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NHSGGC SGC(M)24/01

Minutes: 01-16

NHS GREATER GLASGOW AND CLYDE

**Minutes of a Meeting of the
NHS Greater Glasgow and Clyde
Staff Governance Committee**

**held in the JB Russell House Boardroom and via Microsoft Teams, on
Tuesday 20 February 2024 at 1.30pm**

PRESENT

A Cameron-Burns (Co-Chair in the Chair)

K Miles (Co-Chair)

M Ashraf

Dr P Ryan

F Shennan

C Vincent

Dr L Thomson KC (Board Chair)

IN ATTENDANCE

M Allen	Senior Administrator
Dr J Armstrong	Medical Director
F Carmichael	Staff Side Lead, Acute Partnership Forum
B Greene	Head of Human Resources – Inverclyde and Renfrewshire HSCPs
K Heenan	Chief Risk Officer
M MacDonald	Head of Learning and Education
A MacPherson	Director of Human Resources and Organisational Development
M McCarthy	Staff Side Lead, Glasgow City HSCP Staff Partnership Forum
A McCready	Staff Side Lead, Non City HSCP Staff Partnership Forum and East Renfrewshire HSCP Staff Partnership Forum
D McCrone	Staff Side Lead, Staff Partnership Forum, Inverclyde HSCP & West Dunbartonshire HSCP Staff Partnership Forum
N McSeveney	Deputy Director of Communications
Dr M Pay	Workforce Strategy Manager
Dr C Perry	Director of Medical Education
C Rennie	Workforce Planning and Information Manager
K Rocks	Chief Officer, Inverclyde HSCP
N Smith	Depute Director of Human Resources
L Spence	Head of Staff Experience
Prof A Wallace	Executive Nurse Director
A Walton	Staff Side Partnership Lead (Area Partnership Forum)

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01.	WELCOME AND APOLOGIES	ACTION BY
	<p>A Cameron-Burns welcomed all to the meeting, introducing L Thomson KC, who joined her first Staff Governance Committee meeting as Board Chair and N McSeveney who recently joined NHSGGC as Deputy Director of Communications.</p> <p>Apologies were noted for J Grant, B Culshaw, W Edwards, D Hudson, Cllr C McDiarmid, Cllr M McGinty and E Quail.</p>	
02.	DECLARATIONS OF INTEREST	
	<p>There were no formal declarations of interest intimated.</p>	
03.	MINUTES	
	<p>The Minutes of the Committee meeting held on 7 November 2023 (SGC(M)23/04) were approved as a correct record. The motion to approve was intimated by P Ryan and seconded by K Miles.</p> <p><u>APPROVED</u></p>	
04.	MATTERS ARISING	
	<p><u>Rolling Action List</u></p>	
	<p>A Cameron-Burns referred to the Rolling Action List (Paper 24/01) and advised that there were two items, both marked for closure.</p> <p>The Committee noted the updated Rolling Action List and agreed the items proposed for closure.</p> <p><u>APPROVED</u></p>	
05.	URGENT ITEMS OF BUSINESS	
	<p>There were no urgent items of business intimated.</p>	

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06. ASSURANCE PRESENTATIONS

Inverclyde HSCP

K Rocks, Chief Officer, Inverclyde HSCP, supported by B Greene (Head of Human Resources – Inverclyde and Renfrewshire HSCPs) and D McCrone (Staff Side Lead, Staff Partnership Forum, Inverclyde HSCP & West Dunbartonshire HSCP Staff Partnership Forum), gave a presentation on Staff Governance activity within the HSCP. This provided an overview of key workforce metrics, including sickness absence, Statutory and Mandatory training, KSF compliance and iMatter participation, outlining the actions being undertaken within the HSCP to meet the agreed targets.

K Rocks outlined how the activity streams met the five strands of the Staff Governance Standard and highlighted key achievements, including Personal Development Planning and Review compliance increase, implementation of an Equalities Improvement Plan and consolidating the 'Grow Your Own' approach to increase the qualifications and skills of HSCP staff.

K Rocks advised the Staff Governance Committee that there are several continuous improvement opportunities for the HSCP over the next 18 months. These include development of a new Social Care Workforce model, provision of a formal development framework for existing Social Work and Business Support Staff and the development of an Advanced Practitioner Framework.

K Rocks showcased the 'Ideas to Action' programme as the HSCP's case study, highlighting how this programme aimed to generate creative, innovative ideas from Children & Families staff. Participant feedback was extremely positive and the approach will now be rolled across our Health and Community Care and Mental Health, Addictions and Homelessness Services.

M McCarthy asked about which staff groups had lower participation levels in iMatter, with A MacPherson and L Spence advising that there was limited analysis available due to the way information is shared from the national survey team, but that it is possible for Inverclyde HSCP to drill down into those teams participating in iMatter action planning to better understand who

KR / BG

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was and was not participating and identify areas to improve engagement.

