

## Orkney NHS Board

Minute of meeting of the **Staff Governance Committee of Orkney NHS Board** held via **MS Teams** on **Wednesday, 24 August 2022** at **10:30am**

**Present:** Joanna Kenny, Non-Executive Board Member and Chair  
 Martha Gill, Vice Chair  
 Lorraine Hall, Interim Director of Human Resources  
 Ryan McLaughlin, Staff Partnership Representative  
 Jason Taylor, Non-Executive Board Member

**In Attendance:** Des Creasey, Non-Executive Board Member  
 Matt Macleod, Health and Safety Manager  
 Steven Phillips, Head of People and Culture  
 Ingrid Smith, Human Resources Manager  
 Emma West, Corporate Services Manager

S28	<p><b>Apologies</b></p> <p>Apologies for the meeting were noted from Michael Dickson and Kate Smith.</p> <p>Members noted that this would be Matt MacLeod's last meeting and gave thanks for his contribution during his time in post.</p>
S29	<p><b>Declaration of Interests</b></p> <p>There were no declarations of interest in relation to agenda items</p>
S30	<p><b>Minute of meeting held on 8 June 2022</b></p> <p>The minute of the Staff Governance Committee meeting held on 8 June 2022 was accepted as an accurate record of the meeting and approved.</p>
S31	<p><b>Matters Arising</b></p> <p>There were no matters arising raised that were not covered on the agenda.</p>
S32	<p><b>Action Log</b></p> <p>The Action Log was reviewed, and corrective action agreed on outstanding issues (see Action Log for details).</p>
S33	<p><b>Staff Governance Action Plan 2022/23 – SGC2223-16</b></p> <p>The Interim Director of Human Resources presented the 2022-2023 Staff Governance Action Plan, which provided an update on activity, under the five Staff Governance pillars. The aim was to deliver 90% of in year actions, current evaluation suggested that this would be above 80%, with a caveat that other impacts across NHS Scotland including covid, and the possibility of industrial action were unknown. The following points were highlighted:</p>

	<p><u>Health and safety</u></p> <ul style="list-style-type: none"> <li>• Following agreement by the Executive Management Team, Lawrence Green, Health and Safety Lead, NHS Shetland, would be taking up a joint health and safety post across both organisations, looking to increase collaborative working whilst still acknowledge the separate needs of both Boards</li> <li>• Plans to introduce the Behavioural Safety Programme had been put on hold to allow focus on current priority areas</li> <li>• The August Health and Safety meeting had unfortunately been cancelled due to IT issues, and had been rescheduled for the 7 September, a number of staff side health and safety representatives had been recruited and a group to co-ordinate this activity across the organisation would be established.</li> </ul> <p><u>Wellbeing and Sickness Absence</u></p> <ul style="list-style-type: none"> <li>• Work continued to understand measures required to support staff, and the creation of training and rotational posts, including implementing actions from the DHI and iMatter action plans</li> <li>• A staff physical activity challenge had been launched</li> <li>• A wellbeing cultural review would be undertaken jointly for Orkney and Shetland</li> </ul> <p><u>Knowledge and Skills</u></p> <ul style="list-style-type: none"> <li>• An appointment had been made to the post of talent and culture manager; it was acknowledged that this was a small team which continued to experience capacity challenges</li> </ul> <p><u>Workforce Plan</u></p> <ul style="list-style-type: none"> <li>• A draft 3 year plan had been submitted to the Scottish Government in advance of the 31 July 2022 deadline.</li> <li>• The Clinical Strategy had been approved at the June meeting of the Board and formal launch was progressing</li> </ul> <p><b>Decision / Conclusion</b></p> <p>Members noted the information and assurance contained with the 2022/2023 Staff Governance Action plan and looked forward to receiving the next update. It was agreed that those completing Graduate Apprenticeships in 2022/23 would be invited to a future meeting to share their experiences.</p>
	<p><u><b>Organisational Culture</b></u></p>
S34	<p><b>Quarter 1 Workforce report - April to June 2022 – SGC2223-17</b></p> <p>The Human Resources Manager presented the Workforce report for quarter 1, highlighting:</p> <ul style="list-style-type: none"> <li>• There had been an increase in both Whole Time Equivalent (WTE) and headcount within the organisation</li> <li>• The report included the total number of bank hours along with overtime and excess hours rather than costs, as had previously been reported.</li> </ul>

