

Orkney NHS Board

Minute of meeting of the **Staff Governance Committee of Orkney NHS Board** held via **MS Teams** on **Wednesday, 26 May 2021** at **10:30am**

Present: Caroline Evans, Chair
Fiona MacKellar, Vice Chair
Michael Dickson, Interim Chief Executive
Issy Grieve, Non-Executive Board Member
Lorraine Hall, Interim Director of Human Resources
Ryan McLaughlin, Staff Partnership Representative
Kate Smith, Partnership Representative
Jason Taylor, Non-Executive Board Member

In Attendance: Malcolm Colquhoun, Head of Estates and Facilities and NPD Contract
Joanna Kenny, Non-Executive Board Member
David McArthur, Director of Nursing, Midwifery and Acute Services
Steven Phillips, Human Resource's Manager
Ingrid Smith, Human Resource's Manager
Gemma Pendlebury, Committee Support

Observing:

S1 Apologies

There were no apologies recorded for this meeting.

S2 Declaration of Interests – Agenda Items

There were no declarations of interest in relation to agenda items.

S3 Minute of meeting held on 24 February 2021

The minute of the Staff Governance Committee meeting held on 24 February 2021 was accepted as an accurate record and approved.

S4 Matters Arising

Update to Distribution List

The Interim Director of Acute Services requested that the distribution list for meeting papers be updated as she had not received the email.

757 - Corporate Learning and Education Plan

The Interim Director of Human Resources updated that the Corporate Learning and Education Plan had been incorporated into the Staff Governance Action Plan and would be captured in discussions within the corresponding item on the agenda.

626 – Everyone Matters Pulse Survey

The Interim Director of Human Resources updated the Committee in connection with this item, noting that:

- The national questionnaire was scheduled to be received in early August 2021
- The number of submissions that NHS Orkney had received had fallen below the Scottish Government threshold for the provision of an organisational report
- Due to this, NHS Orkney had been feeding into the programme of works regarding learning and concerns about the survey process and had also requested that the Scottish Government remove that 60% response threshold
- If staff were willing to participate, they should be entitled to receive the resulting report
- The survey process had not been established with small teams in mind, making it difficult to meet the 60% threshold
- So far deliberations with the Scottish Government had been inconclusive, but there was still a good deal of beneficial work that could be undertaken inhouse to ensure that colleagues part of a small team were supported to complete the reports and that they feel confident and comfortable in providing honest and open feedback and that their anonymity will be protected.

The Director of Nursing, Midwifery, and Allied Health Professionals queried if there were many other health boards who had not met the threshold to receive an organisational level report and the Interim Director of Human Resources noted that NHS Orkney was within the bottom quartile for not receiving the report. However, Orkney's feedback had been captured within the national level report.

The Employee Director voiced her agreement and noted that NHS Orkney staff had always engaged well with the survey in previous years, however there was a need to publicise the process to staff and provide the support mentioned for small teams to enable them to engage fully.

The Interim Director of Human Resources informed the Committee that future work was being directed through the Area Partnership Forum.

990 – Chair's Report from the Board – Modern Apprenticeships

The Interim Director of Human Resources highlighted for members that the options and processes around modern apprenticeships had been incorporated into the Staff Governance Action Plan and thus would be discussed as part of that item on the agenda.

1000 – Staff Governance Risk Report

The Employee Director noted that the Board was scrutinising risk registers as a whole and queried the timescale for the Staff Governance Committee to receive feedback. The Interim Director of Human Resources clarified that the Executive Management Team (EMT) were orchestrating a refresh of the corporate level risk register, however there had been no risk allocated to the Staff Governance Committee from that register. Further work was planned to look into risk around culture and transformation which would be shared with the Committee for input.

1003 – Any Other Competent Business – Recognition of Long Service and Retirement

The Interim Director of Human Resources noted that the action regarding the implementation of a long service and retirement procedure needed inclusion on the Staff Governance action log, with a view to receiving options and updates from the

Area Partnership Forum (APF) at a future meeting. This was agreed by the Employee Director in her capacity as the Co-Chair of the APF.

