

Orkney NHS Board

Minute of meeting of the **Staff Governance Committee of Orkney NHS Board** held **via MS Teams** on **Wednesday, 24 November 2021** at **10:30am**

- Present:** Fiona MacKellar, Vice Chair
Michael Dickson, Interim Chief Executive
Lorraine Hall, Interim Director of Human Resources
Joanna Kenny, Non-Executive Board Member
Ryan McLaughlin, Staff Partnership Representative
Kate Smith, Partnership Representative
Jason Taylor, Non-Executive Board Member
- In Attendance:** Christina Bichan, Head of Assurance and Improvement
Ingrid Smith, Human Resource's Manager
Christy Drever, Committee Support
- Observing:** Freddie Pretorius, Garson Dental Receptionist

S55 **Apologies**

Apologies for the meeting were noted from Caroline Evans, David McArthur, Steven Phillips and Kim Wilson.

S56 **Declaration of Interests – Agenda Items**

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

S57 **Minute of meeting held on 24 August 2021**

The minute of the Staff Governance Committee meeting held on 24 August 2021 was accepted as an accurate record and approved, subject to the following addition:

S38 – Audit on Agency Locum medical Staff Fitness to Practice

Members noted that ongoing performance management would take place, should issues continue to arise with individual staff members.

S58 **Matters Arising**

S18 – NHS Orkney Equality and Diversity Workforce Monitoring Report

Members were advised that S Phillips was the nominated Equality and Diversity Lead, and had attended additional equalities training in Mid-November.

S34 – Staff Governance Action Plan Update

Members were disappointed to hear that training surrounding the “art of good conversation” which had been offered by the Learning and Development team had been cancelled due to lack of uptake from staff. Staff had previously highlighted that this was an area which they would like further training to be available in. It was agreed that managers and the Area Partnership Forum should be actively encouraging staff to attend these sessions where possible.

S59 Action Log

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

S60 Chair's Report from the Board

The Vice Chair provided a verbal update from the 2 meetings of the NHS Orkney Board held in August and October 2021, highlighting the following key points:

- An update on the clinical strategy had been received, which had considered the DHI recommendations, plan on a page and learning from the covid-19 pandemic response, as well as engagement with the public and the local workforce demographic. This would all be incorporated into the next version of the clinical strategy, which would link closely to the workforce and financial plans.
- Members reinforced the zero-tolerance policy in regard to mistreatment of staff by members of the public.
- Members recognised the importance of staff feedback which had been received through the recent listening project
- Members noted the financial position and the ongoing conversations with Scottish Government.
- Members approved the revised Code of Corporate Governance; however, it was noted that the document was hard to digest and might be difficult for staff to engage with. It had been proposed that the area Partnership Forum would be best situated to discuss how to best to engage staff.
- Members discussed the integration scheme, with the main proposal being that the Maternity department be located within NHS Orkney again, rather than within the Integrated Joint Board.
- Members received the HIS report following the unannounced inspection of covid measures and infection prevention and control, noting 7 areas of good practice and 1 area for improvement.
- Members acknowledged the excellent iMatter response rate and overall positive response.

Decision / Conclusion

The Committee noted the Chairs reported highlights from the Board meetings held in August and October 2021.

S61 Staff Governance Draft Action Plan – SGC2122-27

The Interim Director of Human Resources presented the draft action plan, highlighting the following key points:

- The majority of the report was within the amber category, which was a reasonable position for this point in the year.
- Some activities were below where we would want, which was largely due to staff capacity and conflicting priorities.
- Overall, we were doing well and truly embedding working in partnership.
- Work on the HSE notices received had helped to make good progress against the health and safety area of the action plan. Recruitment was in progress for health and safety trainers to go into departments and the community to provide

training and advice.

