**Approved Minutes**

**Meeting: Staff Governance and Person Centred Committee**

**Date: 15 November 2023, 14:00**

**Venue: Microsoft Teams**

**Members**

Marcella Boyle Non-Executive Director (Chair)

Karen Kelly Non-Executive Director

Rob Moore Non-Executive Director

Jane Christie-Flight Employee Director

Catherine McAllister Staffside Representative

**Core Attendees**

Jenny Pope Interim Director of Workforce

**In Attendance**

Callum Blackburn Non-Executive Director

Donna Akhal Head of Learning and Organisational Development (Item 4.5)

Emma MacLaren NHS Scotland Management Trainee

Gabriella Swinyard Senior Recruitment Advisor (Item 5.3)

Katie Bryant Head of Clinical Governance and Risk (Item 4.1 and 6.1)

Nicki Hamer Head of Corporate Governance and Board Secretary

Sandie Scott Director of Strategic Communications and Stakeholder Relations

Theresa Williamson Associate Director of Nursing (Item 3.1)

**Apologies**

Susan Douglas-Scott Board Chair

Gordon James Chief Executive

Anne Marie Cavanagh Director of Nursing and Allied Health Professionals

Mark MacGregor Medical Director

**Minutes**

Tracey Wark PA to Chief Executive Office

1. **Opening Remarks**

**1.1 Wellbeing Pause and Chair’s Introductory Remarks**

Marcella Boyle welcomed everyone to the meeting and introduced Emma MacLaren, NHS Scotland Management Trainee who joined as an observer. Everyone participated in a wellbeing discussion.

Marcella Boyle noted the Remembrance Day Event held on site in honour of the armed forces and veterans and extended congratulations to Sandie Scott on her recent appointment as Deputy Lieutenant for Dunbartonshire.

The Committee welcomed the work of the Diversity and Inclusion Group during November Transgender Awareness Week and noted that the Transgender Policy, which supports colleagues, was approved last month.

**1.2 Apologies**

The apologies were accepted as noted above.

**1.3 Declarations of Interest**

There were no changes requested to the Standing Declarations of Interest.

**2 Updates from meeting on 5 September 2023**

**2.1 Unapproved Minutes**

The Committee approved the Minutes of the previous meeting.

**2.2 Action Log**

The action log was reviewed and actions updated.

**2.3 Matters Arising**

There were no matters arising.

1. **Fair and Consistent**
   1. **Staff Turnover Report**

The Committee received the Staff Turnover update and welcomed the detail noted within the report. The Committee received assurance that following the results of a deep dive a Short Life Working Group (SLWG) had been established which would undertake remedial actions resulting from the retention survey.

Jenny Pope outlined that staff turnover had reduced during the pandemic in 2020/21 but as the effects of the pandemic lessened in 2021/22, the staff turnover rates across NHS Scotland had increased.

The Committee was informed of the finer detail within the report and noted that the highest number of leavers during the referenced period was in Nursing and Midwifery at 43.5% with Administration Services accounting for the second highest number of leavers. The highest percentage of staff leaving NHS Golden Jubilee was in the 30-39 year old age group. Assurance was given that a SLWG had been established to increase understanding of why staff leave the organisation and a proposal to support future turnover rates would be developed following the outcome of an electronic questionnaire which would be issued to staff who had commenced employment within the organisation in the past 18 months.

Jenny Pope advised that engagement work was underway to encourage managers to invite leavers to complete an Exit Interview through the self-service portal on eESS to allow the organisation to gain insight into the employees’ experience of working at NHS Golden Jubilee and to improve workforce culture, staff engagement, morale and retention.

The Committee noted the peaks and troughs in staff turnover within Critical Care. However, Theresa Williamson advised that the cohort of newly qualified nurses had so far remained at NHS Golden Jubilee rather than gaining experience and moving outwith.

Theresa Williamson further advised that the results of studies completed in conjunction with American partners had highlighted that retention of nursing staff was impacted by their relationship with the Senior Charge Nurses.

