**Approved minutes**

**Staff Governance and Person Centred Committee**

**13 January 2022, 10am**

**Microsoft Teams**

**Members**

Marcella Boyle Non-Executive Director (Chair)

Jane Christie-Flight Employee Director

Callum Blackburn Non-Executive Director

Robert Moore Non-Executive Director

Catherine McAllister Staff Side Representative

Judith Ross Staff Side Representative

**In attendance**

Anne Marie Cavanagh Director of Nursing and AHPs

Christine McGuinness Communications Manager

Donna Akhal Head of Learning and Organisational Development

Gareth Adkins Director of Quality, Innovation and People

Gerard Gardiner Head of Corporate Governance and Board Secretary

Jann Gardner Chief Executive

Laura Liddle Associate Director of HR

Lisa Walsh OD Consultant

Mark MacGregor Medical Director

Sandie Scott Head of Communications

Serena Barnatt Director of HR

Susan Douglas-Scott Board Chair

Tosh Lynch Spiritual Care Lead

**Minutes**

Theo Richardson Corporate Administrator

**1 Opening Remarks**

* 1. **Chairs introductory Remarks**

Marcella Boyle opened the meeting and welcomed all attendees. Stuart Graham, Director of Digital and eHealth will attend Staff Governance and Person Centred Committee (SGPCC) Private Session to discuss digital strategies.

Equal Pay Analysis will be discussed under ‘Any Other Competent Business’.

**2. Apologies**

No apologies were noted.

**3 Standing Declarations of interest**

No Standing Declaration of interest were noted.

**4. Updates from last meeting**

**4.1 Unapproved minutes from 9 November 2021**

The minutes of the previous meeting were agreed as an accurate record.

**4.2 Action Log**

The Committee reviewed the Action Log and agreed to update the following actions:

|  |  |  |  |
| --- | --- | --- | --- |
| **Action Ref.** | **Action** | **Action Lead** | **Status** |
| SGPCC/091121/01 | **6.2 Integrated Performance Report** Monitor medical appraisal rates and provide an update at the meeting of the Committee on 3rd March 2022. | MMac | Ongoing |
| SGPCC/211109/04 | **0. Agenda**  Items to be rotated on agenda. | AMac/TR | Closed |

**4.3 Matters arising**

There were no matters arising noted.

**5 Safe Working Environment**

**5.1 Board Risk Register**

The Committee were presented with the Board Risk Register.

The Committee noted there were no major changes and that the Risk Register was reviewed regularly by the Staff Governance Group. Workplace of the future wording was revised to highlight Board embedded hybrid working and commission external parties to undertake further training.

The Committee noted the Board Risk Register.

**5.2 Health and Safety Report**

The Committee were provided with an update on the Health and Safety Report.

Gareth Adkins advised the Health and Safety Committee were due to meet in December 2021 but deferred until 12 January 2022 due to availability of committee members. He also informed the Committee that the Health and Safety Team had increased to three staff members and an audit on Health and Safety Standards will be conducted in financial year 2022/23 to identify areas of focus. The next Health and Safety Meeting will be held on 17 February 2022 and an updated Report will be presented to the Committee meeting on 3rd March 2022.

The Committee noted the Health and Safety Report.

**5.3 Occupational Health Report**

The Committee received an update on the Occupational Health Report.

Gareth Adkins advised the Vaccination Programme was ongoing and staff involved were commended for their support to the programme.

The Committee noted the Occupational Health Report.

**5.4 Health and Wellbeing Update**

The Committee received an update on Health and Wellbeing.

Jane Christie-Flight advised that Health and Wellbeing Group (HWB) are in the process of completing the health and well-being action plan for next financial year 2022/23.

Employee Assistance Programme (EAP) has now been in place since October and appears to have been well received by staff. Committee will receive updates in the future as we receive more information and data on uptake.

The Physical Group has been focused on physical exercise to promote health and wellbeing, including the ‘Step into Christmas’ campaign which was well received by staff with lots of engagement in this campaign. The Financial Group identified resources for money advice and income maximisation for staff. There is an ongoing review of rest areas available to staff and what will be required in the future.

An updated action plan will be presented to the Staff Governance Group and then to this Committee in due course.

The Committee discussed suggestions to help with the delivery plan, including active travel and cycle to work to pursue a net zero agenda and green space projects to use the wider estate, which will include investment in outdoor furniture for staff as all would come under the wellbeing and sustainability strands. The Scottish Government Sustainability strategy will be published before the start of financial year 2022/23 and this will include links to health and well-being such as active travel and green space projects.

