NHS Ayrshire & Arran

Meeting: **Ayrshire and Arran NHS Board**

Meeting date: **Monday 5 October 2020**

Title: **Staff Governance Committee meeting on 29 September 2020 - report to NHS Board**

Responsible Director: **Ewing Hope, Vice-Chair, Staff Governance Committee**

Report Author: **Sarah Leslie, HR Director**

1.   Purpose

This is presented to the Board for: Awareness.

This paper relates to: Local policy to ensure good governance practice in reporting from board committees

This aligns to the NHS Scotland quality ambitions of Safe, Effective and Person Centred. Good governance practice supports the effective delivery of services across the organisation.

2.   Report summary

2.1   Situation

This report provides information to Board Members on key issues discussed within the Governance Committee's remit, in order to provide assurance to the Board that those matters have been identified and are being addressed, where required.

2.2   Background

The Board Model Standing Orders advises that Board meeting papers will include the minutes of committee meetings which the relevant committee has approved. To ensure that there is no delay in reporting from committees this paper provides a timely update on key issues from committees.

2.3   Assessment

Key issues agreed by Committee are noted below. Identification of organisational risks, stakeholder considerations and other impacts were included in papers to the Committee.

2.3.1 *Needlestick reviews*
   o   The downward trend in needlestick injuries continued from 113 in 2018/19 to 93 in 2019/20. There were 11 needlestick injuries during the first six months of 2020/21.

- o Further work continued to reduce inappropriate disposal of needlesticks, of which there had been two instances during the first six months of 2020/21.

2.3.2 *Distributed working*
- o Committee received a report on the commission in relation to distributed working, which had been scaled up considerably since March.
- o A technical group had been established to develop a work plan to encourage new ways of working and balance face to face interactions with digital solutions.
- o This work connected with the wider context of Caring for Ayrshire, sustainability and community wealth building and progress would be reported through the Board's governance structures.

2.3.1 *Staff Governance and People Plan Assurance Report from North Ayrshire Health & Social Care Partnership*
- o The report, which had been deferred from earlier in the year due to the pandemic, was delivered by Tim Eltringham, Director.
- o Progress had been made during 2019/20 in terms of new management structures within the Partnership, as well as in terms of financial governance.
- o The Partnership had achieved a relatively good iMatter engagement score in 2019 and was looking to build on this when the process is resumed in 2021.
- o An effective approach to PDR had been implemented by the Children's Health Team, enabling the team to reflect and review on individual and joint progress with objectives through the lens of the 'four pillars'.
- o There had been positive developments within the Partnership's Staff Partnership Forum and work was ongoing to improve the function of the forum and to enhance management and staff side engagement.
- o Communication between colleagues within the Partnership had been enriched during the pandemic through virtual systems and by the introduction of video blogs by managers to share information.

2.3.4 *Mobilisation and Caring for Ayrshire*
- o The Chief Executive provided members with assurance that the Board was focusing on key activities around Test and Protect. Learning from the last six months would be key in supporting this. Plans were being stress tested to ensure that the Board would be flexible to respond to any changes in demand over the next few months.
- o Colleagues across the Board had confirmed their agreement to take forward work relating to Caring for Ayrshire and a Strategic Advisory Group was being established, which would be critical to future Board reform.

2.3.5 *Social Distancing*
- o Committee received a report on the significant amount of work which had gone into risk assessments of all locations within the Board and individual risk assessments to achieve the requirements for social distancing.
- o A Task and Finish Group had been established to oversee the arrangements and ensure a consistent approach across the Board, with Responsible Officers appointed to carry out the risk assessments. This work had enabled the Chief Executive to sign off COVID Secure statements for all premises. An ongoing audit on implementation of the risk assessments was now underway.
- o Committee agreed that communications to staff to reinforce the importance of social distancing and to empower staff to challenge where this was not being adhered to should be linked back to the Board's values of Caring Safe and Respectful.

2.3.6 *Update and review of HR procedures*
- o Committee received an update describing the variations in recruitment procedures to allow fast tracking of recruitment and all pre-employment checks during the pandemic. This had allowed the organisation to recruit quickly, safely and with the appropriate governance for all new staff, including those recruited specifically to help with COVID-19 pressures.
- o Due to the pause of iMatter during 2020, a pulse survey had been issued to staff during September and this had achieved a commendable response rate of 48%. A full summary report would anticipated for the Board and at Directorate level at the end of October.
- o Corporate Induction processes had been reviewed and refined to support the fast-track recruitment process, with MAST being completed by new starts prior to joining the organisation. A full review of Corporate Induction was now underway with the intention of strengthening key messages around Caring for Ayrshire, Psychological Safety and Board values, and emphasising the importance of local induction.

- o Members acknowledged the significant amount of work which had been done by all departments within the O&HRD Directorate to support the organisation over the past few months to initiate, adapt and enhance processes to support the organisation through the pandemic and comply with national directives.

2.3.7 *Culture commission*
- o Members were advised of the re-instatement of the Extreme Team, which had been tasked with reviewing and reshaping the Board's culture to ensure it remained fit for purpose. The Extreme Team was composed of a range of stakeholders, including staff side representation.
- o The review would include consideration and inclusion of related pieces of work around psychological safety, the 'kindness' agenda and national work such as the 'Civility Saves Lives' programme.
- o The framework developed by the Extreme Team would be submitted to CMT and APF and, following agreement, would be cascaded through the Board to departmental level.

2.3.8 *PDR and Turas implementation*
- o Committee was advised that a new approach would be taken to increase PDR engagement and compliance, in view of the continued difficulties in achieving improved participation within the Board, despite the introduction of new initiatives to focus managers' efforts on those areas which were most in need of support.
- o The successful engagement techniques used within the South Partnership and work around values management would provide case studies to assist in this, and Directors would be given accountability to work with their team leaders to embed PDR within their teams.

2.3.9 *Black Asian and Minority Ethic (BAME) Network*
- o An engagement event for BAME staff would be held in November to introduce the potential for establishing a local BAME Network and to begin discussions on staff experience for this group of employees.
- o The proposed Network would help to ensure that the Board's processes and approaches were helpful for BAME staff and would provide a forum to discuss any particular challenges or concerns in a safe space.

2.3.10 *Audit reports*

- o Committee received updates on the auditor's recommendations in the following reports:
  - Medical Workforce Planning arrangements;
  - Consultant Job Planning;
  - Staff Rostering (Nursing);
  - Health & Safety Self-Audit Management Review.
- o It was agreed that a further update on Consultant Job Planning would be brought to Committee at an appropriate point, to review progress on team service planning.

2.4 Recommendation

The Board is asked to be aware of and discuss the key issues highlighted and receive assurance that issues are being addressed, where required.