Jenny Pope updated on the recruitment campaign for international Nurses and advised that 33 Registered Nurses had been employed. Unfortunately, the candidates had challenges in securing accommodation since the beginning of the programme which had resulted in them staying at the NHS Golden Jubilee Conference Hotel longer than the 12 week period funded by Scottish Government. The Committee noted that a relationship had been established with a rental property provider which whilst helpful, continued to pose challenges with large cohorts and an unpredictable accommodation market.

The Committee noted that staff retention reporting would be triangulated with further work being undertaken and would be included in future Integrated Performance Reports.

The Committee commended the detail within the report.

Staff Governance and Person Centred Committee noted the Staff Turnover Report.

1. **Safe Working Environment** 
   1. **Strategic Risk Register (November 2023)**

The Committee welcomed Katie Bryant to the meeting to present the Strategic Risk Register.

Katie Bryant highlighted there were four risks currently identified on the Strategic Risk Register. The Committee was updated that following the recent Board workshop on Strategic Risk, progress had continued and whilst no risks had been closed in the period, one had been reduced and would continue to be monitored over winter. There had been no significant escalation of risks identified as emerging since the last review.

The Committee was informed that a report was being developed to provide a high degree of scrutiny to the Expansion Programme Board.

Katie Bryant advised that the Recruitment and Retention Policy had been redesigned and staff would be trained to ensure awareness of risk was embedded in discussions as required across the organisation.

Staff Governance and Person Centred Committee approved the Strategic Risk Register (2023).

* 1. **Health and Safety Report – Quarter 2**

The Committee received the Health and Safety Report – Quarter 2 and noted adverse incidents remained low with no significant trends with only one RIDDOR reportable incident in the period.

The Committee welcomed updates on new promotional and training initiatives and commended the linkage of Health and Safety to mental health and wellbeing.

The Committee noted that Fire Safety Training was a statutory requirement and requested that managers encouraged staff to complete this training to ensure compliance as currently figures were low in some areas.

John Scott reported there were five ongoing or emerging risks, three of which were rated as high risk. The Committee was assured of the increased focus and scrutiny of Health and Safety related investigations, approval and sign off within Datix in relation to adverse events to facilitate further improvements.

Staff Governance and Person Centred Committee noted the Health and Safety Report – Quarter 2.

* 1. **Health and Safety Adverse Events Update**

John Scott presented a detailed overview of Health and Safety Adverse Events and noted there were no high risk rated adverse events in the reporting period with no significant trends evident within the sub categories by incident type.

The Committee noted the historically low number of reports under RIDDOR. John Scott advised that a RIDDOR e-learning module was available on Learn-Pro but was not classified as mandatory. RIDDOR was also a focus of the September 2023 Health and Safety Matters monthly awareness bulletin. The Committee was advised that Datix had been updated to effectively manage external notifications and input on the ‘Report to RIDDOR’ field was now mandatory when signing off events.

Assurance was given that the Health and Safety team would develop a training resource to support Managers’ Health and Safety Competencies (part of which would include RIDDOR) for rollout in early 2024.

Staff Governance and Person Centred Committee noted the Health and Safety Adverse Events Update.

* 1. **Occupational Health Update**

The Committee received the Occupational Health Report – Quarter 2.

The key highlights of the report included the new Employee Assistance Programme, Time for Talking, which had been launched in Quarter 1 and the provider was on site for World Mental Health Day to promote the service to employees; 32 Cognitive Behaviour Therapy (CBT) appointments had been allocated to students on placement at Occupational Health, Mental Health First Aid Training continued and funding had been secured for an initial 12 month period to recruit an in-house Staff Health and Wellbeing Practitioner.

The Committee noted that mental ill health continued to be the main reason for management referrals for sickness absence but were assured that the percentage remained stable across NHS Golden Jubilee at 40%.

The annual flu vaccination clinics had administered 368 flu vaccinations and 318

COVID-19 boosters.

Occupational Health continued to prioritise pre-employment screening due to the emphasis on expansion, retention and national recruitment challenges. The Committee commended the high level of recruitment undertaken.

