Adkins reported that there is a slight increase in sickness absence but this is not significant and is being monitored closely. As part of the Health and Wellbeing strategy, the organisation will be focussing on any hot spots within the organisation to gain better understanding of any underlying issues and work through these with the help of a number of corporate departments including Occupational Health and Learning and Organisational Development (L&OD) and spiritual care .

Gareth Adkins highlighted that the Covid category within the report details the specifics around absence relating to Covid.

In relation to appraisal and job planning, Gareth Adkins reported that Agenda for Change appraisal rate is currently at 57%. Medical appraisal and job planning were paused but have restarted and will be discussed further later in the meeting.

Serena Barnatt gave assurance that although the appraisal rate was 57% and was paused, services are still working towards the national target of 80% and this is being monitored. Managers receive a monthly email to check the appraisal status and trajectory. Corporate and hotel areas are being closed monitored and appraisals for any staff temporarily located at the Louisa Jordan Hospital will still be carried out.

Jane Christie-Flight pointed out that the 80% target has been in place since 2011 and should be considered as a rate to maintain, not a target to reach. Serena Barnatt agreed this is the aim.

Gareth Adkins highlighted that this year (2020/2021) the Covid pandemic and issues with TURAS reporting in the previous year (2019/2020) have impacted progress. However, low compliance rates are being looked at and steps are being taken to overcome this.

Jann Gardner acknowledged the points made, that the organisation is currently in an active recruitment phase and there is a commitment to maintain 80% in 2021-22 with an absolute drive to meet a sustainable position and ensure the organisation is developing staff and supporting good staff governance.

Susan Douglas-Scott agreed and pointed out the link to wellbeing and spiritual care, stating is it important to ensure this is integrated to support staff going forward.

Jane Christie-Flight stated it is important to tie this in with the health and wellbeing strategy. The organisation is growing while changing services delivered. Appraisal is about supporting staff development.

Marcella Boyle agreed about compliance but expressed this is more about development of individuals and teams.

Mark MacGregor highlighted that job planning is a contractual request for medical staff. There is a plan to switch to a service plan approach. Teams now have a service plan and are translating these into job plans. This process has been delayed by Covid but the aim is still to complete by 31st March 2021. Mark MacGregor agreed to bring a written report to the March meeting.

**Action 130121/01: Mark MacGregor to bring a written update report on the service plan and job planning process to the March meeting.**

Callum Blackburn asked what the implication is if the March deadline is not met. Mark MacGregor responded that this is a bilateral obligation and the previous job plan will remain active until the new one is finalised.

Gareth Adkins gave assurance that there is a clearly laid our process for any disputes and highlighted further improvements to governance including applicants for discretionary points now require to have a signed off job plan.

The Committee approved the IPR – Staff Governance.

**5.2 Board Risk Register**

Laura Langan joined the meeting and provided an update report on the Board Risk Register, stating that work is ongoing on the revisions made at the Board Workshop in December with an aim to have this completed for the Audit and Risk Committee meeting in February.

Risks W7, W18 and W19 are aligned to the Committee. As part of the Workforce Plan a Workforce Risk Register has been developed via the Workforce Education & Transition Steering Group to support operational management of the Board risks.

Gareth Adkins stated that the workforce risk register is being further developed in relation to recovery including elements like recruitment and workforce changes. For example, extended working day and 6 day working in some areas. These changes are being carried out in partnership.

Susan Douglas-Scott suggested including values based reflective practice (VBRP) training and Laura Langan agreed to include this in the risk register.

Callum Blackburn asked how much the organisation is reliant on Microsoft Teams, for example, and is reliance on IT included in the risk register. Gareth Adkins agreed this should be incorporated along with VBRP, health and wellbeing and PPE provision. Gareth Adkins and Laura Langan agreed to discuss the frequency of updates to the Committee.