M McCarthy also asked about whether there were particular staff groups with a lower level of providing equalities data, with A MacPherson advising that Centre for Population Health data could potentially be used to provide a benchmark in this area.

Professor Wallace commended the work being carried out in the HSCP and gave thanks to the Partnership's Chief Nurse for helping to make the 'Big Conversation' a success.

Acute Services

N Smith, Depute Director of Human Resources, supported by F Carmichael (UNISON Convenor Partnership Lead for Acute Services) gave a presentation on Staff Governance activity within Acute Services. This provided an overview of key workforce metrics, including sickness absence, Statutory and Mandatory training, KSF compliance and iMatter participation, outlining the actions being undertaken within the Directorate to meet the agreed targets.

N Smith outlined how the activity streams met the five strands of the Staff Governance Standard and highlighted key achievements, including GRI and QEUH being ranked in the Newsweek annual World's Best Hospitals list, the Directorate's Leadership Development Programme and effective partnership working within the Directorate.

N Smith advised the Staff Governance Committee that there are some continuous improvement opportunities for the Directorate over the next 18 months. These include further roll out of Investors in People to all sectors and continuing to increase leadership visibility.

N Smith showcased 'Schwartz Rounds' as the Directorate's case study, highlighting how they offer all staff the time and a safe space to come together to discuss openly and honestly the social, emotional and ethical aspects of their work. 11 'Schwartz Rounds' have been run to date, with seven fully trained facilitators and positive feedback received from staff participating.

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	<p>F Carmichael highlighted the Professional Administration Transformation Programme as being a success in terms of ensuring consistency for staff and patients across NHSGGC, as well as providing clear career pathways for administrative staff. Work is underway with the Estates and Facilities Directorate and some HSCPs to consider adopting this Programme more widely.</p> <p>A MacPherson congratulated Acute Services on Investors in People accreditation in the West and Clyde Sectors, particularly with some of the COVID-19 and winter challenges faced.</p> <p>A Cameron-Burns thanked all involved, including partnership representatives, in the delivery of the assurance presentations, noting that the Committee had been fully assured.</p> <p><u>ASSURANCE NOTED</u></p>	
07.	<p>INTERNAL COMMUNICATIONS AND EMPLOYEE ENGAGEMENT STRATEGY</p> <p>L Spence and N McSeveney provided an update on the Internal Communications and Employee Engagement Strategy (IC&EE), reflecting progress against the 2023/24 Plan and a proposed Action Plan for 2024/25 (Paper 24/02).</p> <p>L Spence advised that the Strategy was launched in February 2023, with a number of key deliverables and programmes implemented during 2023, including:</p> <ul style="list-style-type: none">• Speak Up! campaign;• Launch of the new intranet (Staffnet);• A programme of Collaborative Conversations;• The first Equality, Diversity and Inclusion Conference for managers;• A programme of visits by Board members and Directors to local sites across NHSGGC;• Engaging our nursing population through our Big Conversation in the development of a new nursing and midwifery strategy. <p>LS advised that the 2023 plan provided a number of useful platforms for engagement with staff across the range of issues and opportunities faced as an organisation and that 2024 moves</p>	

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towards a delivery phase of using those mechanisms to fully embed the Employee Voice.

L Spence and N McSeveney advised that new actions for 2024 include:

- Continuing to improve iMatter engagement rates through better linking our improvement activities with staff feedback and demonstrating this through continuous communications.
- Developing and implementing internal communications and engagement campaigns, to support the organisation to deliver agreed strategic objectives.
- Further developing communication channels for staff, including an assessment of options for staff currently not routinely accessing our digital systems.
- Developing a new framework to better measure the impact of internal communications, to inform future learning and improvement.
- Identifying and piloting innovative MS Teams apps for use corporately that support engagement and staff communications.

K Miles asked whether there are any in-year measures of success, with L Spence confirming that the Collaborative Conversation programme captures feedback on communications and engagement, with N McSeveney advising that in addition to the annual communications audit, the new intranet allows reporting on staff engagement.

M Ashraf asked about Board Member visits, with A MacPherson confirming that Staff Governance Committee members visited Greenock Health and Care Centre and the Central Decontamination Unit in November 2022, with further visits to be scheduled in 2024.

In response to a question about Employment Tribunals related to equalities, A MacPherson advised that whilst numbers are low, it is important to learn lessons from these, which are co-ordinated via the Human Resources team.