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

* 1. **Health and Wellbeing Mid-Year Report**

The Committee welcomed Donna Akhal to the meeting to present the Health and Wellbeing Mid-Year Report.

Donna Akhal outlined the key highlights of the report and advised that overall the iMatter completion rate was higher than 2022/23 with a 3% increase in respect of health and wellbeing matters.

The Committee commended the progress made to embed the Health and Wellbeing Strategy including the launch of the Menopause Café; approval to develop a Staff Wellbeing Zone; progression of a Staff Travel Scheme; Pension Awareness Sessions and a wide selection of other support services and resources.

Staff Governance and Person Centred Committee noted the Health and Wellbeing Mid-Year Report.

1. **Well Trained**
   1. **Medical Appraisal and Revalidation Report**

The Committee received an update on Medical Appraisals and Revalidation and commended the significant work undertaken by Mark MacGregor and John Luck to improve the processes to ensure staff were fully supported to meet requirements in a timely manner.

Staff Governance and Person Centred Committee noted the Medical Appraisal and Revalidation Report.

**5.2 Succession Planning Framework**

The Committee noted the draft Succession Planning Framework and welcomed the plan to hold a pilot scheme across three areas to include nursing, medical and operational. The learnings would be presented at a future meeting to consider implementation of the framework across the wider organisation.

The Committee acknowledged the outstanding Golden Jubilee team effort on the work undertaken to recruit staff in general and in preparation for the opening of the hospital expansion across multidisciplinary teams ensuring continued safe staffing levels.

Staff Governance and Person Centred Committee noted the Succession Planning Framework.

**5.3 Recruitment Update**

The Committee welcomed Gabriella Swinyard to the meeting to present the Recruitment Update.

Gabriella Swinyard outlined the salient points of the report including that 490.64 WTE posts were recruited to date in the current financial year; International Nurse Recruitment continued to progress well and recruitment of candidates was underway for the March 2024 cohort; work continued with the Department of Work and Pension (DWP) who support Job Centres in West Dunbartonshire with training delivered to Job Centre Staff Leads across Scotland in relation to applying for jobs and how to help their clients be more successful within the NHS Scotland application system.

The Committee noted the recent Recruitment Event held at the Golden Jubilee Conference Hotel which was well attended by local school pupils and supported by departments across the organisation.

The Committee acknowledged the outstanding Golden Jubilee team effort on the work undertaken to recruit staff in general and in preparation for the opening of the hospital expansion across multidisciplinary teams ensuring continued safe staffing levels.

Staff Governance and Person Centred Committee noted the Recruitment Update.

1. **Person Centred**
   1. **Quarter 2 Feedback Report with Key Performance Indicators (KPIs)**

Katie Bryant provided an overview of the Quarter 2 Feedback Report including Performance Indicators (KPIs) which was a requirement of the national Complaints Handling Process.

The Committee was advised that all complaints were addressed through the Clinical Governance Committee but the report highlighted the impact on staff and also the number of compliments received.

Katie Bryant advised that the number of formal complaints had decreased from the previous quarter with two being upheld, three partially upheld and four not upheld. The Committee noted the detail of Stage 1 and Stage 2 complaints and was assured that work continued to improve the resolution timelines. The Committee welcomed the year on year quarterly reporting of complaints and noted that no complaints received during Quarter 2 had progressed to a Significant Adverse Event Review. Assurance was given that complaints continued to be scrutinised by the Confirm and Challenge Groups. Reporting would be further streamlined to differentiate NHS Golden Jubilee complaints from those with joint Board or other Board responsibility.

The Committee acknowledged the number of compliments received in Quarter 2 and that work continued to further develop and align systems to capture feedback.

The Committee noted the Quarter 2 Feedback Report and commended the improvement plan around feedback, in particular the complaints process and the development of KPIs.

Staff Governance and Person Centred Committee noted the Quarter 2 Feedback Report with Key Performance Indicators. (KPIs).

* 1. **Whistleblowing Quarter 2 Report**

Anne Marie Cavanagh reported there were no concerns raised as Whistleblowing in Quarter 2. The Committee was assured by the increased uptake of staff undergoing Whistleblowing training.

