

Shetland NHS Board

Minutes of the Staff Governance Committee – Thursday 24 August 2023, via MS Teams.

Present

Mrs Emma Macdonald	Non-Executive Board Member (In the Chair)
Mr Gary Robinson	Non-Executive Board Member
Mr Joe Higgins	Non-Executive Board Member (Whistleblowing Champion)
Mr Bruce McCulloch	Non-Executive Board Member (Employee Director)
Mrs Lorraine Hall	Management Representative/ Executive Lead Staff Governance
Mrs Mandy Thomson	Staff Side Representative

In Attendance

Mr Brian Chittick	Chief Executive (ex-officio)
Ms Lorraine Allinson	HR Services Manager
Mrs Laura Pottinger	HR Specialist Advisor
Mrs Kirsty Clark	Learning and Development Manager
Mr Lawrence Green	Health and Safety Lead
Dr Kirsty Brightwell	Medical Director
Mrs Marianne Williamson	Committee Secretary

SG2324-22 Welcome and Apologies

Emma Macdonald welcomed everyone to the meeting. No apologies were noted.

SG2324-23 Declarations of interest

No declarations of interest were recorded.

SG2324-24 Draft Minutes of the meeting held on 25 May 2023

The minutes of the meeting were approved as an accurate record.

SG2324-25 Matters Arising

It was confirmed following the meeting that the action to send letters of thanks to Confidential Contacts had been completed.

SG2324-26 Area Partnership Forum Update

Bruce McCulloch provided an update from the June meeting of Area Partnership Forum, highlighting the following:

- Annual Workforce Report presented- rise of overseas applicants for many posts with few meeting the essential criteria.
- Update on the Equality and Diversity Reporting situation due to end of NHS Grampian SLA. Two reports were presented to the Forum. Discussion about requirement to produce Equal Pay Action Plan and what could be done to help our female workforce.

OUTCOME: Staff Governance Committee noted the update

SG2324-27 Staff Governance Action Plan 2023/24- Update

Lorraine Hall presented the update to the Staff Governance Action Plan, subject matter experts had added narrative against each action. She highlighted the following:

- A new quarterly Workforce Report has been developed and appears on today's agenda.
- Wellbeing Agenda- there are still concerns around capacity of staff to take forward these workstreams. Staff are attending the meetings of the group but do not have the capacity to take forward actions. Mrs Hall has asked the Wellbeing group to consider a bid for capacity and resource to help prioritise this.
- Health and Safety actions are progressing well.
- Equality and Diversity- Slightly blind sighted by end of SLA with NHS Grampian. Currently having a conversation about a possibly regional solution going forward.
- Delighted that we have achieved both targets in iMatter cycle- 60% response rate and a 42% completion

Kathleen Carolan raised Equality and Diversity and highlighted a discussion that was held at APF regarding the Equal Pay report. Is there something that this Committee could consider to look at how we support our female workforce and look to lessen the gender pay gap? This may be a wider Shetland Partnership piece of work looking at wider attraction and recruitment to Shetland. **ACTION:** Lorraine Allinson to discuss with Shetland Islands Council.

ACTION: Joe Higgins explained that he felt that action 36 should be changed from 'green' to 'amber' to better reflect the current position. He also felt that the supporting comment in action 29 should be rewritten to reflect the situation better.

ACTION: Mrs Carolan updated members that Christina McDavitt, Excellence in Care Lead will be running Leo Leadership courses for Clinical colleagues and this is something that could be added to the Staff Governance Action Plan.

OUTCOME: Staff Governance Committee noted the update to the Staff Governance Action Plan.

SG2324-28 Workforce Report- Quarter 1 2023-24

This is a new report that has been developed as part of the Staff Governance Action Plan 2023-24. It is an amalgamation of a number of pieces of workforce data. The majority of the report has been prepared by Laura Pottinger. She and Lorraine Allinson took the committee through the workforce information supplied which included supplementary staffing, recruitment and sickness absence.

