

Orkney NHS Board

Minute of meeting of the **Staff Governance Committee of Orkney NHS Board** held via **MS Teams** on **Wednesday, 23 November 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
Bob Walker, Partnership Representative

In Attendance: Steven Phillips, Head of People and Culture
Ingrid Smith, Human Resources Manager
Emma West, Corporate Services Manager

Presentation – RGU Graduate Apprenticeships

Sharon Smith and Nathan Omand joined the meeting to provide members with a presentation of their experiences on behalf of the cohort of four staff completing their degrees through the graduate apprenticeship forum in 2022. The presentation included an overview of the course structure and assessment; the challenges of self-directed study whilst working; benefits realised from the course, both from a personal and work related perspective and the advantages of mentorship and work based context.

The Interim Director of Human Resources stated that she, and the Organisation, were exceptional proud of all four colleagues that had graduated and in doing so had not only improved their own skills but added value to the organisation and contributed to the organisation's continuous improvement.

It was noted that the move to virtual attendance, due to the pandemic, had been welcomed to enable all participants to engage equally and reduced travel time and expenses had also been beneficial. Attendance was now moving back to in person for some workshops and consideration would be given to the how the learning from the pandemic period could be embedded.

The Head of People and Culture advised that consideration was being given to future cohorts and equity across the organisation to ensure that staff were able to be released and gain suitable workplace exposure to participate in all course elements.

Members thanked N Omand and S Smith for attending the meeting and sharing their stories and learning.

S49

Apologies

Apologies for the meeting were noted from D Creasey, M Dickson and M Moore.

Members were advised that Kate Smith had stood down from her role on the Committee and Bob Walker would attend meetings as the Partnership Representative going forward. Members welcomed Bob to the Committee and gave thanks to Kate for her years of contribution and insight.

S50 Declaration of Interests – Agenda Items

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

S51 Minute of meeting held on 24 August 2022

The minute of the Staff Governance Committee meeting held on 24 August 2022 was accepted as an accurate record of the meeting and approved subject to the below minor amendment:

- Item S42, amend 'Terms and Conditions Group' to 'Occupational Health and Safety Committee'

S52 Matters Arising

Appraisal compliance rates

Members were advised that appraisals would be added to Chief Executive and Executive Director objectives, under the people and leadership element, conversations were also being held with Head of Departments for further cascading of this message.

Workforce Monitoring report

It was noted that future reports should provide clarity and a full summary to avoid any misinterpretation of data.

S53 Action Log

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

01-2022/23 - Concerns with Induction and Appraisal compliance and completion rates

The Interim Director of Human Resources noted that all managers and staff would agree that robust appraisal conversations and celebrations of success were beneficial, but this was currently being balanced with delivery of services in a stretched and stressed organisation. SMART Objectives for appraisal rates had been set for all Executive Directors under people and leadership and would be monitored by the Remuneration Committee.

The Head of People and Culture acknowledged the current capacity, there was a requirement for a full training programme, including supporting managers in their role as appraiser. J Taylor raised concerns that due to the current staffing situation and capacity, limited progress would be made, and the organisation would not meet Staff Governance Standards or the needs and expectations of the organisation. The Interim Director of Human Resources clarified that it was not the direct responsibility of the Human Resources department, the onus was on Executive Directors, Heads of Departments and Managers to ensure that appraisals were taking place for staff under their remit.

Decision / Conclusion

Members agreed to remain sighted on compliance rates by directorate and request further reports on improvement activity in specific areas as required. The Chair agreed to ask for appraisal and compliance rates to be added to performance reporting to the Board to allow strategic level conversations to continue.

S54 Staff Governance Action Plan 2022/23 – SGC2223-26

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 following were highlighted:

- Lawrence Green was fulfilling the role of Health and Safety Lead across both Orkney and Shetland and work was taking place to ensure colleagues were visible and contact details clear.
- Four new Health and Safety representatives had joined the Occupational Health and Safety Committee – R McLaughlin was thanked for his hard work and diligence in progressing this.
- Health and Safety awareness campaigns were being shared via various resources to raise awareness
- Work continued through the managers training bundles to promote understanding of correct documentation, process, and policy to promote attendance and wellbeing, especially due to the increase in winter pressures.
- Work continued around statutory and mandatory training, including an education plan and strategy direction with the Talent and Culture Manager now in post.
- The Workforce Plan was now approved and would be published by the end of November, this was an excellent piece of work to lead service change and transformation along with growing and nurturing talent and attraction strategies.
- iMatter was now complete with further conversations and action planning at team level taking place

Decision / Conclusion

Members noted the information and assurance contained within the 2022/2023 Staff Governance Action plan and looked forward to receiving the next update. It was requested that appraisal rates were added to the action plan specifically in 2023/24.