	<ul style="list-style-type: none"> <li>• The most recorded type of sickness absence was ‘anxiety, stress, depression and other psychiatric illnesses’ recording of illness type had improved with less managers selecting ‘other/unknown’</li> <li>• From April to June 2022, there had been 29 new starts and 23 leavers, with leavers reasons being recorded</li> <li>• The workforce age profile showed the median age at 45, with 21% of the workforce over age 56</li> <li>• In the reporting period, there had been a total of 82 vacancies, attracting 204 applicants</li> </ul> <p>Members raised concerns around the low rates for staff appraisal, in particular:</p> <ul style="list-style-type: none"> <li>• There had been little or no improvement in rates within the past 12 months</li> <li>• Lack of appraisal caused a disconnect between staff and managers which could limit staff development</li> <li>• Issues had been raised that job descriptions for many staff were no longer accurate, and this created risk in multiple areas.</li> <li>• The committee required further information to ensure that they were fully informed around capacity and training needs and the reasoning behind non compliance</li> <li>• Appraisals should be seen as a celebration of achievement, and staff without appraisals were missing this aspect of their employment</li> </ul> <p>The Interim Director of Human Resources advised that all managers had full access to appraisal data for their staff and it was their responsibility to manage this. There was a requirement to provide evidence of progress and performance in this area.</p> <p>Members agreed that this ultimately sat with the Chief Executive as accountable officer, with the need to progress the matter as a priority. The Chair agreed to write to the Chief Executive, outlining the concerns of the committee around current compliance with appraisal.</p> <p>The Head of People and Culture noted the importance of staff alerting the HR department if there was resistance from managers to complete appraisals so that this could be addressed. It was agreed that this message would be reiterated to staff where required.</p> <p>Concerns were raised that the data in the report indicated a significant variance between budgeted WTE and actual paid establishment. There was a requirement to ensure that establishment data was correct, with input from finance colleagues to review budgets. It was agreed that this would be raised with the Finance and Performance Committee in a cross committee assurance report.</p> <p>R McLaughlin questioned whether information around Time Off in Lieu (TOIL) could be included in reporting as there did not seem to be consistency of recording across the organisation with significant variance across departments. The Human Resources Manager acknowledged that this was not recorded consistently across the organisation and as such could not be included in the workforce report.</p> <p><b>Decision / Conclusion</b></p> <p>Members noted the update and agreed that the Chair would write to the Interim Chief Executive to raise the issue of current levels of appraisal within the organisation.</p>
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S35	<p><b>Workforce Plan– SGC2223-18</b></p> <p>The Human Resources Manager presented an update on the draft Integrated Workforce plan which had been submitted to the Scottish Government by the deadline. Templates had been completed by Heads of Service and Managers and incorporated around the narrative. Comments were awaited and the final plan published by the 31 October 2022.</p> <p>The crossover of the actions already capture in the Staff Governance action plan were noted and updates would continue to be provided through this format.</p> <p><b>Decision / Conclusion</b></p> <p>Members noted the update provided.</p>
S36	<p><b>iMatter Report – SGC2223-19</b></p> <p>The Interim Director of Human Resources presented the report, which was mostly favourable across the Board. She advised that iMatter was a temperature check across the organisation and following reports being issued, teams would make action plans based on the information to make improvements where required and celebrate success. To date 48% of teams had completed action plans and the national report was awaited.</p> <p><b>Decision / Conclusion</b></p> <p>Members reviewed the report and noted the areas to celebrate along with areas that needed to improve through specific actions within team and Board wide action planning.</p>
	<p><b><u>Appropriately Trained</u></b></p>
S37	<p><b>6 Monthly report on Induction compliance – SGC2223-20</b></p> <p>The Head of People and Culture presented the report noting that there were a number of elements in induction that were required, an online version of Corporate Induction had been implemented in the covid period and remained currently, appropriateness of this method of delivery would continue to be monitored.</p> <p>The strengths of the face to face corporate induction were noted, and it was questioned whether the online version was as valuable to all staff required to complete it. It was suggested that going forward a hybrid approach to induction could be considered taking best practice into consideration, this would be progressed through the Short Life Working Group to ensure appropriate and meaningful engagement.</p> <p>It was stressed that staff starting work without completing Corporate Induction and the associated mandatory training introduced a risk to staff, patients, and the organisation.</p> <p><b>Decision / Conclusion</b></p> <p>Members noted the update provided and agreed that this would also be highlighted to the Interim Chief Executive by the Chair as a risk to the Organisation.</p>