- Positive conversations had taken place with staff representatives surrounding inclusivity and how best to engage with and encourage staff.
- Work had begun to reinstate the Health and Safety Committee, however due to staff absence this would be slightly delayed until January 2022.
- Sickness absence rates for NHS Orkney were in the middle when compared with other Boards.
- The Wellbeing Group had now been reinstated to engage with and support staff.
- The Statutory and Mandatory Training Group had also been reinstated and would review how best to engage with staff to encourage training to take place. It was proposed to introduce a monthly campaign, in order to break training into more manageable chunks for staff.
- Work was underway to review service plans and make decisions on areas to invest in workforce. It was noted that difficult decisions would need to be made, factoring in risk as appropriate. It was important not to lose sight of succession planning, engagement and growing our own leadership going forward.
- It was hoped that by the end of the year the action plan would be fully amber, with the potential for some green.

Members queried the sickness absence figures and highlighted the importance of the recent DHI listening exercise and ongoing cultural work taking place. It was also raised that the occupational health team had been brought back into the Board and were working hard to understand the patterns of absence and ill health for staff and manage wellbeing going forward, including the introduction of trim practitioners.

Decision / Conclusion

Members noted the update and were assured of progress

Governance

S62 Health and Care (Staffing) (Scotland) Act Report – SGC2122-28

Members received the Health and Care (Staffing) (Scotland) Act Report, noting that work was ongoing with Scottish Government.

Decision / Conclusion

Members noted the update and agreed to feed back any comments to L Adam

S63 Remobilisation Plan Draft 4 – SGC2122-29

The Head of Assurance and Improvement presented the Remobilisation Plan Draft 4, highlighting the following key points:

- The Plan had been submitted to Scottish Government on 30 September 2021.
- The Head of Assurance and Improvement, HR Manager and Head of Finance had met with teams and external agencies to feed into the most recent draft of the plan.
- So far, no substantial changes had been requested by Scottish Government.
- CB Team would continue to monitor progress of the plan within the organisation.

Members praised the updated Remobilisation Plan, noting the positive progress made and cultural change within teams.

Decision / Conclusion

Members noted the Remobilisation Plan.

S64 Staff Governance Monitoring Return final submission – SGC2122-30

The Interim Director of Human Resources presented the report advising that all Boards had submitted a return detailing activity undertaken to deliver the staff governance standards. Input had been sought from the Area Partnership Forum and C Evans, prior to submission to the Scottish Government. It was hoped that feedback would be received soon, and this would be brought back to the Staff Governance Committee.

Decision / Conclusion

Members noted the update.

S65 Area Partnership Forum Constitution – SGC2122-31

Members received the updated Area Partnership Forum Constitution for information and approval

Decision / Conclusion

Members approved the updated constitution.

Organisational Culture

S66 Workforce report SGC2122-32

The Human Resources Manager presented the report, highlighting the following key points:

- Sickness absence remained at 4.5%. Anxiety and stress still remains the highest absence reason, however the rate had increased for these types of absences. It was noted that this might be due to staff being encouraged to complete return to work forms.
- There had been a fantastic iMatter response rate, with overall positive results.
- Appraisal rates continued to be low, with the importance of regular conversations with managers being highlighted as critical to the health and wellbeing of staff.

Members welcomed the update, providing an overview of the organisation as a whole. The Chair raised concerns surrounding the age profile of the workforce, and the potential impact of this over the next 10 years. It was critical to invest in staff in order to retain them and ensure we could continue to deliver services. She also highlighted the need to encourage staff to undertake statutory and mandatory training.

Members noted concerns surrounding flexible working requests being rejected without appropriate consideration and queried how these were recorded. The HR Manager noted that often the requests do not come to her team, as the policy allows managers to deal with these requests directly with staff, unless there was an appeal.

Members noted a significant increase in higher banded positions advertised recently, querying whether alternative options had been considered. The HR Manager noted that all recruitment goes through a robust process for approval and the Interim Chief Executive noted that greater clinical leadership had been a priority following the recent DHI work.

Members highlighted the need to lead by example surrounding appraisals, and all members agreed to ensure their own appraisals and those within their team had been undertaken. It was also noted that executive appraisals did not fall under these figures, as these took place via Scottish Government and Remuneration Committee.