**Action 130121/02: Laura Langan and Gareth Adkins agreed to include values based practice training and recruitment, health and wellbeing and PPE provision in the Board Risk Register along with frequency of updates to the Committee.**

Jann Gardner added that in relation to eHealth and hybrid working, along with the instability of the USA situation, there is an increased risk of cyber attacks and further defence is being implemented. Jann Gardner agreed to discuss this further with Laura Langan, Gareth Adkins, Serena Barnatt and Colin Neil and report back to the SGPCC and Strategy Portfolio Committee (SPC). Susan Douglas-Scott agreed and asked that this is added to the next SPC agenda.

**Action 130121/03: Jann Gardner is to arrange a meeting to discuss increase risk of cyber attacks and report back to SGPCC and SPC.**

Marcella Boyle acknowledged the risk register is a live document. Gareth Adkins added that the workplace for the future programme is also live and discussions on agile working are ongoing.

Laura Langan highlighted the benefit of looking at the cyber risk for both staff and patients, ensuring that all aspects are considered and mapped out to all forums, giving assurance that this will be prioritised.

The Committee noted the Board Risk Register.

**5.3 Complaints Report**

Laura Langan stated this report is for noting and will go to the Clinical Governance Committee for approval.

The report highlighted that there were 20 complaints during quarter 1, 4 stage 1 and 16 stage 2. Laura Langan stated the themes related to the Covid situation, waiting times and cancellations but there was nothing significant to highlight.

Callum Blackburn asked if there is a process to review complaints and look at learning when the SPSO gives a different outcome from the organisation. Laura Langan responded that there is not a formal process but learning and recommendations are always considered, for example clinical teams are given the opportunity to discuss which gives the opportunity to reflect and learn.

Rob Moore highlighted the compliments reported stating these should be celebrated. Laura Langan responded that she is working with the Communications Department to share the compliments.

Marcella Boyle acknowledged the informal feedback received and the importance of sharing this.

The Committee noted the Complaints Report.

Laura Langan left the meeting.

**6 Person Centred**

**6.1 Partnership Forum Report**

Jane Christie-Flight presented the Partnership Forum Report for the 20th November 2020 meeting which included:

* An update on the Recovery Plan and IPR.
* The induction audit currently being carried out and that regular updates will be provided to the forum.
* Mandatory training guidelines will now be overseen by the Staff Governance Group.
* The Partnership agreement has been reviewed which reaffirms the organisation’s commitment to partnership working.
* An update on the pulse survey, reporting that 44% of staff participated.
* An update on the whistleblowing champion and standards. A Once for Scotland Policy is being developed.
* The Diversity and Inclusion Strategy was presented, which will be published with Equality Outcomes for 2021-2025 before the end of March 2021.
* There has been a 250% increase in job evaluation activity across the past year along with a reduction in the length of time this process takes. This work is reported annually to the Staff Governance Unit. Assurance was given that the current 3 low rated risks associated with job evaluation are being closely monitored.
* Updated policies were approved as were the public holidays for 2021/22.
* There was an update provided on health and wellbeing.

The Committee approved the Partnership Forum update report.

**6.2 Health and Safety(H&S) Update**

Gareth Adkins presented the H&S Update report stating that he worked with Jane Christie-Flight to restructure the H&S Committee, establishing 2 divisional forums which allow more discussion and debate with the Committee providing oversight.

Gareth Adkins explained the proposed plan to report to SGPCC bi-monthly now instead of 6 monthly.

The report is evolving with the H&S Committee providing feedback at each meeting. For example, the H&S Committee asked for further detail on incident reporting on accidents and falls, looking at themes and issues.

Occupational Health will now provide a separate report. The new team is in place, are currently reviewing their reporting and will bring an update to the next meeting.

Work is ongoing to review the H&S roles across the organisation to ensure adequate cover is in place and decide how to implement H&S audits across departments.

Gareth Adkins agreed to bring an update on the H&S Risk Register to the March meeting. Divisional forums are responsible for the operational risks and the committee will oversee the strategic risks.

