**Approved minutes**

**Staff Governance and Person Centred Committee**

**6 September 2022, 13:30 – 16:00**

**Microsoft Teams**

**Members**

Marcella Boyle Non-Executive Director (Chair)

Callum Blackburn Non-Executive Director

Gareth Adkins Director of Quality, Innovation and People

Jane Christie-Flight Employee Director

Robert Moore Non-Executive Director

Catherine McAllister Staff Side Representative

**In attendance**

Eleanor Lang Associate Nurse Director

Gerard Gardiner Head of Corporate Governance and Board Secretary

Katie Bryant Head of Clinical Governance

Sandie Scott Director of Strategic Communications and Stakeholder

Relations

Serena Barnatt Director of HR

Susan Douglas-Scott Board Chair

Stuart Graham Director of Digital and eHealth (item 6.2 only)

Tosh Lynch Spiritual Care Lead (item 8.2 only)

**Minutes**

Theo Richardson Corporate Administrator

**1 Opening Remarks**

* 1. **Chairs introductory Remarks**

Marcella Boyle opened the meeting and welcomed all attendees.

**2 Wellbeing Pause**

Marcella Boyle led a Wellbeing Pause which aimed to allow colleagues to focus on their personal wellbeing.

**3 Apologies**

Jann Gardner Chief Executive

Anne Marie Cavanagh Director of Nursing and AHPs

Mark MacGregor Medical Director

**4 Declarations of interest**

There were no declarations of interest noted.

**5 Updates from last meeting**

**5.1 Unapproved minutes from the last meeting**

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

**5.2 Action Log**

The Committee reviewed the Action Log and closed the following actions:

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| **Action Number** | **Action** | **Lead** |
| SGPCC/220714/01 | **6.2a Workforce Plan**  Include paragraph to emphasise support for staff in the 50 – 59 age group (i.e. flexible/part time working) | Gareth Adkins  Serena Barnatt |
| SGPCC/220714/02 | **6.2a Workforce Plan**  Volunteer Strategy to be referenced within the Workforce Plan | Gareth Adkins  Serena Barnatt |
| SGPCC/220714/03 | **8.2 Health and Safety Report**  Provide an update, in due course, on how workforce health & safety incidents are accurately recorded and how L&OD would support this work | Gareth Adkins |
| SGPCC/220714/06 | **10.1 Schwartz Rounds**  Circulate dates of Schwartz Rounds to Non Executives | Gerard Gardiner |
| SGPCC/220714/07 | **10.3 SACCS Strategy 2022 – 2025**  Ensure strategy is revised in line with accessibility guidelines. | Gerard Gardiner  Alex McGuire |
| SGPCC/220714/08 | **11.2 Workforce Data Deep Dive**  Workforce Data to be the first item of business at the September meeting of the Committee | Gerard Gardiner |

**5.3 Matters arising**

There were no matters arising noted.

**6 Well Informed**

**6.1 Integrated Performance Report: August 2022**

Gareth Adkins presented the Integrated Performance Report (IPR).

**Sickness Absence**

Committee discussed the sickness absence figures, noting an increase in absence rates which currently stands at 5.8%. A continued focus on the Health and Wellbeing Strategy will aim to reduce sickness absences rates and bring back to normal levels.

Committee were informed that the sickness absence reporting has changed from 31 August 2022 regarding Covid Special Leave which had ended and will now be recorded as normal sickness absence. The Committee discussed how Covid related illnesses will feature in future IPRs and agreed that these figures should be displayed separately.

Gareth Adkins agreed to review of the functionality of SSTS to report Covid related illness hours. This would enable separate graphical presentation of Covid related absences. Gareth Adkins agreed to liaise with Planning & Performance and HR regarding this and report back to the Committee.

Katie Bryant queried the 11.5% sickness absence relating to ‘unknown causes’ and suggested an opportunity to review codes or add additional categories to capture the explanation for these absences. Serena Barnatt advised that a previous request to update categories on the SSTS system, which was subject to national control, had not been granted and that Human Resources monitored the data closely.

**Agenda for Change/Appraisals**

Committee noted that Agenda for Change (AfC) completion rates had dropped to 50% from the previous report. Jane Christie-Flight advised that increased recruitment of new staff could be a factor in reduced completion rates, and noted ongoing challenges regarding recruitment and retention of staff.