Organisational Culture

S55 Quarter 2 Workforce report – July - September 2022 – SGC2223-27

The Human Resources Manager presented the Workforce report for quarter 2, highlighting:

- There had been an increase in both the whole time equivalent and the headcount of the workforce since October 2021
- The total rolling year bank hours was 58,997 reduced from 73,327 hours compared to the same period the previous year. The total additional hours

recorded with bank, overtime and excess hours equated to an average of 34.05 whole time equivalent.

- Sickness absence had reached a high of 7.43% in September 2022, this correlated with covid related absence being classed as sickness absence rather than special leave, the highest absence reason being anxiety, stress and depression.

J Taylor questioned the cost of agency fees in the above figures and was advised that cost was not included in the report which also only covered substantive staff not agency staff.

R McLaughlin noted that a small pool of lower banded staff were picking up excess hours to maintain core services under bank contracts and questioned the mechanisms to monitor this. It was agreed that this should be considered by the Terms and Conditions Group to understand whether bank staff were being used appropriately and any risks identified reported to the Occupational Health and Safety Committee.

Decision / Conclusion

Members noted the update and information provided.

Well Informed

No items in addition to those covered in the Staff Governance Action Plan

Appropriately Trained

No items in addition to those covered in the Staff Governance Action Plan

Involved in Decisions that Affect them

S56 Area Partnership Forum Chair's report – SGC2223-28

M Gill presented the Chair's report from the Area Partnership Forum highlighting:

- Following a review of outstanding policies identified locally, prioritisation was agreed, and these policies would be presented from review and approval in due course
- The forum had held a development session around Organisational Change, this had been exceptionally beneficial, highlighting what was required from a policy and practical learning around how this would be best implemented
- It was agreed that the DHI action plan outcomes would be brought back to a future meeting of the forum with a commitment to follow through actions

Decision / Conclusion

Members noted the update provided from the Area Partnership Forum

S57 **Minutes of the Area Partnership Forum meetings in August, September and October 2022**

Members noted the approved minutes as submitted.

Treated Fairly and Consistently

No items in addition to those covered in the Staff Governance Action Plan

Policies and Procedures

S58 **Report on Status of Once for Scotland Policy**

Members were advised that there had been no change or update since the last meeting.

S59 **Communications Framework and Policy – SGC2223-29**

Members had received the Communications Framework and Policy for final approval following review by the Area Partnership Forum.

The Corporate Services Manager advised that the review followed an internal audit report highlighting a number of areas for improvement, one of which was an up to date Communications Strategy to clearly articulate the Boards approach and a policy to allow NHS Orkney to manage communication affectively.

Decision / Conclusion

Members approved the policy and gave thanks to C Hand, Corporate Services Manager, NHS Shetland, as Author for all her hard work.

S60 **IT Policies – SGC2223-29**

Members had received a suite of Information Technology Policies for final approval following review by the Area Partnership Forum.

Members welcomed the reviewed and updated policies, but there was a request for some slight amendment in wording prior to final approval to ensure that the language used around Human Resources procedures was accurate and consistent in approach.

Members also noted the need for an education piece following approval to allow all staff to be aware of the requirements and able to fully comply.

Post meeting note – The IT Manager confirmed that conversations were ongoing with the Organisational Development and Learning Team around this in addition to the mandatory training items. There were also Knowledge Base articles on the service desk including videos.

Decision / Conclusion

The Committee approved the policies in principle with agreement that the Human Resources Manager would look to further refine the wording around HR procedures and that an update on the training plan would be requested.

Provided with a Safe and Improved Working Environment

S61 Occupational Health and Safety – Chairs Report – SGC2223-30

Members received the Chairs report noting that since the annual report in May 2022 the Committee continued to work towards the implementation and embedding of a robust health and safety culture in the Board.

Health and Safety had been focused on supporting the work on compliance with the HSE Improvement and prohibition notices, with the full narrative around this work being presented to the NHS Orkney Board in December.

The Key Performance Indicators for the Committee were now under review and approval considering current and future priorities.

Staff safety was a primary concern and work continued around alarms and lone working, ensuring that the organisation understood the risks, mitigations, usage and evaluations.

The Committee were keen to promote and celebrate areas of good practice as part of the safety culture moving forward and would highlight these to the committee.

Decision / Conclusion

Members noted the update provided.

S62 Cross Committee Assurance

It was noted that conversations had been held with members of the Finance and Performance Committee to further understand the financial implications of the workforce reporting and avoid duplication, but no further action was required at this time.

The Corporate Services Manager agreed to hold a session with staff side members of the Staff Governance Committee to further knowledge around corporate governance and organisational structure.

S63 Agree any issues to be raised to Board/ Governance Committees

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

Board

Request that appraisal compliance rates be added to the Board performance report

Remuneration Committee

The Committee welcomed that appraisal targets had been added to Chief Executive and Executive Director Objectives going forward.

S64 Any Other Competent Business

Safe Staffing

Members requested an overview and education piece around this work be added to the agenda for the March Development Session

S65 **Schedule of meetings**

The schedule of meetings for 2022/2023 was noted.

S66 **Record of Attendance**

The record of attendance was noted.