NHS Ayrshire & Arran

NHS Ayrshire & Arran

Meeting:	**Ayrshire & Arran NHS Board**
Meeting date:	**Monday 17 August 2020**
Title:	**Staff Governance Committee Annual Report 2019-2020**
Responsible Director:	**Sarah Leslie, HR Director**
Report Author:	**Lorna Kenmuir, Assistant HR Director – People Services**

1. Purpose

This is presented to the Committee for: Awareness

This paper relates to:
- Government policy/directive
- Local policy

This aligns to the following NHS Scotland quality ambition(s): Safe, Effective and Person Centred.

2. Report summary

2.1 Situation

The Staff Governance Committee provides an assurance report annually which sets outs key achievements through the year in discharging its remit. The draft Staff Governance Committee report for 2019-2020 was considered and approved virtually by Staff Governance Committee on 11 August 2020.

2.2 Background

Each NHS Board Governance Committee is required to provide an annual report to Committee and the Board to provide assurance that the Committee has discharged its role as set out in the agreed Terms of Reference. The Committees' approved Terms of Reference and information on the composition and frequency of the Committee will be considered as an integral part of the Board Standing Orders.

The Governance Committee annual reports are part of the overall assurance mechanism for the NHS Board and are considered by the Audit Committee in order to provide assurance in support of the Board's annual governance statement that the committees have fulfilled their remit.

2.3   Assessment

Due to temporary changes to corporate governance arrangements to support our emergency response to Covid-19, which paused governance Committee business, the Annual Reporting timetable for Governance Committee reports is behind schedule. Committees would normally consider and approve reports in March or April each year, for discussion at a May Board meeting, and subsequent submission to June Audit committee.

At the NHS Board meeting on 25 May 2020, members agreed an approach to resume the normal timetable of governance committee meetings and committee business and hence the annual report has now been progressed.

The Staff Governance Committee assurance report details the membership of the Staff Governance Committee and provides information on the activities of the Committee in the past year.

Key Messages

- The Committee regularly reviewed corporate level risks relating to staff matters and progress against actions in the Board's annual People Plan.
- The Committee was provided with regular reports on trends, themes and quality improvements relating to Staff Governance.

2.3.1 Quality/patient care
Ensuring good staff governance supports the effective delivery of quality, patient-centred services throughout NHS Ayrshire & Arran.

2.3.2 Workforce
This assurance report has no workforce implications for the organisation.

2.3.3 Financial
There are no financial implications

2.3.4 Risk assessment/management
The annual report process ensures an assessment of committee business against the agreed Terms of Reference. This mitigates against the risk of any gaps in assurance and supports the NHS Board's annual assurance statement.

2.3.5 Equality and diversity, including health inequalities
An impact assessment has not been completed because this is an assurance reporting paper.

2.3.6 Other impacts
- Best value - reporting ensures sound governance and accountability.
- Compliance with Corporate Objectives - providing this assurance report supports compliance with objectives on attracting, developing, supporting and retaining skilled, committed, adaptable and healthy staff, and ensuring our workforce is affordable and sustainable.

2.3.7 Communication, involvement, engagement and consultation
This paper requires no engagement with external stakeholders.

2.3.8 Route to the meeting

The annual report has been prepared by the Assistant HR Director, People Services, on behalf of the HR Director and Chair of the Staff Governance Committee.

The Chair of the Staff Governance Committee approved the report for consideration by the Staff Governance Committee at its meeting on 10 August; however this meeting was cancelled at short notice as it was inquorate.

Committee approved the report virtually for submission to the NHS Board, and members will be asked to homologate the report at the next Staff Governance Committee meeting.

2.4   Recommendation

For awareness. Board Members are asked to receive the report and note the progress of the Staff Governance Committee for 2019/2020.

3.   List of appendices

Appendix 1 – Staff Governance Committee Annual Report

Appendix 1

NHS Ayrshire & Arran

NHS Ayrshire & Arran Staff Governance Committee

Annual Report for 2019/2020

1.   Summary

1.1   Staff Governance is defined as **"a system of corporate accountability for the fair and effective management of all staff."**

The Staff Governance Standard sets out what each NHSScotland employer must achieve in order to improve continuously in relation to the fair and effective management of staff. Implicit in the Standard is that all legal obligations are met, and that all policies and agreements are implemented. In addition to this, the Standard specifies that staff are entitled to be:

- well informed;
- appropriately trained;
- involved in decisions which affect them;
- treated fairly and consistently; and
- provided with an improved and safe working environment.

