**Approved Minutes**

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

**Date: 4 July 2024, 14:00**

**Venue: Microsoft Teams**

**Members**

Marcella Boyle Non-Executive Director (Chair)

Callum Blackburn Non-Executive Director

Jane Christie-Flight Employee Director

Linda Semple Non-Executive Director

**Core Attendees**

Gordon James Chief Executive

Anne Marie Cavanagh Director of Nursing

Laura Smith Director of People and Culture

Mark MacGregor Medical Director

**In attendance**

Carole Anderson Director of Transformation, Strategy, Planning and Performance *- Item 3.4*

Claire Hendren Corporate Administrator

Donna Akhal Head of Learning and Organisational Development *- Items 4.3 & 6.2*

Eleanor Lang Associate Nurse Director – Educational and Professional Development

Jenny Pope Deputy Director of Workforce

John Luck Consultant Anaesthetist *- Item 6.1*

Lynne Rapson Workforce Manager *- Item 4.3*

Nicki Hamer Head of Corporate Governance and Board Secretary

Rob White Equality and Inclusion Lead *- Item 3.1*

Sandie Scott Director of Strategic Communications and Stakeholder Relations

Susan Douglas-Scott Board Chair

**Apologies**

Catherine McAlister Staff-side Representative

Rob Moore Non-Executive Director

**Minutes**

Paula Nugent Senior Corporate Administrator

1. **Opening Remarks**

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

Marcella Boyle welcomed everyone to the meeting and all participated in a Wellbeing discussion.

**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 7 May 2024**

**2.1 Unapproved Minutes**

The minutes from the meeting held on 7 May 2024 were approved as an accurate record, pending the following amendment:

Laura Smith asked for an amendment to Item 3.3 and Donna Akhal to be removed as the lead of the action.

**2.2 Action Log**

The action log was reviewed and actions updated.

**2.3 Matters Arising**

There were no matters arising.

1. **Well Informed**
   1. **Integrated Performance Report (IPR) May 2024, Staff Governance (Page 35)**

Laura Smith presented the IPR for May 2024, Staff Governance Page 35.

Absence rates for April 2024 were 5.9% - 0.2% lower than previous month. Anxiety, stress and depression continued to be the highest cause of absence - 27%.

Employee Turnover decreased to 0.4%, down from 1.1% in March 2024, although it was noted that the March employee turnover was often higher due to employees choosing to retire at the end of the financial year (31 March).

The average turnover for the previous 12 month period was 8.5%.

Staff Governance and Person Centred Committee approved the IPR for May 2024, Staff Governance.

* 1. **Communications and Marketing Annual Report for 2023/24**

Sandie Scott presented the Communications and Marketing Annual Report for 2023/24.

Sandie Scott provided an update on the Social Media work from the Comms Team and acknowledged staff capacity and changing algorithms had made this work challenging. Sandie Scott confirmed that a Digital Officer had been appointed and would be joining the team soon. Despite these challenges, reach and follower numbers were increasing. Films continued to be popular and it was encouraging to see the number of website visitors had increased.

Sandie Scott discussed the new approach for Centre for Sustainable Delivery (CfSD) communications. Previously, Scottish Government (SG) had led on this but, moving forward, a partnership approach would be taken. Sandie Scott reflected that journalists were often more open to receiving statements and communications from the NHS instead of politicians.

Sandie Scott shared information around utilising social media to do targeted recruitment advertising and provided the example that nursing posts had a large engagement with Facebook users whereas Executive level roles had a higher rate of engagement on Linkedin.

Sandie Scott discussed the Our People Awards. Nominations had opened and communications had been sent to staff to ask for their nominations and submissions.

Sandie Scott thanked the Comms Team and acknowledged that although she was the one presenting to the Committee, the work undertaken was a whole team effort.

Susan Douglas-Scott also passed on her thanks to the Comms Team and offered further support around the partnership communications arrangement between SG and NHS GJ for CfSD.

Laura Smith complimented Sandie Scott and the Comms Team on the presentation, and thanked the Team for their support around recent recruitment efforts.

Callum Blackburn echoed the previous statements and asked for further clarity around advancing technologies, including Artificial Intelligence (AI). Sandie Scott confirmed that social media would continue with existing sites (Facebook, Instagram and Linkedin) but that NHS GJ would not be moving to Tiktok, in line with others. A colleague in NHS Lanarkshire had taken the lead on AI work and had already issued training to Comms staff at NHS GJ.

Staff Governance and Person Centred Committee approved the Communications and Marketing Annual Report for 2023/24.

* 1. **Staff Governance Monitoring Response 2024/25**

Jane Christie-Flight presented the Staff Governance Monitoring Response.

The Board was required annually to report to SG on the progress it had made in the previous year in delivering against the Staff Governance Standard.