M Ashraf asked about attracting diverse candidates to roles within the Board, with L Spence advising that this is regularly discussed at the Board's Workforce Equalities Group, with recruitment

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	<p>policies being reviewed and updated as part of the Group's Action Plan and other initiatives such as the BME Leadership Programme and a working group considering innovative ways to increase diverse recruitment in midwifery.</p> <p>A Cameron-Burns thanked L Spence and N McSeveney for providing the Committee with assurance around the IC&EE, noting that the 2024/25 Action Plan will be considered by the Board on 27 February 2024.</p> <p><u>ASSURANCE NOTED</u></p>	
<p>08.</p>	<p>WORKFORCE STRATEGY ACTION PLAN & STAFF EXPERIENCE UPDATE</p> <p>Dr Pay discussed the Workforce Strategy Action Plan Phase Three (Paper 24/03), updating the Staff Governance Committee on progress to date. Dr Pay advised that the Phase Three Action Plan will continue to build upon the success of the Workforce Strategy 2021-2025, noting that there are no current actions identified as not being achievable.</p> <p>Dr Pay highlighted that the Workforce Strategy Action Plan Phase Three continues to demonstrate alignment of the Workforce Strategy to the Staff Governance Standard and NHSGGC Better Workplace strategic aim.</p> <p>Dr Pay advised that the Phase Four Action Plan is currently being finalised, in partnership, adding that in developing the Phase Four Action Plan, a Strategy review exercise is being undertaken to ensure all the commitments made within the Workforce Strategy 2021-2025 have been addressed.</p> <p>During discussion, it was noted that the Workforce Strategy 2021-2025 Strategy Progress Report is being reformatted and finalised to align with The Blueprint for Good Governance in NHS Scotland standards and the new Strategy Review template. It was agreed that this will be circulated to members of the Staff Governance Committee in advance of it being considered by the Board on 30 April 2024.</p>	<p>MP</p>

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Staff Experience Update

L Spence provided an update on Staff Experience, highlighting the following deliverables:

- Launch of the new Internal Communications and Employee Engagement Strategy (IC&EE) in February 2023.
- Engagement with over 1000 employees through the programme of Collaborative Conversations and wider Engagement Programme.
- Delivery of the first Equality, Diversity and Inclusion Workforce Conference in June 2023.
- Creation of a resource pack and dedicated micro-site on our new Intranet in relation to Speak Up!
- Improved iMatter results compared to 2022 for the three key metrics reported nationally, including an increase in response rates, an increase in the Employee Engagement Score and an increase in the percentage of action plans developed.
- Recognition as a Gold Employer for the Defence Employer Recognition Scheme and accreditation as Carer Positive “Established”.
- Launch of a new Staff Hardship Fund, with 452 staff supported during 2023.

Staff Experience Video

L Spence introduced a video that reflected examples of various initiatives across the organisation to improve staff experience. Examples in the video included iMatter, the Speak Up! campaign and Confidential Contacts.

A Cameron-Burns thanked Dr Pay and L Spence for the update, noting that the Committee had been fully assured and recognising the importance of the video shown to further encourage staff to speak up.

ASSURANCE NOTED

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09. MEDICAL EDUCATION

Dr Armstrong introduced Dr Perry, who discussed a report (Paper 24/04), which provided the Committee with assurance on quality control in Medical Education and the quality improvements and progress in respect of the General Medical Council (GMC) Enhanced Monitoring status.

In providing an update, Dr Perry highlighted that:

- One unit, Psychiatry at IRH, was been de-escalated from enhanced monitoring in November 2023 following favourable Deanery visits and action plan reviews.
- There is currently one unit remaining on enhanced monitoring within NHSGGC – QEUH General Internal Medicine. Significant improvements have been made over the last few years, despite the current pressures that are being faced and preparation is underway for the proposed revisit on 13/14 March 2024.
- NHS Education Scotland has issued Good Practice Letters in respect of 19 units following the Deanery Quality Review Panels which took place in September / October 2023. This follows positive feedback from trainees placed within those units. Of the 19 letters, two relate to General Practice, one to Palliative medicine, and 16 relate to acute services units.
- Approximately 70% of the August 2023 incoming Foundation Year One Junior Doctors (FY1s) took up the option of a seven day induction period which allowed more time for key skills training and completion of statutory and mandatory training modules. By the end of August 2023, the completion rate was almost 100%.
- Considerable progress has been made with the enhanced leadership programme for selected Chief Residents, which is now underway.
- Active Bystander Training is now being offered to all medical and dental trainees. Sessions have been scheduled to take place before the end of March 2024.