1.2   The main topics covered during 2019/20 at the Committee concentrated on the four high level themes within the Corporate People Plan. The themes comprised:

- 'Retain' ~ actions around staff engagement and feedback, communication, staff involvement in decision making and application of policies.
- 'Develop' ~ actions around staff and management engagement in support of staff's personal development and effective people management skills.
- 'Support' ~ actions around dignity at work, openness and speaking up, staff health & wellbeing, inequalities, change management and effective working between different sectors within the service.
- 'Attract' ~ actions relating to local and regional workforce planning, reviewing and enhancing current recruitment practices.

The Committee received assurance from service on progress within implementing the Staff Governance Standard through receiving the Directorate Staff Governance Assurance and Improvement Plans.

2   Key Messages

2.1   The Committee recognises that getting the People Agenda right is fundamental to improving patient care and the quality of our services.

2.2   The Committee is assured that the organisation is dedicated to delivering the People Strategy through the range of activity detailed within the Corporate People Plan, highlights of which are detailed below. Pivotal to evidencing this is the iMatter Programme which is engaging, encouraging empowering and enabling staff to improve the employee experience.

3.   **Membership**

3.1   The Committee is composed of six Non-Executive Members.

        The membership of the Committee during 2019/20 is given below:
        - Mr John Rainey (Chair);
        - Mrs Lesley Bowie (Mrs Margaret Anderson from 1 March 2020)
        - Mr Stewart Donnelly (Mr Ewing Hope from 2 October 2019);
        - Dr Janet McKay (Mr Adrian Carragher from 2 October 2019);
        - Cllr Douglas Reid;
        - Cllr Laura Brennan-Whitefield.

3.2   Mrs Patricia Leiser, HR Director, provided executive support for the Chair and members, and attended in an ex-officio capacity to provide Committee with advice and guidance.

        Mr John Burns, Chief Executive, attended in an ex-officio capacity.

3.3   The Staff Side Co-Chairs of the Directorate Partnership Fora (DPFs) attended the Committee meetings acting in an ex-officio capacity.

3.4   Where required by the Chair, or by the Committee, appropriate members of staff were invited to be in attendance for the purposes of verbal updates, information sharing, presentations etc.

4.   **Meetings**

4.1   The Committee met on four occasions between 1 April 2019 and 31 March 2020.

4.2   The NHS Board has previously agreed that attendance at Committee meetings should be recorded in the relevant Annual Report. The attendance record of each member is shown below (x indicates attended).

Member	Dates			
	15/05/19	03/07/19	02/10/19	11/02/20
John Rainey	X	X	X	X
Lesley Bowie*	X	X	X	X
Janet McKay/ Adrian Carragher		JMcK	AC	AC
Stewart Donnelly/ Ewing Hope	SD	SD	EH	EH
Douglas Reid			X	
Laura Brennan-Whitefield		X	X	

* Following her appointment as Board Chair, Mrs Bowie stepped down from the Committee on 29 February 2020, and Mrs Margaret Anderson joined the Committee from 1 March 2020.

5.   **Committee Activities**

Committee received the following reports during the course of the year:

5.1   **Standing Reports:**

- Corporate People Plan;
- Staff Engagement;
- Staff Health Safety & Wellbeing, including Promoting Attendance;
- Staff Governance Assurance Reports;
- Employee Relations Quarterly Reporting;
- Corporate Risk Register – risks relating to Staff Governance.

5.2   **Annual Reports:**

- Staff Governance Committee Annual Report for 2018/19;
- Scottish Government Annual Monitoring Report 2018/19;
- Update on the local, regional and national approaches to Workforce Planning in 2018/19;
- Staff Governance Improvement Plan, Monitoring Return and Feedback;
- Everyone Matters 2020 Workforce Vision 2018/20;
- Employee Relations Annual Report 2018/19.

5.3   In the performance year 2019/20 the Committee continued to focus its monitoring activities in respect of the People Strategy and the five elements of the Staff Governance Standard. The Committee members recognised their obligations to support a culture within NHS Ayrshire and Arran where the delivery of the highest possible standard of staff management is understood to be the responsibility of everyone working within the organisation and is built on the principles of partnership.

5.4   **Directorate Staff Governance Assurance Reports**

5.4.1   To provide assurance to Committee that service areas were implementing the five elements of the Staff Governance Standard and embedding iMatter, Directors, Partnership Facilitators and Human Resource Managers continued to attend meetings, as required, to speak to their Staff Governance Reports. Committee had agreed that it would be helpful to include narrative around good practice as part of the assurance reports received from Directorates, so that this was formally recorded. To facilitate this, the local monitoring report was altered with the introduction of the Staff Governance Assurance Report. The new reporting format afforded the opportunity for Directorates to provide a more rounded report on actions taken in support of NHS Ayrshire & Arran's Corporate People Plan, and particularly taking into account the new routes for staff to feed back to the organisation on their staff experience.

These updates provided assurance to the Committee around good practice and actions being taken to address areas identified within iMatter reports for their respective operational areas.