For the year 2023/24 this monitoring had been paused while Scottish Workforce Advisory Group (SWAG) undertook a review of the process.

Jane Christie-Flight provided assurance to the Committee that all issues mentioned in the Monitoring Response had already been taken into account and even though the reporting requirement was closed off, any information that SG may request would still be recorded.

Staff Governance and Person Centred Committee noted the Staff Government Monitoring Response.

* 1. **Blueprint for Good Governance Implementation Plan for 2024/25**

Carole Anderson presented the July update on Blueprint for Good Governance Implementation Plan 2024/25.

Marcella Boyle welcomed the IPR Key Performance Indicators (KPIs) and the beginning of the Culture work led by Laura Smith.

Marcella Boyle questioned whether the new Chair of West Dunbartonshire Council had been identified as a stakeholder for NHS GJ. Sandie Scott confirmed this and that regular meetings with the Council had been established.

Marcella Boyle noted that this was now a standing item on the Committee’s agenda and closed any outstanding actions on the tracker.

Staff Governance and Person Centred Committee discussed the Blueprint for Good Governance Implementation Plan for 2024/25.

1. **Treated Fairly and Consistently**
   1. **Diversity and Inclusion Strategy Annual Update**

Robert White presented the Diversity and Inclusion Strategy Annual Update.

Three main themes identified within the presentation were:

**Diversify talent** – Lynne Rapson would be taking charge of exit interview procedures. The list of Staff Networks had expanded and now included: Young People, Armed Forces, Women’s Health, Ethnic Minority, LGBTQIA+, Ability and Spiritual Care networks.

**Wellbeing & Cohesion** – Valuing Diversity eLearning module had been overhauled.

**Inclusive Service Design** – The Changing Places toilet had opened, Tosh Lynch would be presenting a paper to Executive Leadership Team (ELT) on the Spiritual Care strategy.

Rob White discussed 2024/25 deliverables for the Equality, Diversity & Inclusion (EDI) team. This included the continued gradual roll out of the WelcoME scheme, beginning with the Radiology department.

Marcella Boyle and Linda Semple echoed statements around the excellent work that had been completed.

Susan Douglas-Scott expressed pride and delight at the work and asked for examples of how NHSGJ could share examples of good practice with other NHS Health Boards. Susan Douglas-Scott also expressed that she was happy to help highlight the work of the EDI team to the Board.

Susan Douglas-Scott asked whether Autism Awareness training would expand to include neurodiversity. Robert White confirmed this was the case and that the Autism Awareness training was just the start of this work.

Linda Semple asked how this work could cross over into existing good governance work and acknowledged the existing issues around diversifying Board recruitment. Marcella Boyle mentioned that SG had recently advertised a research project around increasing diversity in public appointments and suggested NHSGJ get involved.

Staff Governance and Person Centred Committee noted the Diversity and Inclusion Strategy Annual Update.

* 1. **Staff Governance Submission Feedback Letter**

Jane Christie-Flight provided an update on the Staff Governance Submission Feedback Letter.

Jane Christie-Flight assured the Committee that the feedback to the submission had been considered and any suggestions or recommendations of actions had been addressed.

Areas of good practice identified were:

* Variety of programmes, both digital and practical, to support and enhance staff health and wellbeing.
* Developmental sessions aligned with the strategic vision, core values and organisational objectives, with an emphasis on forward-thinking planning, to bolster the practice of compassionate leadership.
* Various methods to promote Senior Management visibility.
* Leveraging a ‘digital first’ approach to enhance employee communication and accessibility to information, employing an innovative digital platform as a streamlined booking system for their vaccination programme.
* Supporting disabled people into work through Glasgow Centre for Inclusive Living (GCIL).
* Variety of bespoke training packages based on different roles and needs to value diversity and support early resolution of bullying and harassment cases.

Jane Christie-Flight detailed areas identified by SG as points to work on and also detailed progress made in these areas.

Staff Governance and Person Centred Committee noted the Staff Governance Submission Feedback Letter.

* 1. **Agenda For Change – Reduced Working Week, Band 5 Review, Protected Learning Time**

Laura Smith, Donna Akhal and Lynne Rapson presented an update on Agenda for Change.

**Reduced Working Week –** The whole organisation, with the exception of around 14 ‘rostered’ colleagues in Security and Estates, were expected to have reduced to a 37 hour working week by mid-July. Planning would then begin for the reduction to a 36 hour working week.

**Protected Learning Time –** Donna Akhal provided an update on Protected Learning Time. Callum Blackburn asked whether this applied to someone who decided to be a Confidential Contact. Donna Akhal confirmed it would be captured whether they required any training or development for this role.

**Band Five Review –** An internal process has been devised in order to monitor those who had applied to the Band Five Review, in order to identify trends and also to provide updates for Governance groups. Lynne Rapson anticipated that this process would be labour intensive, especially for the Workforce team. Eleven “matchers” had been identified to go through the Reviews once submitted.