The Committee noted the Health and Wellbeing Update.

**5.5 Staff Governance Policy Tracker Update**

The Committee were presented with the Staff Governance Policy Tracker Update.

Jane Christie-Flight advised the policy tracker was updated on a regular basis and presented to the committee on a six monthly basis. There were local policy changes within the organisation i.e. Relocation Policy and Support to EU/EEA Nationals Scheme. The Once for Scotland staff governance policies work has been delayed through the pandemic and the policy tracker will be updated as these national policies are agreed and adopted locally.

New local policies that have been added to the organisation are Menopause Policy, Learning and Development Policy and Stress in the Workplace Policy. The Policy Tracker is currently up-to-date taking into account Once for Scotland Policy work which has been delayed.

The Committee noted the Staff Governance Policy Tracker Update.

**6 Well Informed**

**6.1 Communications Update**

The Committee received a Communications Update.

Christine McGuinness advised that between April and December 2021, there were 94 staff communications issued and 14 staff engagement events. The Communications Team piloted eDigest via the Sway Digital Platform and mixed feedback was received from staff. A bite size eDigest issued three times per week is now being piloted and feedback will be monitored.

NHS Golden Jubilee received 100% positive media coverage over 224 media releases. Social Media KPI engagement rate across all social media platforms is currently at 9.08%.

The Communications Team in collaboration with Human Resources are supporting the International Recruitment Campaign. Marcella Boyle commended the Communications Team for their hard work.

The Committee noted the Communications Update.

**6.2 Integrated Performance Report**

The Committee were presented with the Integrated Performance Report.

Gareth Adkins advised that in December 2021, the Board’s sickness absence rate was recorded at 7.1%, up 0.2% on the previous month, the highest it has been in five years. This is consistent with the pattern seen across other Boards but the executive team will continue to monitor this situation.

Across the Directorates, absence was recorded as follows:

**Sickness absence**

* Corporate: 5.1%
* Golden Jubilee Conference Hotel: 2%
* Heart, Lung and Diagnostic Services: 7.8%
* National Elective Services: 8.8%

Anxiety/stress/depression/other psychiatric illnesses continued to be the highest cause of sickness absence in October, accounting for 26.9% of all sickness absence, 0.6% lower than November’s figure of 27.5% and this was the main cause of absence in three of the four Directorates:

* Corporate: 27.4% (up from 33.5% in November);
* Heart, Lung and Diagnostic Services: 38% (up from 28.2%); and
* National Elective Services: 15.6% (down from 21.6%).

Gastro-Intestinal problems was the main cause of sickness absence for Golden Jubilee Conference Hotel, accounting for 34.3% of hours lost, while chest and respiratory problems was the reason for 22.7% of sickness absence hours.

**COVID-19 Special Leave**

* Corporate: 0.5%
* Golden Jubilee Conference Hotel: 0.1%
* Heart, Lung and Diagnostic Services: 1.3%
* National Elective Services: 1%

COVID related absences recorded at 0.9%, 1.1% lower from the previous month.

**Agenda for Change appraisal**

* Corporate: 63%
* Golden Jubilee Conference Hotel: 69%
* Heart, Lung and Diagnostic Services: 73%
* National Elective Services: 64%

Gareth Adkins noted the need for continued focus on agenda for change appraisal and balancing this against operational pressures arising from the pandemic.

Appraisal rates 1% higher from the previous month.

**Medical Job Planning**

* Medical staff: 57.9% completed a job plan.
* HLDS: 68.6% completed a job plan.
* NES: 40.9% completed a job plan.

19 of 159 doctors had either an ARCP or Appraisal for 2021/2022.

The Committee agreed to continue to monitor the staff absence rates.

The Committee noted the Integrated Performance Report.

**7 Well Trained**

**7.1 Board Workforce Plan**

The Committee received an update on the Board Workforce Plan.

Serena Barnatt advised the National Workforce Plan had been extended to 31 July 2022 and will align with the Annual Delivery Plan throughout the next three years. An analysis will be undertaken to identify activity changes and potential workforce implications. Details will flow into workforce planning.

Hospital expansion will be a key element of the three-year workforce plan. Fulfilling the expansion workforce plan will challenge and will require ongoing monitoring.

