

**WESTERN ISLES NHS BOARD**  
**STAFF GOVERNANCE COMMITTEE**

**Minutes of Meeting**  
**13<sup>th</sup> May 2021, 10.00am-12.30pm**  
**MS Teams**

**Members Present**

Uisdean Robertson  
Dana Murray  
Gillian McCannon  
Gordon Jamieson  
Avril Keen  
Chris Ann Munro  
Louise Sullivan  
Stuart King  
Georgina Marczak  
Jane Bain  
Alana MacPhee

Non-Executive Director (Chair)  
Employee Director (Vice Chair)  
Interim Chair  
Chief Executive  
Director of HR and Workforce Development  
UNISON  
Head of Clinical Governance and Professional Practice  
Employee Relations Officer  
Non-Executive Director  
RCN  
Society of Physiotherapists

**In Attendance:**

Tim Ingram  
Abdul Elghedafi  
Sheena Wright  
Dianne Weatherston

Non-Executive Director  
Non-Executive Director  
Non-Executive Director  
PA to Director of HR and Workforce Development

**1. WELCOME**

Mr Robertson took the chair and welcomed those present.

**2. APOLOGIES**

Apologies were noted from Chris Anne Campbell, Shuna Mighton, Debbie Bozkurt and Jocelyn McConnachie.

**3. MINUTES AND ACTION POINTS**

**3.1 Draft Minutes of 11<sup>th</sup> February 2021**

The Minutes were approved as an accurate record.

**3.2 Matters Arising**

No matters arising were noted.

**3.3 Action Points 11<sup>th</sup> February 2021**

The Action Points were updated as per the log.

Mrs Marczak requested assurance that when items are paused by Scottish Government due to the pandemic, for example PDPs, that a risk analysis is carried out by the Board, with a possibility of keeping them running. Mrs Keen clarified that there are certain items that are paused as a clear instruction from Scottish Government, which cannot be ignored by the Board, for example the pausing of PDPs and Job Evaluation. This is not a Board decision or choice. Mrs Marczak thanked Mrs Keen for clarifying.

#### 4. **WORKFORCE REPORT**

Mrs Keen presented the Workforce Report for information. She took the committee through some of the figures within the report.

It is hoped that by the next meeting, a more informative report will be presented, which will give more detail around causes for absence, splitting up COVID absences etc.

**Decision: The Workforce Report was noted for information.**

#### 5. **STAFF GOVERNANCE ACTION PLAN**

Mr King explained the role of the Staff Governance Action Plan to the new non-executive directors. He advised that this piece of work was paused by Scottish Government at the outset of the pandemic. Mr King contacted various contributors of the Action Plan to ask for an update. He is awaiting responses from two contributors, and once received he will circulate a paper of reassurance to the committee prior to the next meeting.

*Mrs Murray and Mr Elghedafi joined the meeting*

Mrs McCannon asked for an update regarding the rollout of Turas across the islands. Mr King advised that this will be picked up in the coming months. At the moment, training sessions take place on an ad hoc basis. Mrs McCannon believes that organised training sessions would be useful. Mrs MacPhee noted that she is based in Uist and hasn't received any Turas training, and neither have her colleagues.

Mrs Keen stated that there is online Turas training available that anyone can access, as well as the interactive training. Mrs Keen suggested raising awareness of the online training. The committee agreed.

Ms Wright asked for Mr King's thoughts regarding read across between this action plan and the Whistleblowing action plan. Mr King believes there will be some read across. Ms Wright suggested picking this up at the next Whistleblowing meeting.

Mr Jamieson referred to Turas, and stated that a consistent approach is paramount in the first run.

Mr Ingram suggested it would be useful for the new non-executive directors to understand the process of the action plan. Mr King is happy to meet with them to take them through the process. Mr King will make contact out-with the meeting.

Mrs McCannon reminded the new non-executives that this is an assurance committee. She also reminded them that they have not yet been assigned committees. Once they have experienced all governance committees, Mrs McCannon will assign them, and they will receive support in regards of the committee they are appointed to.