Gareth Adkins advised that the executive team receive monthly updates on appraisal rates and would continue to focus on improving the completion rate. The Committee agreed that this should remain and area of continue focus whilst ensuring appraisals which took place remained of high quality.

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| **Action Number** | **Action** | **Lead** | **Due Date** |
| SGPCC/060922/01 | **6.1 Integrated Performance Report**  Liaise with Planning & Performance and HR to explore whether SSTS has the functionality to report Covid related illness separately. | Gareth Adkins | 01/11/2022 |

Committee noted the Integrated Performance Report.

**6.2a Deep Dive – Workforce Data**

Gareth Adkins presented the Deep Dive on Workforce Data.

The aim was to establish a central data system which would improve areas highlighted via real time data, and link data together to store into one system. This was the purpose of the Data Warehouse Strategy.

Committee were informed about the implications and benefits of data integration and outlined three workforce data systems and their existing limitations: JobTrain, SSTS and eESS.

Stuart Graham then presented the Data Warehouse Strategy to the Committee.

The strategy outlined the current challenges with data utilisation at NHS Golden Jubilee, specifically inaccessibility, limited operational abilities and lack of real time data. The strategy would aim to democratise data by enabling a central accessibility database system for data from various sources and improve user functionality while building on current IT investments. Gareth Adkins outlined the plan to progress integration of workforce data by working closely with digital colleagues.

Committee noted the proposed next steps for workforce data in relation to the data warehouse strategy and noted this would be revisited at a later date to review progress.

Marcella Boyle thanked Gareth Adkins and Stuart Graham for their presentations and was pleased to see the level of work and preparation. Susan Douglas-Scott welcomed the strategy and identified workforce as the biggest asset to NHS Golden Jubilee. Susan Douglas-Scott explained she was looking forward to reviewing progress.

Callum Blackburn suggested a review by the Committee could take place between April and May 2023 to assess data and, dependent upon software extraction, additional options and links could evolve with a session undertaken to discuss how to present data.

Committee discussed the benefit of real time data and suggested consideration be given to potential implications for the IPR going forward. Members agreed that a review on progress should be scheduled within the Committee work-plan when an update was appropriate.

Staff Governance and Person Centred Committee noted the Deep Dive on Workforce Data.

**6.2b Deep Dive – Recruitment and International Recruitment**

Serena Barnatt and Eleanor Lang presented the deep dive on Recruitment and International Recruitment.

The presentation provided an overview of recruitment progress and a breakdown of deliverables, strategies, initiatives and achievements. From 1 April 2022, NHS Golden Jubilee had recruited 577 new staff to the organisation.

In 29 August 2022, the first cohort of international recruits had begun with three new nurses. The aim was to recruit 12 nurses every 3 months at a total of 76 nurses. Cohort 2 was scheduled to begin on 28 November 2022. Progress would be closely monitored and a Lesson Learned report will follow the conclusion of the International Recruitment Project. Committee were informed that NHS Yeovil was working closely with NHS Golden Jubilee to target potential recruits throughout the World while exercising ethical recruitment standards to ensure recruits have the necessary skills and abilities.

Committee noted the dependencies, many of which beyond the control of NHS Golden Jubilee, which impacted on success of international recruitment. These included the lack of availability of accommodation in the region; competition from other Boards; and the cost of living, including high-cost of private rents.

Marcella Boyle thanked Serena Barnatt and Eleanor Lang for their presentation and asked them to pass on the Committee’s appreciation and thanks to their teams.

Staff Governance and Person Centred Committee noted the Recruitment and International Recruitment Deep Dive.

**7 Appropriately Trained**

**7.1 Clinical Education Annual Report – 2021/22**

Eleanor Lang presented a summary of the Clinical Education Annual Report 2021/22. Committee were informed that clinical teams were overcoming recruitment challenges and although there were ongoing operational challenges to release staff to attend training, clinical teams were gaining traction to meet training requirements, in particular personal development plan progress. This area would be closely monitored.

Committee thanked Eleanor Lang for the Clinical Education Annual Report, noting content to be of high standard and commended the work area inputs throughout the report.

Staff Governance and Person Centred Committee noted the Clinical Education Annual Report 2021/22.