Eleanor Lang asked for the staff perspective. Lynne Rapson responded that they had only just begun with Senior Charge Nurses but they had already expressed anxiety for potential workload increase. In order to mitigate this, messaging would emphasise how long a process it would be, but this would ensure the process was fair and accurate.

Jane Christie-Flight echoed anxiety and emphasised the increased workload for the already small pool of staff who would oversee the “matching” process.

Gordon James echoed that the source of anxiety was the lack of national criteria and the mystery of conversion rates for NHSGJ. Gordon James was unaware that NHSGJ was unable to access the central SG reporting data and thanked Lynne Rapson for bringing this to the Committee.

Staff Governance and Person Centred Committee noted that Agenda for Change – Reduced Working Week, Band 5 Review, and Protected Learning Time update.

1. **Safe Working Environment**
   1. **Strategic Risk Register**

Laura Smith and Hazel Thomson presented the Strategic Risk Register.

It has been agreed that Risk W18 would be closed as it was a COVID-19 related risk.

Laura Smith provided a verbal update on the newly identified risk on Fixed Term Contracts. The risk had been assessed and was near completion. Continued monitoring and increased reporting would ensure continued positive employee experience and decreased risk for the organisation.

Anne Marie Cavanagh provided an update on international recruitment. Previously centrally funded by SG, this would not be continued in 2024/25.

It was hoped that the final intake from the international recruitment programme would leave hotel accommodation in July and August 2024. Eleanor Lang confirmed this to be the case. There had been challenges in finding more permanent accommodation in the local area, but most had now secured their own accommodation and very few remained in the hotel.

Jenny Pope continued that this risk was being reviewed on a regular basis and it was anticipated it would be removed by the next Committee cycle in September.

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

* 1. **Occupational Health Annual Report for 2023/24**

Jenny Pope presented the Occupational Health Annual Report for 2023/24.

The volume of referrals and Occupational Health general workload had increased over the year.

There was a high Did Not Attend (DNA) rate for staff appointments, particularly from clinical staff members.

Jenny Pope highlighted this was the first Employee Assistance Programme (EAP) Annual Report and that overall it was positive. Staff were using the service, with 70 booked in this financial year. 97% of staff reported an improvement in their psychological health after engaging with the EAP.

No member of staff from the Golden Jubilee Conference Hotel (GJCH) utilised Occupational Health services, so this would be promoted to raise awareness.

Mental Health support for staff was one of the main priorities for Occupational Health in 2024/25. Jenny Pope confirmed that funding had been approved for an in-house Staff Counsellor to be appointed.

Pre-employment checks aligned with recruitment numbers.

Staff Governance and Person Centred Committee noted the Occupational Health Annual Report.

1. **Appropriately Trained**
   1. **Medical Appraisal and Revalidation Annual Report**

John Luck and Mark MacGregor presented the Medical Appraisal and Revalidation Annual Report.

John Luck reported that the appraisal was mandated by the General Medical Council (GMC) annually. The outstanding appraisals from 2023/24 were almost completed – some had been delayed due to an Appraiser being unavoidably unavailable but no reporting of concern for non-engagement had been reported to the GMC for 2023/24.

Two Appraisers had left the organisation but currently three were undertaking training, all from the NES Division. The aim was to keep pace with regard to recruitment to address the expansion of services and maintain appraisal capacity and resilience. The number of doctors required to be appraised by the organisation would increase from 164 to 177 in 2024/25.

Medical Appraisal and Revalidation Quality Assurance (MARQA) reports had been stopped due to the Covid-19 pandemic but it had recently been announced that these would recommence. John Luck confirmed that the impact of this would be monitored.

Physician’s Associates were now registered with the GMC, resulting in five within NHS GJ that required appraisals to be carried out within the next 12 months. John Luck reported the continuing issue of recruiting Anaesthetists and, as a result, the anticipated challenges of ensuring adequate Anaesthetist Appraisers. This was a national issue so not unique to NHS GJ.

Marcella Boyle thanked John Luck and Mark McGregor for their work on ensuring NHS GJ remained compliant and the improvement in appraisal completion figures.

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

* 1. **Corporate L&OD Plan and Annual Report on Activity 2023/24**

Donna Akhal provided an update on the Corporate L&OD Plan and Annual Report on Activity 2023/24.

It was reported that the biggest piece of work had been the delivery and development of TURAS Learn. This had involved significant redesign of the existing eLearning content, the construction of new learning sites and data migration to the new system.

The L&OD Team also delivered a training calendar, continued monthly reporting on appraisal and mandatory training compliance alongside launching a new Manager’s Hub on MS Teams. Further work would commence on ensuring engagement with the Managers Hub aligned with membership numbers.