**Action: Mrs Keen/Mr King to raise awareness of the online Turas training which is available for all to access.**

**Action: Mr King will arrange to meet the new non-executive directors to take them through the process of the Staff Governance Action Plan.**

#### 7. **SGC ANNUAL REPORT**

Mr Robertson presented the Staff Governance Annual Report for approval.

Mrs McCannon believes it is inappropriate to have the training RAG status in the report with no narrative or supporting evidence. She suggested it would be useful to have

narrative recorded to state that during the pandemic, some virtual training has been carried out. The committee agreed.

Mrs Marczak stated that training helps critical thinking, so even though training was only carried out virtually, it is still important to note that it did take place. Ms Wright noted that narrative around future plans would also be beneficial, so that the committee have some assurance in terms of what plans are in place going forward.

Mr Ingram noted the importance of recognising that these are legal requirements. If the appropriate training hasn't taken place, then it's important to detail what alternatives are in place, to mitigate risks in the meantime.

Mrs Keen advised that she has been chairing a group with Mrs Sullivan and others to look at the statutory and mandatory LearnPro modules, with a view to modernising the system. Currently, there are around 15 modules that staff are required to complete. The hope is to reduce this to between 6 and 8. Once the modules are more streamlined, it is hoped that the completion rate will increase. The group are due to meet again in the next few weeks.

Mr Jamieson noted the challenges regarding compliance with training. The Board have taken several approaches to improve this, however unfortunately none of the previous approaches have worked. The challenge is to find an approach that works. He noted that discussions have taken place in terms of making it a fundamental term and condition of people's employment with the Board. Mr Jamieson believes that there has to be a consequence for each individual employee who doesn't complete statutory and mandatory training. He also noted the importance of ensuring training is accessible for all staff members. Mrs Keen suggested putting statutory and mandatory training into all employees' generic objectives on Turas. Mr Jamieson agreed.

Ms Wright asked if lack of time is the issue in terms of poor training attendance. Mr Jamieson believes this contributes. He added that perhaps 12 hours shift patterns and part time working make it difficult for staff to find the time to attend training, or complete LearnPro modules.

Mrs Munro stated that there needs to be an awareness of the pressures that staff are faced with. Getting time out to do training is very difficult. Ms Wright appreciates that, and stated that patient care always comes first. She suggested helping staff to understand that there is a risk to themselves and their patients if they don't carry out their training.

Mr Ingram asked if there are issues with safety critical pieces of kit that staff use, e.g. the recalibration of equipment. Mrs Keen noted that she would expect any equipment to be appropriately tested and serviced, regardless of the pandemic. Mr Jamieson stated that there have been some delays in getting engineers across to the island during the pandemic. The level of technical expertise on the island is very good, however there are some pieces of specialist equipment that require experts from the mainland. He added that although there have been delays on occasion, there have been no issues getting the required work carried out. If any risks were to be flagged up, there are contingencies in place.

*Mrs Munro left the meeting.*

*Mrs Bain joined the meeting.*

Mrs Sullivan stated that the Statutory and Mandatory Training Policy was due to be launched in March 2020, however it wasn't the right time to launch due to the beginning of the pandemic. Once the LearnPro modules have been agreed, the policy will be launched. Mrs Sullivan highlighted the importance of ensuring training is provided in a way to make it easier to fit into competing demands.

**Action: Mrs Keen, Mrs Bain and Mrs Sullivan to add some narrative into the Appropriately Trained section of the report.**

**Decision: The SGC Annual Report was not approved at this meeting. A special meeting will be held in the next few weeks to approve the amended policy.**

## **6. HEALTH AND SAFETY**

### **6.1 RAG Status**

### **6.2 Fire Safety Training**

### **6.3 Mandatory Training**

Mrs Bain presented the flash report for information. She advised that she is going to Uist and Barra w/c 24<sup>th</sup> May 2021 with Mr Steven Kennedy to carry out statutory and mandatory training. There is a large amount of people booked onto the training which is very positive. Mr Kennedy will also carry out a fire drill in both St Brendan's and OUAB.