Kirsty Clark provided an update on the Learning and Development elements of the report. Manager Development courses are working well with NHS Orkney and NHS Grampian. She reported that there were some issues with appraisal system reporting, the team is focusing on the quality of appraisals- running monthly 'Effective Appraisal Conversation' training.

Regarding statutory and mandatory training there has been an uptake in completion since the communication that was sent out following the last meeting of the Committee and there is a feeling that there are positive conversations happening.

Regarding sickness absence figures, Mr Higgins asked the officers present why they thought it was that we were performing so much better than the other boards in the North region. It was confirmed that figures are collected in the same way via SSTS. Mrs Carolan said that in her opinion staff really do think about the impact of sickness absence on service delivery. Mrs Hall felt that we were in a really good place in terms of consistency of leadership around this. The iMatter results show that our staff score us highly in the questions around managers being concerned with health and wellbeing and recommending the Board as a good place to work. Ms Allinson also noted that the HR team try to monitor sickness absence and help support managers where possible, the new eRostering system should help with this. Mr McCulloch noted that from a Staff Side perspective he had always found it a positive experience working with the HR team and Occupational Health to help staff back to work.

Following on from earlier conversations, he was also concerned about the capacity of the Wellbeing Group to deliver actions to help support staff.

ACTION: Officers to review the content of the report and consider how we would look to incorporate 'cultural' metrics into the next iteration following a suggestion from Mr Higgins. There was also a suggestion as to whether it would be possible to see the some of the data by department against key metrics so we can ask the right questions e.g. vacancies, sickness, supplementary staffing, and turnover so we can see the relationships.

OUTCOME: Staff Governance Committee noted the report and the large amount of work that had gone into its development and noted that development work with regards to metrics and the report would be post November 2023 as focus was on the E-Rostering programme.

SG2324-29 Once for Scotland- Workforce Policies Update

Lorraine Allinson provided an update on the next suite of Once for Scotland Workforce Policies, they are currently in a soft launch phase. They are available on the intranet for managers and staff to view. The implementation should be done in partnership and volunteers are being sought to help with the implementation. It is hoped that workshops will be hosted for managers during the implementation.

Mr Chittick wondered whether the policies had been 'island proofed'. Ms Allinson confirmed that we had fed back during the consultation phase last year, primarily around some of the stages as we don't necessarily have the levels of management structure. Some are less prescriptive than our original policies which allows for some flexibility.

ACTION: Kathleen Carolan asked if Ms Allinson could document the process for implementation she will share with her management teams so that they can be included.

She also expressed hope that the new policy will make it clearer around parental leave and how it is applied and how decisions are made that are fair for our services.

ACTION: Lorraine Allinson to draft an outline to be shared with teams.

OUTCOME: Staff Governance Committee noted the report.

SG2324-30 iMatter 2023 Cycle

Kirsty Clark presented an update on the iMatter 2023 cycle. The 2023/24 Staff Governance Action Plan gave targets of 60% response rate and 40% of teams completing an action plan before the August deadline. Both these targets were met. The iMatter team had done a large amount of work since the previous cycle to improve awareness and build on engagement.

Brian Chittick thanked Kirsty Clark, Marianne Williamson and Pam Shead for the work that they had done this year to help iMatter become a useful tool for our teams.

ACTION: He suggested that the team could include in their communications plan to an action to promote a review of action plans later on in the year.

Joe Higgins noted concerns about how we capture the views of the 40% of staff members who did not complete the survey. That is a quite a large group of staff that have not participated. Mrs Clark explained that the iMatter team reached out to all team managers who had not had enough of a response to generate a team report to give them advice on how to complete an action plan. Some of the engagement the team is doing with managers will help capture some of the reasons behind non-completion.

Mr Higgins also had some questions about the results from the optional raising concerns questions, Kirsty Clark confirmed that there had been issues with the system and she was awaiting update at the next iMatter national leads meeting.