**8 Involved in Decisions**

**8.1 Partnership Forum Report**

Jane Christie-Flight presented the Partnership Forum Report. Key points discussed from the report were the iMatter survey completion and response rates and noting that various teams had yet to complete their action plans.

Managers throughout the organisation have been encouraged to undertake refresher recruitment/on-boarding training to support recruitment to the workforce. Awareness has been raised on the complaints processes within the organisation and advice given to staff on which process to submit complaints through the appropriate routes.

The Diversity and Inclusion report provided updates of the Year 2 Strategy Plan and the Hidden Disability Sunflowers Scheme which would be delivered later in the year.

‘Once for Scotland’ Workforce Policy pay deal 2018-2021 had paused due to the pandemic and would be reconvened for completion within a reasonable timeframe. There were new policies undergoing consultation: Retirement and Return to Work policy and Menopause & Menstrual Health policy.

The National Elective Coordination Unit Strategy was presented which provided a breakdown on how the strategy would aim to achieve a collaborative approach throughout Scotland to reduce waiting times. A workforce group was being established and which would include Staff Side representation.

Callum Blackburn spoke about the Whistleblowing training and asked that key staff across the organisation be made aware of the training, the key pillars of whistleblowing standards and which routes to use appropriately.

Marcella Boyle thanked Jane Christie-Flight and Callum Blackburn for their updates.

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

**8.2 Volunteers Strategy & Action Plan 2018-2023**

Tosh Lynch presented the refreshed Volunteer Strategy & Action Plan 2018-2023. Committee were informed that the current Volunteer Strategy in place was no longer fit for purpose following the pandemic and new challenges. Committee noted achievements from the former strategy and noted that some existing actions would pass over to the new strategy.

The refreshed strategy would provide opportunities to factor lessons learned, aligned with the Volunteer Scotland Programme and review of national level of best practices in order to develop the new strategy before Phase 2 opening.

Marcella Boyle thanked the entire team for their work on the strategy.

Committee agreed to formally close the former Volunteer Strategy and endorse the development of the new volunteer strategy.

Staff Governance and Person Centred Committed noted the Volunteers Strategy and Action Plan 2018-2023.

**9 Safe Working Environment**

**9.1 Board Corporate Risk Register**

Gareth Adkins presented the Board Corporate Risk Register. Committee reviewed the Risk Register and would continue to monitor risks highlighted. Assurances around mitigations in place were provided.

Committee members noted external risk factors outside the organisation, namely affordable housing and cost of living which could affect the International Recruitment Project.

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

**9.2 Health and Safety Report**

Gareth Adkins presented the Health and Safety Report. A key point raised from the report was the Health and Safety Audit process which cross referenced with the Health and Safety Risk Register. Regular audits have now been commenced with good progress across the majority of departments which will lead to identification of key themes. Associated targeted intervention and areas of focus would follow this thematic analysis.

Adverse incident reporting processes for health & safety were discussed at the H&S Committee which had noted two late incident reports where incidents were reported several months after the event. Further work had been requested by the committee to confirm the process for reviewing and accepting or rejecting late entries for incidents.

Callum Blackburn asked about the Fire Service Emergency Response Plan to confirm which option NHS Golden Jubilee had chosen. Gareth Adkins agreed to clarify which option was chosen during the national consultation and would report back at the next meeting.

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| **Action Number** | **Action** | **Lead** | **Due Date** |
| SGPCC/060922/02 | **9.2 Health and Safety Report**  Confirm which Fire Safety Emergency Response option was chosen, following national consultation, and report back at the next meeting of the Committee | Gareth Adkins | 01/11/2022 |

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

**9.3 Occupational Health Report**

Serena Barnatt presented the Occupational Health Report.

A key highlight from the report was the Covid/Flu Vaccination programme which had commenced, with noted changes to eligibility criteria. It was also noted that employment screening referrals were undergoing a transition to an online system, which would support the hospital expansion.

Physiotherapy reports would now accompany the Occupational Health Report to provide details on MSK related absences and root causes in order to implement ways to prevent or reduce MSK related absences.

Staff Governance and Person Centred Committee thanked the team for their work and noted the Occupational Health Report.