The 3 year workforce plan will be submitted to the committee prior to submission to Scottish Government in July 2022. Staff Governance sub-committees are scheduled on appropriate dates to ensure it is submitted to the Committee to align with deadline with submission to Scottish Government

Gareth Adkins presented an update on Workforce. In summary, the key areas of focus were:

1. Attraction and Retention
2. Recruitment
3. Workforce Availability
4. Workforce Data

**Attraction and Retention**

* Best possible place to work
* Reputation and Recommendations
* Staff Engagement – MacLeod Enablers
* Quality Improvement – engaging staff in optimising the workplace.

**Recruitment**

* Recruitment Improvement Project – efficient and timely recruitment process
* Expansion Programme – Improve real time data to track:
  + Current establishment
  + Project establishment
  + Vacancies
  + Starters and leavers
* Recruitment project plan and coordinating group.

**Workforce Availability**

* Explore training options
* International recruitment:
  + Recruitment process
  + Resettlement/immigration support
  + Housing availability

**Workforce Data**

* Improving our real time data:
  + Current establishment
  + Vacancies
  + Starters and leavers (turnover)
* Linking data:
  + Establishment, vacancies and turnover
  + Absence data
  + Financial data

The Committee thanked Gareth Adkins or his update and agreed to continue to monitor the position. A discussion took place around staff recruitment and the retention gap, with the Committee assured that positive mechanisms were in place. The Committee regarded accommodation to be the biggest challenge for international recruitment. NHS Golden Jubilee is having conversations with West Dunbartonshire Council on its plans in respect of housing development in the local area. Additional investment into education and training may be required to meet NHSGJ’s ambitions in international recruitment.

Gareth Adkins agreed to bring back a schedule to next committee meeting for deep dives on the focus groups outlined above.

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| **Action Ref.** | **Action** | **Action Lead** | **Status** |
| SGPCC/130122/01 | **7.1 Board Workforce Plan**  3 year workforce plan to be presented to future committee Schedule of deep dives on workforce issues to be brought back to next committee meeting. | GA/SB | New |

Marcella Boyle asked for a deep dive into West Dunbartonshire Education and Support Services for children who may accompany international recruits and how international recruits will add to net workforce. Gareth Adkins and Serena Barnatt agreed to provide an update at the meeting of the Committee on 3rd March 2023.

The Committee noted the Board Workforce Plan update.

**7.2 Corporate L&OD 6 Monthly Report**

The Committee received the Corporate Learning and Organisational Development 6 Monthly Report, presented by Donna Akhal.

Donna Akhal advised in 2021, departments received an allocation of funds totalling £79,550 to support role specific learning and development activity. Reflecting upon the increasing headcount, discussions have commenced on the requirement for additional investment to support board wide training needs.

Additional funding received from the Flexible Workforce Development Fund to support a range of courses for staff facilitated by Glasgow Clyde College and IT skills, Leadership and Wellbeing courses have been identified to meet some of the needs requested through the LNA process.

The Committee noted the Corporate Learning and Organisational Development 6 Monthly Report.

Gareth Adkins noted his thanks to the team on the work outlined in the report and their contribution to good staff governance.

**7.3 KSF and PDP Update**

The Committee received an update on KSF and PDP.

Serena Barnatt advised that 67% of Agenda for Change (AFC) employees have an up to date KSF PDP&R in place as at 30 November 2021. This sees a small increase of 1% on the previous month. Since March 2021, rates have remained above 60% and have consistently remained between 66%-69% compliance.

If all staff with an out of date appraisal (anyone who has been in post over 12 months) have a completed appraisal in place, the overall compliance rate for the Board would increase.

A Short Life Working Group ran from April 2021 to September 2021 to explore any barriers experienced by managers and to identify any additional support required. An output from this Group was the development of a new report format and managers are now provided with a monthly RAG status and are shown numbers and percentages of completed, out of date appraisals, new starts and which staff are due for appraisal in the coming 3 months.

Managers who are not reaching the 80% target are to provide an exception report to their service manager and a monthly report is shared with the Executive Lead. Appraisal rates continue to be monitored through the PRG’s.

HR and L&OD have made the offer of support to any team requiring assistance in meeting the compliance target, as well as guidance being available to both reviewers and reviewees and we continue to support individuals on an ad hoc basis.

A bespoke workshop around the TURAS system and meaningful appraisal conversation was piloted with the Centre for Sustainable Delivery (CfSD) in November and was well received. This option is now available to any team. L&OD will tailor this approach to meet local needs. An L&OD workshop for CfSD was well received and use of the workshop findings will be utilised going forward.