S5 Action Log

The Action Log was reviewed, and corrective action agreed on outstanding issues (see Action Log for details).

S6 Chair's Report from the Board

The Chair highlighted the following items that had been discussed at the meeting of the NHS Orkney Board on the 17 December 2020:

- The Plan on a Page had been displayed in all staff areas to help ensure that all colleagues were sighted on it
- There was a plan in place regarding the implementation of the National Whistleblowing Standards. Quarterly reports would be provided for the Joint Clinical and Care Governance Committee (JCCGC), with an annual report to the Board
- The actions from the DHI listening report had all been allocated to the most appropriate Executive Director to lead on. There were also working groups in place to monitor improvements. The Board was keen to ensure there was continued communication to all staff on all levels within this area
- I Grieve, Non-Executive Director, was noted as the Chair of the Integration Joint Board (IJB)

The Employee Director noted the importance of the cultural change 3-year plan of work and recognised that progress would take time. She urged the Committee to continue supporting the Board throughout the process.

Decision / Conclusion

The Committee noted the Chairs reported highlights from the Board meeting of the 17 December 2020.

S7 Staff Governance Draft Action Plan – SGC2122-01

The Interim Director of Human Resources presented the Staff Governance Action Plan for members of the Committee, highlighting that it detailed actions under the five Staff Governance Standards and the 2020 Workforce priorities.

She informed members that the Staff Governance Action Plan was linked to the Plan on Page and presented the vast array of items that the organisation wanted to pursue in order to establish itself as an exceptional employer. Items from the plan for particular note were:

- **Health and Safety**
 - Work was being done to create a plan for achieving this organisation-wide embedding, with assistance and facilitation from experts within the Estates and Facilities team
 - There was further training needed to help ensure managers were able to support the delivery of the plan within their teams

- **Sickness Absence and Wellbeing**
 - Work would be continuing to support staff to remain healthy, resilient, and well during the pandemic, focusing on engaging with staff to make sure their opinions on proposed methods for maintaining their wellbeing and resilience
 - Work was also being taken forward to promote staff attendance and to ensure that 'Keep in Touch' days and 'Return to Work' reviews were used effectively
- **Knowledge and Skills**
 - Managing Absence training was scheduled to take place on a monthly basis from May 2021
 - Managers Bundle Whistleblowing training would commence in June 2021.
- **Workforce Plan**
 - The Interim Workforce Plan had been submitted to the Scottish Government on 30 April 2021 and receipt had been acknowledged
 - Broad headings for the three-year plan were: Leadership, People, Talent, and Culture
- **Whistleblowing and Raising Concerns**
 - It was key to ensure that staff felt empowered to speak up and speak out about areas of concern and that they were protected when doing so
 - The Interim Director of Human Resources highlighted the success that input was being received from staff at all levels of the organisation
 - Work was progressing well, but there was more hard work to be done.

The Chair gave thanks to the Interim Director of Human Resources for the very detailed document that mapped the way forwards for the organisation. That sentiment was echoed by the Employee Director, who noted that the priorities were easy for staff to identify with. She further expressed that the actions detailed within the plan would lead to work that would be very welcomed, but there was a need to ensure the plan was communicated effectively to all staff groups.

The Director of Nursing, Midwifery, and Allied Health Professionals added that there was work to be done on the principles to operationalise them and ensure that leaders and managers fully adopt those principles to allow for an effective and thorough roll out to all staff.

The Interim Director of Human Resources thanked members for their input and endorsement and acknowledged the hard work of I Smith, S Phillips, S Hall, and M Colquhoun for their work in compiling the draft Action Plan.

Decision / Conclusion

The Committee received and endorsed the Staff Governance Action Plan and gave thanks to all who had input into the living document.