**10 Person Centred**

**10.1 Annual Feedback Report – 2021/22**

Katie Bryant presented the Annual Feedback Report 2021/22. Key points highlighted from the report were the ongoing analysis of key factors from staff governance to learn and improve service delivery. Value based practice training was undertaken with Tosh Lynch and his team, which would strengthen skills on how to improve learning through staff governance feedback.

Staff were encouraged to attend the Complaints Symposium Event on 15 September 2022 featuring guest speakers, Dorothy Armstrong and Shaun Maher. Invitation to the event will be circulated upon request.

Katie Bryant explained that the data in the report highlighted waiting times challenges. A short life working group (SLWG) was in place to support staff and Communications to focus on a patient development plan to become more proactive through refinement of standard responses and provide quicker answers to enquiries, noting an increase in the complexities of complaints.

Committee thanked Katie Bryant for the team’s hard work and producing a comprehensive report.

Staff Governance and Person Centred Committee noted the Annual Feedback Report 2021/22

**11 Fair and Consistent**

**11.1 Job Evaluation Report**

Serena Barnatt presented the Job Evaluation Report. The report highlighted annual returns for the Scottish Terms and Commissions Group (STAC) which was approved at the last Partnership Forum.

The report submitted from each Board outlined challenges to job evaluations across Scotland to assist with a national coordination to ensure Health Boards had sustainable job evaluation processes and general sustainability.

Staff Governance and Person Centred Committee noted the Job Evaluation Report.

**12 Any Other Competent Business**

**12.1 Work-plan Deep Dive**

Marcella Boyle suggested to the Committee it would be useful to bring the SGPCC work-plan to the next meeting for review. Gerard Gardiner agreed to provide review dates at the next meeting. All were asked to bring forward items they would like to see deep dives undertaken within the Committee cycle.

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| **Action Number** | **Action** | **Lead** | **Due Date** |
| SGPCC/060922/03 | **12.1 Work-plan Deep Dive**  SGPCC work-plan to be reviewed and amended to incorporate deep dives on items within the Committee cycle, and circulate work-plan to members to provide assistance. | Gerard Gardiner | 01/11/2022 |

**13 Items for Board Update Report**

Marcella Boyle provided a summary for the Board Update Report:

Committee thanked those involved in the preparation and presentation of items.

Committee discussed sickness absence figures in IPR, noting the implications of reporting Covid-19 as a sickness absence moving forward. Committee discussed approaches to reporting Covid-related sickness absence separately.

Committee would continue to monitor Agenda for Change Appraisal rates and discussed the importance of personal development in the context of staff retention rates.

Committee found the Workforce Data deep dive informative in relation to data warehousing and noted the intention to “democratise” data for central accessibility. Committee were informed that two additional deep dives series would be reported, following the end of Phase one of implementation of the data warehousing strategy, and at a subsequent date once the strategy had begun to operate as ‘business as usual’..

Committee thanked Serena Barnatt and Eleanor Lang for their recruitment activities, noting the complexities of the recruitment process within NHS Golden Jubilee regarding medical recruitment protocols, noted the ‘get hired’ approach activities linked to the hospital expansion and the recruitment and securement of new staff. Committee noted the dependencies which impact on the Board’s ability to recruit internationally. In particular Committee noted regional shortages of accommodation; competition from other recruiting boards; the prevailing high-cost of private rents; and the cost of living crisis.

Committee had commended Eleanor Lang and her team for their progressed highlighted in the Clinical Education Annual Report 2021/22.

Committee thanked Tosh Lynch and Maureen Franks for their work on the revised Volunteer Strategy. Committee endorsed the closure of the current Volunteer Strategy and the development of a revised volunteer strategy, which will align with national and local approaches, for presentation at a future meeting of the Committee.

Committee noted the risks highlighted in the Board Corporate Risk Register and were content with mitigation strategies in place.

Committee noted the Annual Feedback report, which captured work undertaken by the Head of Clinical Governance. Committee discussed approaches to ensuring the outcome of complaints, comments, compliments and other feedback were effectively communicated to staff to assist with staff development. In addition, Committee discussed measures which may be used to support staff to improve response rates, times, and quality.

**14 Date and Time of Next Meeting**

Tuesday, 1 November 2022 at 1:30 pm.

**Staff Governance and Person Centred Committee concluded at 3:50 pm**