Callum Blackburn advised that he had hosted an information stall on site and would attend a future Partnership Forum meeting to raise the profile of the Confidential Contacts and increase awareness of Whistleblowing. Sandie Scott further reported that Whistleblowing has its own dedicated promotion and communications plan.

Staff Governance and Person Centred Committee approved the Whistleblowing Quarter 2 Report.

1. **Well Informed**
   1. **Integrated Performance Report September 2023**

The Committee was advised in September 2023, the Board’s sickness absence rate had increased slightly from 5.9% in August to 6% with a rolling 12-month rate reported at 5.5%. The rate of sickness absence was within control limits but would continue to be closely monitored. There were no major trends of note.

‘Anxiety/stress/depression/other psychiatric illnesses’ was the highest prevalence at 20.9%, a reduction of 4.3% since August, with ‘gastro-intestinal problems” recorded as the second top cause of sickness absence overall in September followed closely by ‘injury fracture’.

The Committee noted that September had the lowest staff turnover rate in the last 12 months at 0.3% accounting for nine people who had left employment.

Jenny Pope updated that 65% of Agenda for Change staff had completed their appraisal using TURAS and the Executive Leadership Team continued to engage and encourage completion.

As at 6 October 2023, four of 159 doctors had completed their 2023/24 appraisal with the expectation that others would be completed by November 2023.

Jenny Pope updated that Medical Job Plans had progressed for the year 2023/24 with 105 of the 127 job plans signed off with the remainder under discussion or pending sign-off.

Staff Governance and Person Centred Committee approved the Integrated Performance Report September 2023.

* 1. **Staff Governance Action Plan Update**

Jane Christie-Flight presented the Staff Governance Action Plan Update for 2023/24.

The Committee was assured that the Plan continued to be a live document and remained responsive to additional requirements from Scottish Government or areas identified within the Board, to ensure that it supported the delivery of the Staff Governance Standard.

Staff Governance and Person Centred Committee noted the Staff Governance Action Plan Update.

* 1. **Staff Governance Monitoring Submission**

Jane Christie-Flight advised that the Board was required annually to provide evidence of the work undertaken to support the delivery of Staff Governance. The Staff Governance Monitoring Submission was required to progress through the Board’s internal governance structures and be submitted to Scottish Government by 4 December 2023. The Committee noted that feedback from Scottish Government was expected by the end of the financial year 2023/24.

The Committee was assured that the submission had progressed through the Board’s internal Staff Governance structures and had been approved by Partnership Forum in October 2023.

Jenny Pope highlighted that the submission evidenced the work undertaken to support the delivery of the five stands of Staff Governance.

The Committee noted that the Chair and Employee Director were required to sign the final document prior to submission.

Staff Governance and Person Centred Committee approved the Staff Governance Monitoring Submission.

* 1. **Hospital Expansion Workforce Update**

Barbara-Anne Nelson provided a detailed Hospital Expansion Workforce Update.

The Committee were informed that the overall recruitment activity in respect of the expansion workforce amounted to 485.64 WTE with 247.17 WTE staff in post and 238.47 WTE to be recruited.

The Committee acknowledged the extensive success in recruitment despite the ongoing challenges and risks and commended those involved. Barbara-Anne Nelson provided assurance that mitigations were in place around the risks with ongoing updates and discussions with all NHS GJ Committees and Scottish Government.

Barbara-Anne Nelson advised that a more detailed recruitment tracker would be utilised in future to enhance reporting within each staff group.

Staff Governance and Person Centred Committee noted the Hospital Expansion Workforce Update.

* 1. **Communications and Marketing Mid-Year Report**

The Committee received the Communications and Marketing Mid-Year Report and was pleased to note the range and volume of internal and external communications and engagement activity led by the Communications and Marketing team.

Sandie Scott outlined that the Communications and Marketing team had a wide remit providing strategic and operational leadership, implementation and evaluation of the Board’s Communications, Marketing, Digital and Stakeholder Engagement strategies, projects and campaigns which supported teams across the organisation.