**Action 130121/03: Gareth Adkins will bring an updated H&S Risk Register to the March SGPCC meeting.**

Jane Christie-Flight stated that the changes have been welcomed by staffside as there is now a more robust structure and more embedded organisational ownership. In addition, there is more active participation of staffside representatives in the divisional forums.

The Committee agreed to the H&S report being provided bi-monthly.

Callum Blackburn asked if there are H&S challenges in the move to more agile working. Gareth Adkins responded that the display screen equipment policy has been reviewed and assurance is being given that assessments are being carried out. This process is ongoing along with looking at current and future needs for staff working at home.

Marcella Boyle asked what remedial action is being taken regarding the poor response to the request regarding department H&S roles. Gareth Adkins responded that this is not a concern, it is more related to the information being requested during a particularly busy time and agreed to escalate this to the Executive team if necessary.

**6.3 Pulse Survey**

Serena Barnatt provided a verbal update on the Pulse Survey carried out in September in relation to staff’s health and wellbeing over the first 6 months of the pandemic with a view to supporting staff going forward. Board and directorate reports were produced which have been shared with Partnership Forum and Staff Governance Group. A qualitative report has now been published and teams will be asked to discuss their directorate report. Identified themes will be discussed by the Health & Wellbeing Group.

Serena Barnatt agreed to bring an update report to the March meeting, at least summarising the identified themes.

**Action 130121/05: Serena Barnatt will bring a Pulse Survey update report to the March meeting to include a summary of identified themes.**

The Committee noted the verbal update on the Pulse Survey.

**6.4 Volunteer Activity**

Serena Barnatt presented a report showing volunteer activity up to November 2020. Serena Barnatt commended the volunteers on how they have adapted the service. Volunteers have been risk assessed and Elizabeth Rogers has continued to support the volunteers by telephone.

Some volunteers are now on site within the Eye Centre and have been risk assessed for this role. Feedback has been positive.

Serena Barnatt asked the Committee to note the tremendous work by the volunteers in continuing to provide a service to the organisation. Susan Douglas-Scott agreed and asked Serena Barnatt to pass on her thanks to the team.

Anne Marie Cavanagh highlighted that some new volunteers have started. Marcella Boyle thanked the HR and Recruitment team with their support of the volunteering team

The Committee noted the Volunteer Update.

**6.5 Communications Update**

Sandie Scott joined the meeting to provide an update, and apologised for the late circulate of the internal communications plan for 2021.

Sandie Scott explained that some methods have been changed to reflect the current situation. For example, the introduction of virtual walk rounds and the staff awards being held online. The staff magazine is now published monthly on Sway, which is averaging 1000 views with 50% of these reading the full publication.

Chief Executive discussion sessions are also being changed to an online format with on camera interviews with Executives being considered too.

Special Event cards, staff welcome packs and digital live conferences are being planned.

The introduction of sharepoint is planned for later this year as the new staff intranet.

Jann Gardner thanked Sandie Scott and her team for the creative and innovative ways of working they have identified. She has received messages from staff in relation to the welcome pack which they feel embeds the culture we speak about and gives an element of psychological safety that the organisation values individuals.

In relation to External Communications, Sandie Scott stated that media requests and calls have been high in relation to the vaccines and the opening of the Eye Centre. Scottish Government recognised the launch of the Eye Centre as good practice and have asked the team to support the opening of the Trauma Centre.

Sandie Scott outlined a current priority is social media recruitment and promoting hard to recruit to posts on social media, starting with Orthopaedic Theatre Nurses.

Susan Douglas-Scott stated she is delighted that the team have been cited by Scottish Government for best practice in the launch of the Eye Centre and expressed her frustration in Radio Scotland not acknowledging this work as part of a report they broadcast on waiting times for eye surgery. Sandie Scott responded that Radio Scotland are usually good at including the work of NHS GJ in their reports.

Marcella Boyle asked Sandie Scott to let the Non-Executive Directors know if they can help support the social media work. Sandie Scott stated it would be beneficial for them to share social media posts.