Members highlighted issues surrounding recruitment of applicants requiring immigration sponsorship, and the difficulties this could present. At times some departments put out to recruitment and the only suitable applicants required sponsorship, which could often take significantly longer and the guidance around sponsorship wasn't clear.

Decision / Conclusion

Members noted the update.

Well Informed

S67 National Whistleblowing compliance report – SGC2122-33

The Interim Director of Human Resources presented the report highlighting that there had been no concerns raised during the second quarter. NHS Orkney was working collegiately with NHS Shetland surrounding the steering group, to share the load in terms of capacity. Some improvements were being progressed including ensuring that staff are undertaking online training and are aware of the process for raising a concern, and who they could contact confidentially. It was important to ensure that any data was not identifiable, due to small numbers, and that lessons were learned where appropriate.

Members noted the importance of staff undertaking the whistleblowing training, especially managers. It was noted that the new Medical Director would be leading on whistleblowing for NHS Orkney, and it was hoped that further progression could take place.

J Taylor advised that an annual response would be submitted to the Cabinet Secretary in the new year.

Decision / Conclusion

Members noted the update.

Appropriately Trained

S68 Statutory and Mandatory Training Group Terms of Reference – SGC2122-34

The Interim Director of Human Resources presented the updated Terms of Reference, which she and the Learning and Development Manager had worked together to refresh.

Decision / Conclusion

Members approved the updated Statutory and Mandatory Training Group Terms of Reference.

Involved in Decisions that Affect them

S69 Area Partnership Forum Chair's report – SGC2122-35

Members received the Chairs report from the Area Partnership Forum and noted the update.

Decision / Conclusion

Members noted the update provided from the Area Partnership Forum.

S70 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

S71 Report on Status of Once for Scotland Policy – SGC2122-36

Members received the letter regarding the Status of the Once for Scotland Policy, noting that progress had been paused nationally until April 2022.

Decision / Conclusion

Members of the Committee noted the national position.

S72 Health and Safety Policies – SGC2122-37

Members received the updated policies noted below:

- Manual Handling Policy
- Management of Violence and Aggression Policy
- Slips, Trips and Falls Policy

Decision / Conclusion

Members approved the updated policies.

Provided with a Safe Working Environment

S73 HSE draft report – SGC2122-38

The Interim Director of Human resources presented the report, advising that a Task and Finish Group had been set up to progress this work. Recruitment to required health and safety positions had begun, and it was hoped that successful candidates would be able to support training and the overall structure for wellbeing and health and safety within NHS Orkney. Training was ongoing for manual handling and violence and aggression, utilising external providers where applicable. The Learning and Development Manager was ensuring that all high-risk departments had their staff attending the training going forward.

The Interim Director of Human Resources advised that this work was currently high on her priority list, with regular meetings held with HSE to update them on progress.

Members noted the seriousness of the report, and the significant time and effort which was required to progress the work needed to ensure a safe environment for both staff and patients. The Head of Assurance and Improvement highlighted that members should go back to their own teams and ensure risk assessments were in place within all risk registers, and to contact her team if any assistance or updates were needed.

Decision / Conclusion

Members noted the report.

Risks

S74 Corporate Risks aligned to the Staff Governance Committee – SGC2122-39

The Head of Assurance and Improvement presented the report, noting that work was ongoing within her team and the process of managing risks had been improved. It was hoped that the process would now be able to drive decision making and understanding across the organisation.

Members highlighted the importance of awareness of risks associated with the committee and were reassured that work was progressing to manage risks.

Decision / Conclusion

Members noted the report and were assured of progress.

S75 Issues Raised from Governance Committees

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

S76 Agree any issues to be raised to Board/ Governance Committees

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

Board

- Update on Staff Governance Draft Action Plan

- National Whistleblowing Compliance Report
- Statutory and Mandatory Training Group

S77 Any Other Competent Business

There was no other business for discussion.

S78 Schedule of meetings

The schedule of meetings for 2021/22 was noted.

S79 Record of Attendance

The record of attendance was noted.

S80 Committee Evaluation

The Vice Chair praised the level of conversation which had been had and highlighted the value of each member's input.