OUTCOME: Staff Governance Committee noted the update.

SG2324-31 Health and Safety 2023/24- Quarter 1 Update

Lawrence Green presented the Quarter 1 Health and Safety update. He wanted to highlight the following:

- A significant reduction in Slips, Trips and Falls adverse events. He noted that the positive work that Heather Tulloch and her team have been doing on Ward 3. This is something to celebrate.
- Regarding Violence and Aggression training. The majority of staff in Ward 3, A&E and Mental Health have been trained to the appropriate level. He is in discussion with V&A Advisor to improve the reporting on trainings.
- 94% of Health and Safety Control Books are in date. New Health and Safety Officer Bill Christey is in post and has been doing a piece of work visiting control book holders.

There were no questions.

OUTCOME: Staff Governance Committee noted the report.

SG2324-32 Strategic Risk Register Report

Dr Kirsty Brightwell presented this paper on behalf of Edna Mary Watson.

There are three risks recorded under Staff Governance. The risk related to Workforce is due to be discussed by Risk Management Group. The two remaining risks relate to Information Governance training, mitigations are in place and are ongoing.

OUTCOME: Staff Governance Committee noted the report.

SG2324-33 Safer Staffing- Update

Kathleen Carolan presented this update on behalf of Edna Mary Watson. She provided an overview of the work is going on to implement the requirements of the act. She noted that Edna Mary Watson has been leading on supporting training across the organisation on using the common staffing method. This is not about numbers of people but understanding the relationship between patients and practitioners in your team. We are in the process at rolling out the new eRostering system across the organisation. When this is fully implemented it will help inform clinical decision making. A training exercise will take place on 19 September with a visit from the national team in early October.

She explained that at the moment that the training is targeted at Band 6 and above and should be seen as compulsory CPD for these groups. Joe Higgins asked Mrs Carolan whether this will mean more work for staff, she felt that NHS Shetland would not have to move far to be compliant with the legislation. If all staff are using the same methodology it will help us understand risk and help make better decisions.

OUTCOME: Staff Governance Committee noted the update.

SG2324-34 Whistleblowing Standards Report 1st Quarter 2023/24

Dr Brightwell presented the Quarter 1 Whistleblowing Standards Report. Michelle Hankin has now taken on a role in developing the process for the quarterly report. We were now seeking confirmation from independent contractors of nil returns. A Communication Plan is in development and she noted that valuable meetings had taken place with the Confidential Contacts.

She felt that the results of the optional Raising Concerns questions in the iMatter survey was heartening. The KPIs that are included in the annual report have been incorporated. There have been no cases recorded during quarter 1.

Joe Higgins highlighted that the annual Speak Up week will be taking place 2-6 October. He noted that there may be a heightened atmosphere around Whistleblowing in light of the Lucy Letby verdict. The Whistleblowing Steering Group will be developing a plan for the week. Staff Governance Committee members were asked to help publicise the week, the aim will be to help ensure we have a culture in which our staff feel comfortable in speaking up.

OUTCOME: Staff Governance Committee noted the report.

SG2324-35 Circulars and Letters for Noting

The following correspondence was noted:

DL (2023) 12 HUMAN RESOURCE ASPECTS OF FOUNDATION AND SPECIALTY TRAINING PROGRAMMES: CHANGEOVER DATES FOR 2023-2024	STAC (TCS02) 2023 Band 2 to 3 for Bank Workers
DL (2023) 13 F1 INDUCTION AND SHADOWING ARRANGEMENTS	SPPA 2023/07 Retrospective changes to the employee contribution tier bandings from 1 April 2023
DL (2023) 14 SUPPLEMENTARY STAFFING – AGENCY CONTROLS	SPPA 2023/08 Employer guide to Flexible Retirement, including Partial Retirement
PCS (AFC) 2023/4 Changes to Section 15 of the Agenda for Change Handbook	

[MFW 9/23]