Mrs Bain advised that ligature cutters have now been ordered and will be added onto resus trolleys in each ward and department in the Western Isles. A guidance sheet will also be issued to all departments.

**Decision: The update was noted.**

## **7. COMPENSATORY REST GROUP**

Mrs Keen stated that a few months ago, it was identified that compensatory rest was being applied in different ways across the organisation. A group was set up in partnership to resolve this issue. Some proposals will shortly be ready for presentation to the APF, and once a proposal is agreed and approved, compensatory rest will be applied in a fair, equal and consistent way across the organisation.

**Decision: The update was noted.**

## **8. VALUES BASED CULTURE GROUP**

Mrs Keen advised that a long-term group has been set up to look at refreshing the values of the organisation. These values will branch off the existing corporate values.

Ms Wright asked if there could be any crossover in terms of the Whistleblowing principles. Mrs Keen and Mrs Murray agreed.

**Decision: The update was noted.**

## **9. INTERIM WORKFORCE PLAN**

Mrs Keen advised that in February 2021, Scottish Government instructed HR Directors to submit a high-level interim Workforce Plan by the end of April 2021. The submission for NHSWI is now with Scottish Government for comment. Once the Plan is finalised it will be presented to the committee for information.

Mr King worked on this alongside Mrs Keen, and there was a process of engagement with managers. The main themes were around the nursing workforce. Mrs Keen stated that 44% of the nursing and midwifery workforce are over 50, and 14.25% of them are over 60. 47% of the overall workforce are over 50 years old.

Mr Robertson referred to the issues of population, housing and workforce etc. within the Western Isles. He asked Mr Jamieson if the Board have had any engagement with the Islands Team at Scottish Government. Mr Jamieson is not aware that the Board have had any contact with the Islands Team. Mr Robertson suggested it may be useful to introduce a nominated member of the Board to the specific officer for the Western Isles, within the Islands Team. Mr Jamieson agreed and thanked Mr Robertson for the suggestion. Mr Jamieson stated that if the population continues to decline the way it is, the Board will not be able to sustain the services that we have just now. He added it would be good to learn what the commitment of Scottish Government is to retain the level of services the islands currently have available to them. The more interaction in that line the better, as the Board would want to encourage meaningful and prosperous sustainability here.

**Decision: Mr Robertson will contact the Islands Team and put them in touch with a nominated member of the Board.**

**10. VIRTUAL TOUR**

Mrs Keen and Mrs Murray are carrying out a virtual tour, inviting staff to come along and meet them so they can put their views, questions and suggestions across to the HR Director and Employee Director in an open session. A communication will be issued to all staff highlighting the dates and confirming how to book a place.

Mrs Murray noted that this is the starting point of what is hoped to be a rolling programme.

**Decision: The update was noted.**

**11. HEALTH, SAFETY AND FIRE LEAD**

Mrs Keen advised that there have been 14 applicants for the Health, Safety and Fire Lead vacancy. Mrs Keen and Mr Douglas MacKenzie will be shortlisting and interviewing for the post. Interviews will be carried out via Teams.

**Decision: The update was noted.**

**12. ORGANISATIONAL DEVELOPMENT AND LEARNING MANAGER**

Mrs Keen advised that the Organisational Development and Learning Manager post is now out to advert, and she is hoping for a similar response to that of the Health, Safety and Fire Lead.

**Decision: The update was noted.**

**13. FOR INFORMATION**

**13.1 £500 COVID Payment: Hard FM Staff**

The paper was noted for information.

**13.2 Update CMO Shielding Letters**

The paper was noted for information.

**13.3 DL(2021)12 Shielding NHS Staff 16.04.21**

The paper was noted for information.

**16. AOB**

No other business was raised.

**17. DATE AND TIME OF NEXT MEETING**

Date: 12<sup>th</sup> August 2021

Time: 10.00-12.30

Venue: MS Teams

APPROVED