The L&OD Team had invested significant time in the delivery of the Organisational Development and Wellbeing Plan, designed to support teams and services in the new Surgical Centre and Outpatients Department. This included peer support sessions, a retention pilot project and the beginning of a culture programme within Theatres.

Additionally, AI was used in the creation of a training tool for the first time.

Marcella Boyle complimented the L&OD team and Comms on their collaboration on the appearance of the report and emphasised continued congratulations on the content.

Laura Smith noted and praised the volume of work carried out by the L&OD Team.

Staff Governance and Person Centred Committee noted the Corporate L&OD Plan and Annual report on Activity 2023/24.

**7 Person Centred**

**7.1 Annual Feedback Report Including Q4 Feedback Report**

Anne Marie Cavanagh and Hazel Thomson presented the Annual Feedback Report, including Quarter Four Feedback Report. The report would go to Comms for design before being published.

There were 355 formal compliments, the majority of which were staff compliments, although some were related to clinical treatment.

Anne Marie Cavanagh discussed joint complaints and confirmed that work should conclude around September and would be shared during the next Committee cycle.

Jane Christie-Flight asked whether the complaint increased rate reflected the organisational activity increase. Hazel Thomson confirmed that this was not currently captured but would be looked at for future reporting, particularly the percentage of complaints against number of patients. Marcella Boyle enquired if there was a timeline for this work. Hazel Thomson confirmed the work was ongoing but should be completed in September.

Marcella Boyle complimented the team for the breadth of information captured across the report.

Staff Governance and Person Centred Committee noted the Annual Feedback Report.

**7.2 Whistleblowing Annual Report for 2023/24**

Anne Marie Cavanagh presented the Whistleblowing Annual Report for 2023/24.

No formal concerns were received during this period but work continued around staff training and TURAS Learn numbers were increasing steadily.

As no concerns were received in 2023/24, most of the information contained within the report focused on preventative work. Jane Christie-Flight and Callum Blackburn confirmed that Confidential Contacts work would be revisited due to staff changing and job moves. There were previously six Confidential Contacts within the organisation however numbers had reduced.

Callum Blackburn detailed that he had met the new Cabinet Secretary for Health and Social Care who appeared to be engaged with the whistleblowing process, due to previous experience.

Marcella Boyle thanked the group for their work on this issue.

Staff Governance and Person Centred Committee approved the Whistleblowing Annual Report for 2023/24.

**8 Involved in Decisions**

**8.1 Partnership Forum Update**

Jane Christie-Flight presented the Partnership Forum update.

Jane Christie-Flight flagged that Partnership Forum was regularly receiving updates on finances, climate change and sustainability.

Updates continued on iMatter. Thirty Five percent of staff had completed the survey so far and communications would continue in order to increase completion numbers.

A proposal had been agreed around Reckonable Service and Annual Leave. The new proposal would involve counting all public sector service, rather than just restricted to previous NHS service. The Committee agreed that this was a great way to attract potential employees.

Marcella Boyle acknowledged the exceptional work completed by Partnership Forum and complimented the governance structures that ensured due diligence was done on all papers that appear before this Committee.

Staff Governance and Person Centred Committee noted the Partnership Forum 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:

The Committee received an annual update on the Diversity and Inclusion Strategy. The Committee commended the quality and breadth of work across this area.

The Committee noted the Staff Governance Submission Feedback Letter.

An Agenda For Change update was provided. In line with the Reduced Working Week, the entire NHSGJ organisation would be reduced to 37 hours by late-August 2024, ahead of SG directives.

The Band 5 Review portal opened in mid-June and there were 485 eligible nurses within NHS GJ.

Donna Akhal provided a Protected Learning Time action plan.

Hazel Thomson presented a Strategic Risk Register update. Fixed Term contracts were identified as a new risk but continued to be monitored by the Workforce Team. International Recruitment remained a risk due to the continued challenge faced by staff members in finding permanent accommodation.

The Committee approved the Medical Appraisal and Revalidation Annual Report and commended John Luck and Mark MacGregor for the marked improvement in appraisal completion figures.

The Committee noted the Corporate Learning and Organisational Development Plan and Annual Report on Activity for 2023/24.

The Committee noted the Annual Feedback Report for 2023/24.

Anne Marie Cavanagh presented the Whistleblowing Annual Report for 2023/24 and highlighted that no concerns had been raised from NHSGJ.

The Committee noted the Partnership Forum update and heard about the approved Reckonable Service and Annual Leave policy. This would be expanded to include third and public sector service and would be backdated to 1 April 2024.

**10 Any Other Competent Business**

Marcella Boyle acknowledged the occurrence of Volunteer Week in June 2024.

**11 Date and Time of Next Meeting**

The next scheduled meeting of Staff Governance and Person Centred Committee was noted as Tuesday 3 September 2024 at 14:00 hrs.