Governance

S8 Final Staff Governance Committee Annual Report 2020/21 – SGC2122-02

The Chair noted the Annual Report was for ratification following virtual Committee approval. She requested that in future years it would be more appropriate for the section celebrating Committee successes to come ahead of the concerns within the

document.

Post Meeting Note: The Senior Corporate Services Officer would ensure that the running order of information within the template for Governance Committee Annual Reports was amended to receive successes prior to concerns.

Decision / Conclusion

Members of the Committee accepted the final, approved Staff Governance Committee Annual Report for 2020/21 for ratification and auditing purposes.

S9 Remuneration Committee Annual Report 2020/21 – SGC2122-03

The Interim Director of Human Resources informed members that the Remuneration Committee Annual Report for 2020/21 was submitted to the Staff Governance Committee for information and noting.

Decision / Conclusion

Members received and noted the Remuneration Committee Annual Report for 2020/21.

S10 Area Partnership Forum Annual Report 2020/21 – SGC2122-04

The Employee Director presented the APF Annual Report for 2020/21 for the Committee, drawing attention to the inclusion of the impact of COVID-19. She also highlighted the fact that the APF had successfully continued to convene meetings throughout pandemic. The report was presented to the Committee for information, approval, and endorsement.

Decision / Conclusion

Members of the Staff Governance Committee received and approved the APF Annual Report for 2020/21, making note of the successes achieved by the Forum.

S11 Report on Circulars – SGC2122-05

The Employee Director presented the report on Circulars to the Committee, highlighting that it was a comprehensive report detailing the actions for NHS Orkney from circulars and publications received, and information regarding how those actions had been acted on and closed.

Decision / Conclusion

Members of the Staff Governance Committee received and noted the report and were assured of action taken.

S12 Staff Governance Monitoring Exercise 2020/21 – SGC2122-06

The Interim Director of Human Resources provided an update for members, explaining that a Staff Governance Monitoring exercise had not taken place in 2020 due to the Coronavirus pandemic. However, following discussions with the Scottish Government, a timetable had been provided for all Human Resource Directors for the undertaking of the exercise covering 2020/21.

Decision / Conclusion

Members of the Staff Governance Committee noted the Scottish Government timetable and gained assurance that progress would be made.

S13 Committee Effectiveness Survey – SGC2122-07

The Chair of the Committee advised members that the Staff Governance Committee Self-Evaluation Questionnaire was provided within the papers for information and further discussion. The questionnaire results had highlighted a number of differences of opinion within the Committee and the Chair queried whether members would find it beneficial to participate in another development session to discuss roles and remit.

The Employee Director noted that any survey or questionnaire was open to diversity of opinions and constructive challenge. She suggested that the Committee needed to look at the survey and pinpoint areas to be taken forward as actions.

The Interim Director of Human Resources confirmed that she would be happy to look at the themes raised within the questionnaire in order to help the Committee incorporate them into the business of regular meetings and sessions to allow for appropriate discussion.

The Interim Chief Executive urged members to be mindful and clear about the agenda for any planned development session to ensure that explicit objectives and actions could be identified from the discussions, rather than repetitive in nature.

It was noted that the Chair and the Interim Director of Human Resources would discuss the options further out-with the meeting.

Decision / Conclusion

Members noted the results of the Committee Self-Effectiveness Questionnaire and were keen to explore options for change and improvement at a potential development session.

Organisational Culture

There were no items for discussion at this meeting.

Well Informed

There were no items for discussion at this meeting.

Appropriately Trained

There were no items for discussion at this meeting.

Involved in Decisions that Affect them

S14 Partnership Forum Chair's Report – SGC2122-08

The Employee Director presented the Chairs Report covering discussion held at the Area Partnership Forum meetings on 19 January, 16 February, 16 March, and 20

April 2021. She noted that the APF was attempting to contextualise the information it was reporting up to the Staff Governance Committee in a format that would help members to gain more assurance and so that the report may provoke further questions and analysis.