The Committee welcomed the progress update, and noted the current appraisal figures as being reasonable, in light of the COVID-19 pandemic (Omicron variant) which has had an impact on performance indicators.

The Committee noted the KSF and PDP update.

**8 Involved in Decisions**

**8.1 Partnership Forum Report**

The Committee wereprovided with the Partnership Forum Report.

**Standing Agenda Items -** Partnership Forum (The Forum) is updated at every meeting on the Board’s performance, the progress of the Remobilisation plan and the Hospital Expansion. The Forum was informed that the plans for extended Theatre days and additional Saturday Theatre sessions have been paused until staffing challenges are resolved. In the interim, improvement work will continue to identify more efficient patient pathways and increase productivity

**McLeod Remedy update -** The Forum was provided with Communications, including FAQs that the SPPA had produced for NHS pension scheme members to help address some questions forum members had about the McLeod Remedy.

**Finance update -** The Forum was provided with a presentation on the current financial position, including progress on the delivery of the efficiency savings. It was noted that there was still a gap, which was currently being addressed. A new group has been established to take this forward and Staffside have been approached for representation.

**International Recruitment -** The Forum noted that an International Recruitment Group (IRG) has been established to increase recruitment levels and help fill clinical posts within NHS GJ. The Group meets fortnightly to discuss recruitment strategies and to progress the business case.

**iMatter update -** The Forum was updated on the progress made on the completion of the action planning stage. There was a general agreement on the importance for teams to develop their action plans to support delivery objectives.

**Policy Updates -** The following policies were reviewed and approved in line with the agreed Board process:

* Injury Allowance Policy
* Occupational Health Pre-Employment Policy and Procedure
* Managing Skin at Work Procedure

**Employee Assistance Programme -** The Forum was informed that the Employee Assistance Programme (EAP) was introduced in October 2021. This will provide staff with support, advice and reassurance on their health and wellbeing. In addition, any household member over the age of 16 years is able to access the service. High-level statistics on service access will be available in early 2022.

**Annual Leave Buy Back and Carry Over -** The Forum was informed that due to service pressures throughout NHS Scotland, staff may be eligible to carry over up to 10 days annual leave or buy back the same amount of days at time and a half upon condition the request is due to service pressures. Staff are otherwise encouraged to take 28 statutory days in the current year. Managers have been asked to begin discussions with staff to review leave balances and a Frequently Asked Questions (FAQs) will be in circulation next year after Payroll has provided feedback on the process.

The Committee thanked Jane Christie-Flight for the report and noted the positive feedback, in particular to the Employee Assistance Programme.

The Committee noted the Partnership Forum Report.

**8.2 Volunteer Activity Report**

The Committee were presented with theVolunteer Activity Report.

Tosh Lynch advised that there were no volunteering activities between April and September 2021. As restrictions eased, an increase of volunteer activities was introduced. Volunteers are undergoing a phased return consisting of an induction and COVID-19 Age Risk Assessment.

**The Eye Centre -** There is a consistent number of volunteers at the Eye Centre with seven volunteering over a 5-day period. On average, the morning sessions have volunteers for 4 hours and the afternoon sessions for 3 hours. The Eye Centre volunteers received the 2021 Staff Award in recognition of their contribution in enhancing services and improving the experience of service users.

A Lessons Learned exercise is currently underway to reflect on some of the challenges highlighted by volunteers and the operational issues encountered whilst volunteering.

Our Quality Walk round volunteer promoted the Interior Design Survey of the Eye Centre.

**Telephone Pastoral Care -** During the pandemic and restrictions, pastoral care volunteers did not have access to the hospital. Training was delivered on telephone listening skills so that referrals could continue. Currently, one volunteer makes one call to a patient on two Mondays of the month to support remote service provision.

**The Pastoral Care Service -** Three volunteers provide cover over two days. This may increase to six due to additional interest.

**The Sensory Service -** Recognising the vital service being provided by volunteers, a risk assessment was undertaken to provide this service during restrictions where patients are admitted and sensory impairment is an issue. Only one request was received during this time and one request by a member of staff to assess a hearing an aid.

**HAI Leaflets -**One volunteer opted to help with the HAI leaflets starting last month, supporting one other volunteer.

**Quality Walk round Service -** One volunteer from the Quality Walk round Service spent two days at the Eye Centre supporting patients to undertake a survey.