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	<p>During discussion on Enhanced Monitoring, the following was noted:</p> <ul style="list-style-type: none"> • QEUH General Internal Medicine is one of five areas in Scotland currently under Enhanced Monitoring. • Areas can stay under Enhanced Monitoring for a considerable period – this is not unique to NHSGGC and introducing smart objectives with measurable metrics has helped to expedite areas moving out of Enhanced Monitoring. • L Thomson and Dr Armstrong will meet separately to discuss Enhanced Monitoring. <p>A Cameron-Burns thanked Dr Armstrong and Dr Perry for the update, noting that the Committee had been fully assured.</p> <p><u>ASSURANCE NOTED</u></p>	<p>LT / JA</p>
<p>10.</p>	<p>STAFF GOVERNANCE PERFORMANCE REPORT</p> <p>C Rennie discussed the Staff Governance Performance Management Report (Paper 24/05), providing an update on workforce data and performance as at 31 December 2023. The following was highlighted:</p> <ul style="list-style-type: none"> • Establishment position trends and projections for Nursing and Midwifery staff – Registered Nurses and Health Care Support Workers, with an improvement over the last quarter; • Establishment position overview for Nursing and Midwifery, Senior Medical and Dental, Allied Health Professionals, Administrative Services and Support Services staff; • Staff turnover, starters and leavers trends and projections, including exit interview data, with staff turnover continuing to reduce as forecast; • Sickness absence trend and projection, with this now including Covid absence; • Statutory and Mandatory training compliance, with an improvement and seven out of nine courses at 90% or above; • Personal Development Plan and Review completion, which has increased by 8% since December 2022; 	

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	<ul style="list-style-type: none">• Workforce Equality Information and the reduction in the amount of missing information; <p>Dr Ryan asked about Healthcare Support Worker recruitment in East Renfrewshire HSCP appearing to be lower than other areas, with A MacPherson advising that recruitment in the HSCP is more challenging given it includes the learning disability service.</p> <p>K Miles asked whether data for other Boards is available, with A MacPherson advising that whilst other Boards data is not formally shared, information from Learning and Education colleagues in other Boards indicate that NHSGGC sits in the upper 80% of the profile for Statutory and Mandatory training and PDP&R compliance.</p> <p>Professor Wallace highlighted the significant progress in the recruitment and retention of Nursing staff.</p> <p>A Cameron-Burns thanked C Rennie for the update, noting that the Committee had been fully assured.</p> <p><u>ASSURANCE NOTED</u></p>	
11.	<p>HUMAN RESOURCES RISK REGISTER</p> <p>K Heenan discussed the Human Resources Risk Register (Paper 24/06), highlighting that the risks were reviewed by the Human Resources Senior Management Team in January 2024 and the Corporate Management Team in February 2024.</p> <p>K Heenan advised that there are no proposed amendments to the Risk Register based on mitigation measures and actions in place, that three of the five risks had reached their target scores with all actions complete and there are currently no plans to de-escalate the risks.</p> <p>Dr Ryan asked about the future review of the risk in relation to 'Delivery of medical training to the General Medical Council required standards'. K Heenan advised that discussion had commenced with Dr Perry and would be reflected in the next update to the Staff Governance Committee.</p> <p>The Committee approved the Risk Register.</p>	

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	<u>APPROVED</u>		
12.	AREA PARTNERSHIP FORUM A Cameron-Burns discussed the Area Partnership Forum update (Paper 24/07), highlighting productive partnership discussions in many areas, particularly around the Inverclyde HSCP Public Holiday in September 2024, with all relevant information contained within the report. <u>ASSURANCE NOTED</u>		
13.	REMUNERATION COMMITTEE – MEETING OF 13 FEBRUARY 2024 A Cameron-Burns provided an update, highlighting that the Remuneration Committee had discussed: <ul style="list-style-type: none">• An update on Executive Manager movement;• The pay uplift and performance outcome conclusion for Executives and Senior Managers;• An update on the 2022/23 Consultants Discretionary Points Process and given assurance on the process used;• The Remuneration of Board Members report, noting that an updated national circular was awaited. <u>ASSURANCE NOTED</u>		
14.	CYCLE OF BUSINESS 2024/25 L Spence advised that the 2024/25 Cycle of Business for the Staff Governance Committee (Paper 24/08) had been included for awareness and was based on positive feedback of Committee business covered in 2023/24. A MacPherson highlighted that the November 2023 Committee request for an increase in Safety, Health and Wellbeing updates had been reflected in the Cycle of Business. <u>AWARENESS NOTED</u>		

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15.	CLOSING REMARKS AND KEY MESSAGES TO THE BOARD A Cameron Burns thanked all presenters, contributors to discussions during the meeting and those involved preparing papers. Key messages to the Board will be included in the Co-Chairs' report to the 27 February 2024 Board meeting and include the Assurance Presentations, Internal Communications and Employee Engagement Strategy update, Workforce Strategy Action Plan update, Medical Education, and approval of the Human Resources Risk Register.	
16.	DATE & TIME OF NEXT MEETING The next meeting of the Staff Governance Committee will be held on Tuesday 21 May 2024 at 09.30am.	
	The meeting ended at 1530hrs.	