She continued by highlighting key points from the report:

- **Working From Home circular DL (2021 07)** – The APF requested that the Committee corroborate the action regarding the canvassing of staff as to the completion of risk assessments and supportive measures to allow them to continue working from home
- **Appraisal and Personal Development Plan Issues** – Staff Governance members were asked to monitor compliance rates and support the processes in place to allow for greater compliance
- **Whistleblowing Standards** – The Committee were advised of the soft launch of the new standards and the communication and engagement procedures put in place to support that launch. The AFP asked that the Committee recruit more confidential contacts across the organisation and that staff training for all levels be organised
- **Workforce Recovery Mailbox** – The Committee were asked to note the correspondence regarding the Health and Social Care Workforce Wellbeing and Mental Health Network Oversight Group
- **Trade Union Dying to Work Charter** – Staff Governance were asked to consider the mechanics of implementing and monitoring the requests asked of the Board described within the letter from the Scottish Partnership Forum regarding the TUC Dying to Work Charter.

J Kenny noted that the low compliance with appraisals had a substantial impact on training requirements and budgetary issues in relation to those training needs. She queried the possibility of including appraisals as a standing item on future agendas to allow for continued scrutiny of the numbers and improvements. The Interim Director of Human Resources responded that the item would remain as a key section on the Staff Governance Action Plan and that progress would be provided within the narrative at each meeting.

Decision / Conclusion

Members noted the update provided from the Area Partnership Forum.

S15 Minutes of the Area Partnership Forum meeting held on

Members noted the approved minutes as submitted.

Treated Fairly and Consistently

There were no items for discussion at this meeting.

Policies and Procedures

S16 Health and Safety Policy – SGC2122-09

The Head of Estates and Facilities and NPD Contract presented the Health and Safety Policy to the Committee, highlighting that it had been changed to include various updates and improvements. The policy had also undergone a peer review

with colleagues in NHS Shetland which had provided an excellent level of insight and scrutiny.

The policy was presented to the Staff Governance Committee as the final step of the assurance process before Board approval.

The Chair thanked the Head of Estates and Facilities and NPD Contract for his and his teams work to update the policy.

The Interim Director of Human Resources echoed that thanks and noted that the policy had followed due process by being presented to the APF members. She noted it was an excellent piece of work which would be very beneficial.

Decision / Conclusion

Members of the Committee approved the Health and Safety Policy and recommended for approval at the Board.

S17 Corporate Health and Safety Strategy – SGC2122-10

The Head of Estates and Facilities and NPD Contract presented the Corporate Health and Safety Strategy to members of the Committee, noted that it had been updated to take account of the current organisational landscape. He took the chance to highlight for members that the most significant change was that Occupational Health services had moved in-house and under the Interim Director of Human Resources leadership. He confirmed that the process was now much more efficient and effective.

Decision / Conclusion

Members approved the Corporate Health and Safety Strategy and recommended it for approval at the next meeting of the Board.

S18 NHS Orkney Equality and Diversity Workforce Monitoring Report 2020/21 – SGC2122-11

The Committee received the NHS Orkney Equality and Diversity Workforce Monitoring Report for 2020/21, presented by the Equality and Diversity Manager. He noted that the report was a very positive report for NHS Orkney which was a legal requirement for the organisation laid out within the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012.

The aim of the report was to:

- Enable the Board and others, to gauge whether NHS Orkney employees and prospective employees are being treated fairly. Any anomalies or inconsistencies highlighted by the report would be investigated and any appropriate follow up action taken.
- Give reassurance to staff that they were working in an environment free from prejudice or discrimination.
- Give the population of Orkney and any prospective employees, reassurance that NHS Orkney treats its staff in a fair and equitable manner.
- Enable external monitoring bodies such as the Equality and Human Rights

Commission for Scotland and the Scottish Human Rights Commission to monitor our compliance with current equality and diversity legislation and good practice guidelines.