5.4.2   The attendance for 2019/20 is noted in the table below:

Committee Date	Directorate
15 May 2019	• Transformation and Sustainability • Finance • Medical
3 July 2019	• Acute Services
2 October 2019	• Corporate Support Services
11 February 2020	• North Ayrshire Health and Social Care Partnership

5.5   **People Strategy**

Committee agreed that it would be appropriate for the Staff Governance Committee and Area Partnership Forum to receive at each subsequent meeting updates from the appropriate operational lead(s) on one of the four high level themes within the Corporate People Plan. The themes comprised:

- 'Retain' ~ actions around staff engagement and feedback, communication, staff involvement in decision making and application of policies.
- 'Develop' ~ actions around staff and management engagement in support of staff's personal development and effective people management skills, including support for new employees.
- 'Support' ~ actions in support of dignity at work, openness and speaking up, staff health & wellbeing and effective working between different sectors within the service.
- 'Attract' ~ actions relating to workforce planning, reviewing and enhancing current recruitment practices.

Quantitative measures on each of the programmes of work would be captured on the organisational dashboard, Pentana, with qualitative measures being reflected in the outputs from iMatter.

The completed programme of work for 2019/20 and the proposed 2019/20 People Plan (formerly the Corporate People Plan) were received at the meeting on 15 May 2019. The People Plan with the inclusion of specific actions against each component part for Directorates was presented at the meeting on 3 July 2019. The 'Retain' theme was received at the meeting on 2 July 2019, the theme of 'Support' at the meeting on 11 February 2020.

5.5.1   People Plan

The Committee was provided with an overview of the 2019/20 People Plan which would focus on:
- percentage of iMatter Action Plans completed;
- the corporate themes from iMatter;

- feedback from new employees and those leaving NHS Ayrshire & Arran;
- MAST modules;
- Health, Safety and Wellbeing - including Promoting Attendance information;
- bullying and harassment;
- change management;
- maximising our workforce supply; and
- an improved approach to Workforce Planning.

A focus would be placed on targets and timescales to ensure actions were being delivered timeously with improvements to trajectories.

5.5.2   Area Partnership Forum (APF)

Throughout the year, the Committee received updates on the key issues from the APF. This continued an improved approach which allowed the Committee assurance that the key issues were being addressed and to clarify any points.

5.5.3   Health Safety & Wellbeing Improvement Plan

Reports from the Health, Safety & Wellbeing Committee were further revised during the course of the year to ensure that these provided the Staff Governance Committee with the appropriate level of assurance in terms of governance, rather than duplicating the statistical reports received by the Health, Safety & Wellbeing Committee. Promoting Attendance updates formed part of this feedback.

Members were kept informed of developments relating to the Key Performance Indicators within the Plan, the progress of any current cases under investigation by the Health and Safety Executive, the strengthening of links between the Board and Local Authority Health and Safety Leads and improvements to health and safety protocols.

The draft review of the Health, Safety and Wellbeing Strategy 2019-22 was presented and approved.

5.5.4   Workforce Metrics

The Committee received quarterly performance reports on the main employee relations policies – Conduct, Grievance and Bullying and Harassment - with further information on compliance against indicative timescales for completion.

5.5.5   Improve, develop and deliver workforce planning

Committee received regular reports and updates on key issues from Workforce Planning Programme Board which continued to drive forward the workforce planning agenda.

5.5.6   eESS

The Committee received updates and assurance throughout the year on the following the switch on of the national workforce system in early May 2019.

5.5.7   Review, improve and innovate recruitment practices, system and approach

Recruitment documentation was reviewed and standardised and now incorporates the values of the organisation.

5.5.8   TURAS

The Committee was updated on the implementation and use of the new TURAS Appraisal electronic recording system and the subsequent opportunity for the organisation to refresh its approach to PDR to ensure that managers and staff are clear on their role and responsibilities and embed and sustain PDR within the organisation.

5.5.9   Strategic Risk Register

Regular updates were given for the Committee to accept progress reports for the risk management arrangements and approve the risks assigned to the Committee.

5.5.10   Organisational Culture

A position statement and response outlining the Board's culture, values and behaviours following the publication of the 'Sturrock Report' were presented to the Committee.

5.5.11   Staff Experience

The national Health & Social Care Annual Staff Experience Report was presented as was the Strathclyde Staff Experience Academic Evaluation Report.

6.   **Priorities for 2020/21**

6.1
- Focus on culture within the organisation;
- Improve leadership visibility across the organisation;
- 'Daring to Succeed' and Psychological Safety programmes.

6.2   A key priority for the Committee through 2020-2021 will be to support Covid19 governance requirements relating to the workforce as NHS Ayrshire & Arran moves from the emergency response stage towards recovery. The Staff Governance Committee will continue to provide a robust governance route for all staff governance issues relating to remobilisation.

