

Borders NHS Board



Meeting Date: 4 February 2021

Approved by:	Iris Bishop, Board Secretary
Author:	Iris Bishop, Board Secretary
STAFF GOVERNANCE COMMITTEE MINUTES 30.10.2020	
Purpose of Report:	
The purpose of this report is to share the approved minutes of the Staff Governance Committee with the Board.	
Recommendations:	
The Board is asked to note the minutes.	
Approval Pathways:	
This report has been prepared specifically for the Board.	
Executive Summary:	
The minutes are presented to the Board as per the Staff Governance Committee Terms of Reference and also in regard to Freedom of Information requirements compliance.	
Impact of item/issues on:	
Strategic Context	As per the Staff Governance Committee Terms of Reference. As per Freedom of Information requirements compliance.
Patient Safety/Clinical Impact	As may be identified within the minutes.
Staffing/Workforce	As may be identified within the minutes.
Finance/Resources	As may be identified within the minutes.
Risk Implications	As may be identified within the minutes.
Equality and Diversity	Compliant.
Consultation	Not Applicable.
Glossary	-



STAFF GOVERNANCE COMMITTEE

Minutes of the meeting held on Friday, 30th October 2020, 9am on Microsoft Teams

Present: Councillor D Parker, Chair
Mr J McLaren, Non-Executive Director
Ms S Lam, Non-Executive Director
Mr T Taylor, Non-Executive Director

In attendance: Mr A Carter, Director of Workforce
Mr R Roberts, Chief Executive
Mrs C Smith, HR Manager/Business Partner
Mrs E Cameron, HR Manager/Business Partner
Mrs V Hubner, Head of Work and Wellbeing
Mrs J Boyle, HR Manager/Business Partner
Ms K Lawrie, Partnership Lead (Ex-Officio Member)
Ms V McPherson, Partnership Lead (Ex-Officio Member)
Mrs H Hunter, HR Officer (Minutes)

1. Welcome, Introductions and Apologies

Councillor Parker welcomed everyone to the meeting.

Apologies were noted from Mrs A Wilson, Mrs K Hamilton and Mr B Salmond

2. Minutes of previous meeting held on 18th August 2020

Agreed as an accurate record of the meeting.

3. Updated Terms of Reference

Mr Carter spoke to the updated paper which now includes iMatter/Everyone Matters within its purpose. Job titles have been updated under Membership and having a Health and a Safety Advisor and Practice Development Lead has been included to look at safe environments and appraisal training which will be brought to the next meeting. As previously requested, Whistleblowing has been included in the Remit section as has equality, diversity and inclusion in employment.

Mr McLaren suggested the Terms of Reference should state the Committee will be quorate with a minimum of three Non-Executive Members which includes the Employee Director and Whistleblowing Champion. Ms Lam will check with Scottish Government to see if it is appropriate for the Whistleblowing Champion to be on the Committee as a Non-Executive Director, she advised she is comfortable with that. She also asked that it is made clear within the Terms of Reference if we are giving assurance of the Staff Governance Standards or that we have merely monitored them. Mr Roberts added we need to ensure performance to the Board and highlight to them any issues we cannot meet.

Mr Carter will issue a second draft of this paper and will circulate it out with this meeting cycle.

The Committee accepted this item and will review further in due course.

4. Workforce Metrics

Mrs Smith spoke to her paper and stated it was important to highlight the changes in reason. There has been an encourage decrease in anxiety/stress/depression, however, there has been a significant increase in absences due to musculoskeletal problems following a change in clinical work and the patients we are looking after as well as staff homeworking and ergonomic issues. Mrs Smith agreed to provide a further breakdown on the impact of musculoskeletal problems due to homeworking. Mr Carter added a new homeworking risk assessment tool has been devised, it is on the risk register and we are trying to mitigate this. There are no RIDDOR or DATIX at the moment in this regard and Mrs Hubner will be looking at referrals coming in which will be combined with Mrs Smith's data going forward. Mrs Cameron commented that there is a lot of staff remaining at work with high levels of anxiety/stress/depression.

Mrs Smith advised there has been a huge increase in recruitment activity mainly due to the Covid response. Mr Roberts commented that turn-over in the last few has increased and we need to understand that and make change if necessary. Mrs Smith advised the change in the Medical and Dental figures is partly due to alterations to their pension regulations and staff choosing to retire earlier.

Mrs Smith confirmed the ER data previously requested will be included in the next dashboard.

Mr McLaren suggested this Committee is sighted on the work done around the Here 4 You data, Mrs Hubner agreed to provide this.

Ms Lam referred to the risks around workforce and asked if there is a succinct summary of what the risks are and what mitigating actions there are. Mr Carter agreed to extract that information which can be included in a future Agenda or circulated out with the meeting.

The Committee were happy to accept the Workforce Metrics.

5. iMatter

Mrs Boyle updated that this has been paused until May 2021 to avoid the Easter Holidays. It is hoped the 60% rate can be achieved and she advised we are looking at more innovative ways to allow this to happen. She stated it was very important that we let staff know we are listening and acting on what they are saying. IT remains an issue for staff to complete their survey but they are exploring the possibility of scanning your ID card which may allow quick access on roaming laptops. It is hoped Managers will actively encourage their staff to take part to get feedback and do something positive with it. The Scottish Government is very clear iMatter is not about statistics but is about story boards and we need to focus on this. Mrs Boyle added even if the feedback is not positive we need to hear that too. Mrs Lawrie highlighted the difficulty Band 2s have in accessing their survey. Mrs Boyle said they are very aware of this, it is voluntary for staff to complete and they are trying to give them the opportunity to do so.