Key findings highlighted from the report were:

- NHS Orkneys workforce was far more diverse than the population it serves, reflecting that in order to provide the highest standards of healthcare, worldwide recruitment was being utilised.
- There was a small number of individuals who identified as disabled. Members wanted to do more in order to support those individuals and also to help others to feel comfortable in identifying their disabilities and seeking any support that they may require.
- Gender imbalances within roles was historic and due to continued perceptions of certain roles being predominately male or female professions. There was a gradual increase in the blending of genders across these roles, but it would be a long process.
- NHS Orkney was commended on being fully compliant with the Gender Representation on Public Boards (Scotland) Act 2018.
- Faith and religion within the organisation were diversifying due to the more diverse workforce.
- Sexual orientation was not considered a barrier; however, it was noted that the Scottish Government systems do not give a specific category for staff to identify as gender reassignment and Trans. This had been raised directly with the Scottish Government.

The Committee thanked the Equality and Diversity Manager for the care and time taken to prepare the report.

Decision / Conclusion

Members agreed that the report should be presented to the Board with a suggestion of approval.

Provided with a Safe Working Environment

S19 Interim Workforce Plan – SGC2122-12

The Human Resources Manager presented the update around the Interim Workforce Plan to members of the Committee, informing them that the plan had been shared with members of the APF in advance of submission to the Scottish Government. The final iteration had incorporated the comments and suggestions from APF members.

She also informed members that unfortunately there had not been a timetabled Staff Governance Committee meeting between presentation and consultation with the APF and then submission to the Scottish Government on 30 April 2021 to allow for Committee scrutiny. However, she confirmed that the submission had been made in time with the deadline and that receipt had been acknowledged with feedback expected by the end of May 2021.

The Chair welcomed the very informative document and thanked the Human Resources Manager for her work in compiling the plan.

The Head of Estates and Facilities and NPD Contract expressed that meeting and liaising with the Human Resources Manager in compiling the required information had been an extremely helpful process and it gave great insight into the creation and evolution of the Interim Workforce Plan. He gave his thanks for being involved in that beneficial process.

The Director of Nursing, Midwifery, and Allied Health Professionals reiterated the mutual benefit that had been gained from the engagement process and noted that the entire progression had been conducted in a joined up and cohesive manner.

The Acting Director of Acute Services queried whether there was a method in place for capturing and monitoring the outcomes of the plan and for identifying actions for any identified gaps. The Interim Director of Human Resources responded that the reports was specific to the Scottish Government and so was not a returning report, however, the updated narrative would be used to inform part of the Staff Governance Action Plan and so any required actions or mitigations would be monitored by those means.

Decision / Conclusion

Members noted the Interim Workforce Plan and thanked the Human Resources Manager for her work in compiling the document for submission to the Scottish Government.

S20 Occupational Health and Safety Chairs Report and minutes – SGC2122-13

The Head of Estates and Facilities and NPD Contract presented the Occupational Health and Safety Chair's report and previous minutes to the Committee for information and noting.

He highlighted for members that this was the initial presentation of the Health and Safety report to the Staff Governance Committee and as such the report was being revamped in order to provide full assurance for members. He expected that future iterations of the report would look more closely into DATIX, incidents, RIDDOR, Resilience, as well as ongoing work.

Decision / Conclusion

Members noted the report and approved minutes of the Occupational Health and Safety Group.

Risks

S21 Corporate Risks assigned to the Staff Governance Committee

The report had not been provided at this meeting due to wider organisational work taking place to realign the Corporate Risk Register.

S22 Issues Raised from Governance Committees

No issues had been raised from other Governance Committee of the Board.

S23 Agree any issues to be raised to Board/ Governance Committees

The Committee agreed that the following items should be reported to the Board:

Board

- The Staff Governance Action Plan
- Equality and Diversity Workforce Monitoring Report

S24 Any Other Competent Business

There was no other business for discussion.

S25 Schedule of meetings

The schedule of meetings for 2021/22 was noted.

S26 Record of Attendance

The record of attendance was noted.

S27 Committee Evaluation

Members of the Committee agreed that the reports received had been well presented and there had been good contribution to discussion.