Susan Douglas-Scott suggested it would be good practice to share social media work, perhaps through the Board Secretaries.

The Committee noted the Communications Update.

Sandie Scott left the meeting.

**7 Effective**

**7.1 Medical Appraisal and Revalidation Six Monthly Report**

Mark MacGregor outlined the requirement for every doctor to have an annual appraisal and a 5 yearly revalidation. This has been challenging recently as the process was officially suspended but NHS GJ have endeavoured to keep the process going.

Mark MacGregor introduced John Luck, Consultant Anaesthetist who has taken over from Mark Steven as appraisal lead. John Luck stated that he took over the role in September 2020. The appraisal process was suspended in March along with delaying revalidation dates for over 50,000 doctors by up to a year. The General Medical Council (GMC) has delayed this by a further 4 months. The interim Medial Officer requested a focus of the wellbeing of doctors but the core request for revalidation hasn’t changed with focus on patient safety.

The appraisal process has changed to a remote process with CPD Learning also being carried out online.

Within NHS GJ, there are 150 doctors. Ten have completed ARCP with 142 required to complete annual appraisal. 35 doctors are currently mid process. An arbitrary deadline has been set to complete these by the end of February 2021, with the actual deadline being the end of March. There is a typical pattern of most appraisals being carried out in quarter 4.

Guidance has been issued on remote appraisal and remote appraiser training has been carried out. Appraisal activity is to be recognised within Job Plans. The aim is to look at the appraisal pattern across the year to make it more even.

Mark MacGregor stated there is no doubt the pandemic has impacted and reinforced the aim to establish a more organised position of appraisal completion throughout the year. This will further help the small pool of appraisers as it challenging to complete all appraisals in the last quarter.

Medical appraisals are carried out by a peer and not an individual’s line manager. Mark MacGregor and John Luck can view appraisals and appraisers are duty bound to escalate any issues. The Clinical Director does not get sight of the Personal Development Plan (PDP) which is developed from the appraisal.

Susan Douglas-Scott welcomed John Luck to his new role.

Callum Blackburn thanked John Luck for his succinct explanation of the process.

Marcella Boyle thanked Mark MacGregor and John Luck for the update and stated she looks forward to further updates.

The Committee Noted the Medical Appraisal and Revalidation report.

**7.2 Discretionary Points**

Gareth Adkins gave the context that Discretionary Points are noted by the Remuneration Committee but it was thought it would be helpful to look at any factors influencing allocation of discretionary points to ensure an equal, open and transparent process and report back to the Remuneration Committee. However, given the Remuneration Committee does meet until May 2021 it was felt appropriate to provide an update to SGPCC.

Mark MacGregor stated the aim is to ensure fairness of points awarded and a more stringent and fair process has been implemented recently. Work has been carried out in close partnership with the LNC and focussed strongly on speciality and protected characteristics. The process is an anonymised application but this can be difficult to maintain in a small organisation.

Mark MacGregor provided an overview of the graphs within the report which showed which specialties are more likely to apply along with each protected characteristic with the exception of disability and sexual orientation as these numbers were too small to analyse.

In summary, the main differences relate to speciality and age, which is more about the choice to apply and not who is successful in their application. The plan is to approach anyone who hasn’t applied in the last 3 years and offer encouragement and support.

Marcella Boyle confirmed the Committee was being asked to note the work carried out and asked what the next steps are. Gareth Adkins responded that the report will go to the Remuneration Committee in May and asked the Committee to note the report unless they wished to highlight any significant concerns.

The Committee noted the Discretionary Points Report. No significant concerns were highlighted

John Luck left the meeting.

**7.3 Staff Governance Policy Tracker**

Jane Christie-Flight acknowledged the request of the Committee at the last meeting to address the policies which were overdue for review. All relevant policies are being reviewed and will be approved by the Health & Safety Committee and Partnership Forum. The Once for Scotland Policies will be reviewed nationally in the future. The tracker has also been updated.