	<b><u>Involved in Decisions that Affect them</u></b>
S38	<p><b>Area Partnership Forum Chair's report – SGC2223-21</b></p> <p>M Gill presented the Chair's report from the Area Partnership Forum highlighting:</p> <ul style="list-style-type: none"> <li>• A proposal had been received from the catering team to consider a price increase in the restaurant, this had initially been proposed as a 10% increase, but following concerns around staff welfare with increased living costs it had been agreed to implement a 5% increase with a further review in 3 months.</li> <li>• A HR Terms and Conditions Subgroup had been established</li> <li>• A development session had been held around feedback from the DHI report, it was noted that surveys such as iMatter and other structured conversations were a more reliable method to track staff feedback but also acknowledged that the current action plan should continue to progress and the themes within this still required active work.</li> </ul> <p><b>Decision / Conclusion</b></p> <p>Members noted the update provided from the Area Partnership Forum and agreed the importance of continuing to monitor the DHI action plan.</p>
S39	<p><b>Minutes of the Area Partnership Forum meetings in May, June and July 2022</b></p> <p>Members noted the approved minutes as submitted.</p>
	<b><u>Treated Fairly and Consistently</u></b>
S40	<p><b>NHS Orkney Workforce Monitoring report 2021/22 – SGC2223-22</b></p> <p>Nigel Firth, Equality and Diversity Manager presented the report which was statutory and would be made a public document following formal approval by the Board.</p> <p>The report showed that NHS Orkney was a fair and equitable employer, and a broad look across the organisation suggested a settled workforce that was representative. Two anomalies had been noted which required further investigation, people of Indian ethnicity and people of Hindu and Muslim faith appeared to be underrepresented at the shortlisting stage. This information would be considered further for reassurance that these anomalies have been investigated.</p> <p>It was noted that the number of staff identifying as disabled was low and that awareness campaigns were in place to increase disclosure and enable support in the workplace. It was noted that disability was self-defining, and staff could choose whether to declare a disability. The Board were ensuring that available training addressed this issue, and all candidates were treated equally.</p> <p><b>Decision / Conclusion</b></p> <p>Members reviewed the report and recommended Board approval of the NHS Orkney Workforce Monitoring report 2021/22.</p>

	<p><b>Health and Care (Staffing)(Scotland) Act Report – SGC2223-23</b></p> <p>Members had received the report for information and assurance.</p> <p><b>Decision / Conclusion</b></p> <p>Members noted the report and took assurance from the information provided.</p>
	<p><b><u>Policies and Procedures</u></b></p>
S41	<p><b>Report on Status of Once for Scotland Policy</b></p> <p>Members were advised that there had been no change or update since the last meeting.</p>
	<p><b><u>Provided with a Safe and Improved Working Environment</u></b></p>
S42	<p><b>Health and Safety update – SGC2223-24</b></p> <p>Members had received the update, parts of which had also been covered in Staff Governance action plan.</p> <p>R McLaughlin noted that he was completing a paper around the current risks with non-compliance of compensatory rest policies, this would be considered by the Terms and Conditions group, Area Partnership Forum and Staff Governance Committee as the agreed route.</p> <p><b>Decision / Conclusion</b></p> <p>Members noted the report and update received.</p>
	<p><b><u>Risks</u></b></p>
S43	<p><b>Corporate Risks aligned to the Staff Governance Committee – SGC2223-25</b></p> <p>Members had received the report noting its purpose was to ensure committee members were aware of current risks and assurance around planned actions to mitigate these going forward.</p> <p><b>Decision / Conclusion</b></p> <p>Members noted the report and were assured</p>
S44	<p><b>Issues Raised from Governance Committees</b></p> <p>To issues had been raised for cross committee assurance.</p>
S45	<p><b>Agree any issues to be raised to Board/ Governance Committees</b></p> <p>The Committee agreed that the following items should be reported to:</p>

	<p><b>Finance and Performance</b></p> <ul style="list-style-type: none"> <li>The inconsistencies between staffing establishment in budgets against current staff in post</li> </ul> <p><b>Board</b></p> <ul style="list-style-type: none"> <li>The low rates of appraisal across the organisation and the concerns this raised</li> <li>Low rates of induction compliance and the risk this created</li> <li>iMatter results as a Board</li> <li>The Committee had recommended Board approval of the NHS Orkney Workforce Monitoring report 2021/22</li> </ul>
S46	<p><b>Any Other Competent Business</b></p> <p>There was no other business for discussion.</p>
S47	<p><b>Schedule of meetings</b></p> <p>The schedule of meetings for 2022/2023 was noted.</p>
S48	<p><b>Record of Attendance</b></p> <p>The record of attendance was noted.</p>

Meeting closed at 13:30