**Volunteer Database Report**

Despite the pandemic and restrictions, members of the public continued to express an interest in volunteering. Four new volunteers have now been placed with four going through the application process. We have 21 volunteers with 27 currently ‘inactive’ on the volunteer information system (HIS Volunteer Database) for NHSGJ. The Volunteer Services Manager will engage with a number of these individuals to determine if they wish to return to volunteering in 2022.

The Committee thanked Tosh Lynch and Maureen Franks for their hard work and acknowledged the contribution volunteers provide to the workforce.

The Committee noted the Volunteer Activity Report.

**9 Fair and Consistent**

**9.1 iMatter Engagement Update**

The Committee were presented with the iMatter Engagement Update.

Lisa Walsh advised the staff response rate across NHS GJ to the iMatter Survey 2021 was 67%, which equated to the same result pre-pandemic. The organisational staff numbers had increased by 300, which indicated a participation increase.

There were 125 out of 170 teams (73.5%), who participated in the action planning stage and the response rate is expected to rise. Engagement work will commence in 2022 following the final iMatter results. .

The Committee commended Lisa Walsh on her support to the iMatter Engagement and noted the update.

**10 Person Centred**

**10.1 Feedback Report**

The Committee were presented with the Feedback Report.

Anne Marie Cavanagh advised that the Quarter 3 report will be finalised in March 2022 and will be presented at the 3rd March 2022 Committee meeting. Marcella Boyle requested a glossary be added to the report.

The Committee noted the Feedback Report update.

**11 Any Other Competent Business**

**Equal Pay Analysis**

The Committee received an update from Gareth Adkins on the Draft Equal Pay Statement.

Gareth Adkins updated the committee on the analysis of the equal pay data and developments in how to present the data. He also noted the need to go beyond the data and identify any issues to be addressed and agreed actions to take forwards. Jane Christie-Flight suggested including data on how pay gaps have reduced.

The Committee agreed that further information is required to determine reasons for the pay gap, to monitor the gap closure over a 3-year period and diversity and inclusion data throughout all levels of employment including how to attract males to traditional female roles and vice versa. The Committee agreed to discuss further at a Board Seminar. Marcella Boyle asked Gareth Adkins and Gerard Gardiner to organise and Jane Christie-Flight to assist with explanation of the data.

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| --- | --- | --- | --- |
| **Action Ref.** | **Action** | **Action Lead** | **Status** |
| SGPCC/130122/02 | **11. AOCB (Equal Pay Analysis)** Arrange for Diversity and Inclusion to feature at Board Seminar | GA/GG/JCF | New |

Gareth Adkins advised ethnicity and disability equal pay analysis will be part of future analysis. Actions to support equal pay will be taken through the Diversity and Inclusion Plan. Year 2 of this plan will be shared at a future committee meeting

**12 Items for Board Update Report**

Marcella Boyle gave a summary for the Board Update Report:

* Committee noted the good progress made by the Health and Wellbeing Group on the Employability Assistance Programme.
* Committee noted ongoing work to identify work rest areas to utilise on site, linking with the Sustainability Strategy.
* Committee approved, for publication by the Scottish Government, data submitted on equal pay analysis for financial years 2019/20 and 2020/21.
* The Committee sought a presentation at a subsequent committee meeting on pay analysis regarding other protected characteristics. This will support the Committee’s development of the Diversity & Inclusion Strategy.
* Committee commended the Communications team for their work, and noted that engagement is underway for the Communications Plan for 2022.
* Committee noted IPR challenges relating to staff absences rate and safe attendance to work, in context of COVID-19 variant. Other areas highlighted were positive, including disciplinary.
* Workforce Plan presentation generated discussions about future key priorities, including the contribution which can be made by working in partnership with local authorities on, for example, housing.
* Committee discussed appraisal, learning and development to sustain the target for appraisal completions at the rates achieved in financial year 2020/21.
* Committee commended Lisa Walsh’s involvement with iMatter, which achieved a higher number of completed action plans, 74%, following a 50% completion rate from the previous year.
* The Committee noted comments from a number of members and attendees on how frequently iMatter features in conversations with staff and in management discussions.

**13 Date and Time of Next Meeting**

The next scheduled meeting of the Staff Governance and Person Centred Committee is 3 March 2022 at 10am.

**The meeting closed at 12:25pm**