Jane Christie-Flight gave an overview of each policy updated:

School Placement - updated and going to Partnership Forum for approval.

Relocation policy - has been integrated into a single HR policy.

Assistance Dog Policy – now owned by Diversity & Inclusion Group. Rob White is updating.

Jane Christie-Flight informed the Committee that work recommenced on the Once For Scotland policies at the end of 2020 but no further update has been received. In the meantime, policies will continue to be reviewed in line with the local process and monitored by the Staff Governance Group.

Marcella Boyle noted that good progress has been made.

The Committee noted the update and were reassured by the action taken.

**7.4 Corporate Learning & Organisational Development 6 Month Report**

Donna Akhal, Head of L&OD joined the meeting to present the mid-year report on activity, outlining that the main focus was on the health and wellbeing agenda and moving to online training with training materials developed and made available online.

Coaching has been popular with a large focus on health and wellbeing requests.

The further education scheme funded 13 applications, although some applicants decided not to go ahead.

Marcella Boyle thanked Donna Akhal for her comprehensive update.

Susan Douglas-Scott echoed this thanks stating it was positive to see a move to working in a more agile way, especially with the wellbeing work and asked Donna Akhal to pass on her thanks to the L&OD team.

Jann Gardner acknowledged the work on moving to an online induction process and also thanked Serena Barnatt for her assistance with this work.

The Committee noted the Corporate L&OD report.

Donna Akhal left the meeting.

**7.5 Whistleblowing Update**

Serena Barnatt stated that the Whistleblowing Standards launched at the start of 2020 but were paused until October. A short life working group is established and plans to meet until the end of April, during which time an action plan and training plan has been developed and monitored. L&OD will help with confidential contacts training.

The Whistleblowing Policy has been reviewed and approved by Partnership Forum. There is a Once For Scotland Policy expected.

The governance process and a communications plan is being developed.

Callum Blackburn has been appointed as the Whistleblowing Champion and is attending the national group and is meeting regularly with Serena Barnatt and Jane Christi-Flight to discuss progress. Serena Barnatt will bring a further update to the March SGPCC meeting.

The go live date is 1st April 2021. Callum Blackburn provided an update to the Cabinet Secretary for Health. No response has been received yet. Callum Blackburn is attending a whistleblowing on-boarding event for Chairs and Whistleblowing Champions and he will discuss any learning points with Susan Douglas-Scott after the event.

Susan Douglas-Scott highlighted a differing view on the role of the champions, adding that the event highlighted the importance of involvement of the whistleblowing champion in relevant committees and feels that our process is working well.

Marcella Boyle thanked Callum Blackburn and Susan Douglas-Scott for their assurance in the process and pointed out that the IPR helps to monitor and highlight any issues.

The Committee noted the Whistleblowing Update.

**8. AOCB.**

There was no further business raised.

**9. Board Update**

Marcella Boyle provided a summary of key points covered within the meeting to be included in the Board Update Report including:

* Absence Management, particularly around diagnostics and work to focus on hot spot areas.
* Agenda for Change and TURAS – how do we have meet our obligation and our commitment going forward.
* The Committee welcomed progress on medical job planning and how to progress with this and service planning despite current challenges and plans for the new financial year.
* There was useful discussion on risks on workforce and staff governance with Laura Langan agreeing to incorporate eHealth stability, VBRP, and agile working where appropriate but also consider additional risk of cyber attacks.
* The committee noted the positive feedback that reflects well the staff and values of the organisation and return to near normal complaints levels.
* The Committee noted the development and innovation of the Communications Team.
* The Committee recognised the assurance to progress medical appraisal, despite recent disruption
* The Committee noted the update on the reviewed discretionary points process from a diversity and inclusion perspective in response to a request by the remuneration committee to ensure that the process is fair and equitable.
* The Committee gave thanks for progressing updates to local policies that were reported as overdue for review.

**10. Date and time of next meeting**

The next meeting of the Staff Governance Person Centred Committee is scheduled for

Wednesday 3rd March 2021 at 10am.