The Committee were happy to accept this update.

6. Everyone Matters – Pulse Survey

Mrs Boyle spoke to her paper and said the overall response to how staff were feeling at the moment was reasonably positive but we have seen a decrease in how staff feel the organisation cares about them and how we are taking care of them. There are two parts to this survey, the first part is quantitative questions and we have had that feedback. The second part is the open and free text and the response from this will come by Directorate on 20th November. On the same day the national response will be published so we will be able to compare results across the Boards. We then need to decide what to do with this information. Mr McLaren asked to be included in any communications around this issue.

Mrs Cameron suggested she works with Mrs Boyle to include feedback from Collecting Your Voices to show staff we are listening. Mrs Hubner stated some staff still don't understand the purpose of iMatter but it is hoped by speaking more to staff this can be improved. Mrs Boyle advised they are looking at using Smartphones as an option for completing surveys.

Mr Roberts reiterated how important it was for the Wellbeing Group to link this to other work such as Collecting Your Voices. Mrs Cameron gave absolute assurance this will happen.

The Committee agreed this item.

7. Collecting Your Voices - Update

Mrs Cameron spoke to her paper and advised they have tried to put the data they have collected in an understandable format where staff tell us what they want us to do. One big theme was the deployment hub and it was important staff have a different experience of this going forward. Regarding resilience, Mrs Cameron stated we need to understand what is needed, what we can deliver and how to update staff. Work is in progress to listen to the hard to hear voices and it is hoped all the data will be embedded as part of our daily business.

Mrs Boyle reiterated that staff did not feel they were involved in discussions around the deployment hub and we are trying to ensure their voices will be heard as to where they will be working. Mrs Lawrie asked for confirmation that this hub is still about volunteering, Mrs Cameron said it is to ensure staff are safe in this hub and covered pregnant workers although the Scottish Government guidelines have recently changed on this issue.

The Committee was happy to accept this update.

8. BREXIT

Mr Carter advised we are engaged in wider planning with partners at SBC as well as a local group which meets every 3 weeks engaging with colleagues from Procurement, Pharmacy and Estates. We are working through a document from the Cabinet Office, "Setting Reasonable Worst Case Scenario Planning Assumptions", based around what will happen at

the end of the period in December. The local group will be meeting more frequently in the near future.

The Committee accepted this update as it stands at the moment.

9. Whistleblowing

Mr Carter updated the Committee on his paper which includes information on the Public Interest Disclosure Act and an NHS Scotland update on the independent national role of a Whistleblowing Officer which comes into effect from April 2021, although the role does start in some capacity in November 2020 to signpost staff to further information. He advised we will have a Once for Scotland Policy and training materials through TURAS within the next few months.

Mr Carter advised a DATIX user group has identified a field for reporting Whistleblowing which we will adopt. HR Directors will have a gate keeping role in terms of signposting to either whistleblowing or the HR policy framework. He further advised his name has been put forward as the NHS Borders contact to the Ombudsman at this time.

Ms Lam and Mr Carter suggested setting up a Short Life Working Group in November 2020, Claire Oliver is keen to be involved from a communication aspect. Further discussion is required should whistleblowing relate to actions of the Board.

Ms Lam added we need to do a report on the whistleblowing status as it stands to update the Board and come up with an action plan as to how we proceed.

Mr Taylor asked if cultures and behaviours are adequately provided for. Mr Carter responded that individuals raising an issue need to have trust and confidence that the organisation will take it seriously and act on it, this is something we need to take action on. Ms Lam added we need to promote this culture. Mrs Cameron commented that part of Collecting Your Voices is to look at reflecting on what staff want. Mr Carter said the whistleblowing process needs to be easy to use but it is the worst case scenario and he hopes the matter could be tackled and dealt with earlier.

Mr Taylor commented that there must be some activity to encourage challenge and to ensure people know how to raise and respond to any challenge in a healthy way. Having lots of various methods of communication is positive, challenge is good but he is not convinced we have everything in place to meet the current culture in Borders for those who are insecure and vulnerable. Mrs Cameron said we need to empower staff and her role is to address this. Mrs Boyle confirmed there is training for Courage to Manage for Line Managers and Communications skills open to all staff as part of our toolkit.

Mr Carter acknowledged staff need to raise any issues adding the HR and OH Departments are very busy dealing with a large volume of issues where staff are not happy and it does not appear that people in the Borders are reluctant to come forward. He has reached out to our lowest paid staff in order to look at the culture in these areas and to have a positive HR campaign. He has also reached out to BAME staff which has been largely positive but he is working on some issues raised.

Mr McLaren stated that we cannot be complacent in thinking we have it right. Staff regularly raise concern that they are not being heard but he acknowledges there is a lot of work being done and hopes this can all be brought together to improve the culture.

The Committee were happy to agree this paper.

10. Any Other Competent Business

The Chair advised Mrs Hunter was moving to a new role, thanked her for her administrative assistance with the Staff Governance Committee and wished her well.

The Chair closed the meeting by thanking those for attending.

Date of next meeting:

Monday, 14th December 2020, 10am – 12 noon, Microsoft Teams