7.   **Chair's Comments**

7.1   The performance year 2019/20 has highlighted the continuing need to focus our attention on key Staff Governance issues as staff will always be our most important resource.

7.2 The Chair recognises that staff are key to delivering the Board's agenda and it is important to get the people agenda right to improve staff and patient experience.

7.3 The Chair concludes that the Staff Governance Committee has fulfilled its remit and considers that there are adequate and effective Staff Governance arrangements in place to assure the Board of its Staff Governance duties.

7.4 I would offer my thanks for the continuing support and encouragement of Committee members and to Patricia Leiser, Human Resources Director for their support, and to those members of staff who have worked on the Committee's behalf during 2019/20.

John Rainey
Chair – Staff Governance Committee

NHS AYRSHIRE & ARRAN
STAFF GOVERNANCE COMMITTEE

TERMS OF REFERENCE

1   Introduction

1.1   The Staff Governance Committee is a Committee of the NHS Board. The approved Terms of Reference and information on the composition and frequency of the Committee will be considered as an integral part of the Standing Orders.

1.2   The Committee will be known as The Staff Governance Committee of the NHS Board and will be a Standing Committee of the Board.

2   Remit

2.1   To provide assurance to the NHS Board on compliance with the Staff Governance standards.

3   Committee Membership

3.1   Full membership of the Committee should include the following:

- six non-executive Directors of the NHS Board, of which one must be the Employee Director;
- four lay representatives, from the trade unions and professional organisations (acting in an ex officio capacity), nominated by the NHS Board Partnership Forum.

The HR Director and the NHS Board Chief Executive may attend as an ex-officio member.

3.2   The Chair and Committee will be appointed by the Chair of the NHS Board and all will be Non-Executive Board members.

3.3   A Vice Chair will be proposed by the Governance Committee Chair and agreed by Committee.

4   Quorum

4.1   Three Non-Executive members will constitute a quorum.

5   Attendance

5.1   The HR Director will attend in an ex-officio capacity to provide Committee with advice and guidance.

5.2 The Committee may require relevant officers/partnership representatives to attend at meetings where specific advice and/or guidance is required on relevant topics.

5.3 The Committee may co-opt additional advisors as required.

5.4 With the prior approval of the Chair of the Staff Governance Committee, the HR Director will be able to provide a deputy on an exceptional basis.

6 Frequency of Meetings

6.1 The Committee will normally meet bi-monthly but will meet at least four times per annum.

6.2 The Chair may, at any time, convene additional meetings of the Committee.

7 Authority

7.1 Committee is authorised to investigate any matters which fall within its Terms of Reference and obtain external professional advice.

7.2 The Committee may establish Sub-committees to support its functions. This will include Remuneration.

7.3 The Committee is authorised to seek and obtain any information it requires from any employee whilst taking account of policy and legal rights and responsibilities.

7.4 The Committee will have the authority to require the attendance of any employee of NHS Ayrshire and Arran, as may be required.

8 Duties

8.1 The role of the Staff Governance Committee is to support and maintain a culture within the health system where the delivery of the highest possible standard of staff management is understood to be the responsibility of everyone working within the system and is built upon partnership and collaboration. It will ensure that robust arrangements to implement the Staff Governance Standard are in place and monitored.

8.2 The specific responsibilities of the Staff Governance Committee are to:

- Oversee the commissioning of structures and processes which ensure that delivery against the Standard is being achieved;

- Monitor and evaluate strategies and implementation plans relating to people management;

- Approve any policy amendment, funding or resource submission to achieve the Staff Governance Standard;

- Take responsibility for the timely submission of all staff governance information required for national monitoring arrangements;

- Provide staff governance information for the statement of internal control; and

Provide assurance that systems and procedures are in place to manage the issues set out in MEL (1993) 114 (amended).

9   Conduct of Business

9.1   Meetings of the Committee will be called by the Committee Chair.

9.2   The agenda and supporting papers will be sent to members at least five working days before the date of the meeting.

10   Reporting Arrangements

10.1   Minutes will be kept of the proceedings of the Committee. These will be circulated, in draft form, normally within five working days to the Chair of the Committee and within five working days thereafter to members, prior to consideration at a subsequent meeting of the Committee.

10.2   The Chair of Committee shall provide assurance on the work of the Committee and the draft minutes will be submitted to the NHS Board meeting for information.

10.3   The Committee will conduct an annual review of its role and function and report to the NHS Board in May of each year.

10.4   Items requiring urgent attention by the NHS Board can be raised at any time at NHS Board Meetings, subject to the approval of the Chair.

Version:	Date:	Summary of Changes:	Approved by
00.1	24/01/2018	Addition of Vice chair arrangements.	SGC 24/01/2018