The Committee welcomed the engagement and implementation plans for Viva Engage and SharePoint Intranet. Sandie Scott reported that the majority of Key Performance Indicators were on track to be met or exceeded.

The Committee was informed that the Communications and Marketing team continued to experience a sustained increase in workload and noted that a report would be submitted to the Executive Leadership Team to consider the future structure of the team to ensure appropriate support and succession planning as the organisation continued to expand.

The Committee commended the significant work undertaken by the Communications and Marketing Teams.

Staff Governance and Person Centred Committee noted the Communications and Marketing Mid-Year Report.

* 1. **Corporate Governance Meeting Dates 2024/25**

Nicki Hamer presented the proposed Corporate Calendar dates for 2024/25.

The Committee noted the dates planned for meetings during the next financial year and that a robust planning process had taken place.

Staff Governance and Person Centred Committee approved the Corporate Governance Meeting Dates for 2024/25.

1. **Involved in Decisions**

**8.1 Partnership Forum Update**

The Committee received a detailed overview of the work undertaken by Partnership Forum as reported at their October meeting.

Jane Christie-Flight outlined the key highlights which included: staff governance KPIs; Integrated Performance Report; Pensions Update; eHealth Workforce Change; Organisational Change; Staff Governance Action Plan 2023/24 Mid-Year Update; Staff Governance Monitoring Arrangements 2022/23; Band 2-3 Review; Public Holidays 2024/25; Sunflower Scheme and updated Once for Scotland workforce policies.

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

**8.2 Staff Experience – iMatter 2023**

The Committee received the iMatter update and analysis of the 2023 results and was pleased with the increased year on year achievements as noted within the KPIs.

Nyree Anderson advised that the national report would soon be published and would provide comparative information across other Health Boards.

The Committee commended Nyree Anderson as a positive ambassador for iMatter and extended their thanks for the teamwork involved.

Staff Governance and Person Centred Committee noted the Staff Experience - iMatter 2023 Update.

**9 Issues for Update**

**9.1 Update to the Board**

Staff Governance and Person Centred Committee agreed that the update to the Board should note:

**Fair and Consistent**

* The Committee received the Staff Turnover update and welcomed the detail noted within the report. The Committee received assurance that following the results of a deep dive a Short Life Working Group had been established which would undertake remedial actions resulting from the retention survey.

**Safe Working Environment**

* The Committee received the Health and Safety Report – Quarter 2 and noted adverse incidents remained low with no significant trends with only one RIDDOR reportable incident in the period.
* The Committee welcomed updates on new promotional and training initiatives and commended the linkage of Health and Safety to mental health and wellbeing.
* The Committee noted that Fire Safety Training was a statutory requirement and requested that managers encouraged staff to complete this training to ensure compliance as currently figures were low in some areas.
* The Committee approved the Strategic Risk Register (November 2023).

**Well Trained**

* The Committee received an update on Medical Appraisals and Revalidation and commended the significant work undertaken by Mark MacGregor and John Luck to improve the processes to ensure staff were fully supported to meet requirements in a timely manner.
* The Committee noted the draft Succession Planning Framework and welcomed the plan to hold a pilot scheme across three areas to include nursing, medical and operational. The learnings would be presented at a future meeting to consider implementation of the framework across the wider organisation.
* The Committee acknowledged the outstanding Golden Jubilee team effort on the work undertaken to recruit staff in general and in preparation for the opening of the hospital expansion across multidisciplinary teams ensuring continued safe staffing levels.

**Person Centred**

* The Committee approved the Whistleblowing Q2 Report.

**Well Informed**

* The Committee approved the Integrated Performance Report.
* The Committee approved the Staff Governance Monitoring Submission that is provided to Scottish Government to provide evidence of the work undertaken to support the delivery of Staff Governance.
* The Committee approved the Corporate Governance Meeting Dates for 2024/25.

Staff Governance and Person Centred Committee noted the Update to the Board.

**10 Any Other Competent Business**

There was no other competent business.

**11 Date and Time of Next Meeting**

The next scheduled meeting of Staff Governance and Person Centred Committee was noted as 12 March 2024 at 13:00 hrs.