

Approved by SGC on 29 September 2020

Staff Governance Committee

2.00 pm, Tuesday 11 February 2020, Room 1 Eglinton House, Ailsa Hospital

Present: Mr John Rainey, Non-Executive Board Member (Chair)
Mr Ewing Hope, Employee Director (Vice Chair)
Mrs Lesley Bowie, Non-Executive Board Member
Mr Adrian Carragher, Non-Executive Board Member

Ex-officio Mr John Burns, Chief Executive Officer
Ms Sarah Bush, Staff Participation Lead
Ms Allina Das, Staff Participation Lead
Mr David Donaghey, Staff Participation Lead/SCP Representative
Mr Frances Ewan, Staff Participation Lead
Mrs Patricia Leiser, Human Resources (HR) Director

In attendance: Mr Stephen Brown, Director of North Ayrshire Health and Social
Care Partnership (NAH&SCP)
Mrs Ann Crumley, Assistant HR Director
Mr Hugh Currie, Head of Occupational Health & Safety
Mr David Hanlan, Management Trainee
Mrs Lorna Kenmuir, Assistant HR Director - People Services
Ms Marian McBurnie, NAH&SCP
Mrs Sheila Rosher, Assistant HR Director
Ms Pauline Sharp, Committee Secretary (minutes)

- | 1. Apologies + Welcome | Action |
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| 1.1 Apologies for absence were noted from Councillor Laura Brennan-Whitefield and Councillor Douglas Reid. | |
| 1.2 Mr Rainey welcomed the new Staff Participation Leads to their first SGC and also introduced Mr Hanlan from HR Scottish Water who was in attendance as part of an Inclusion Scotland shadowing project. | |
| 2. Draft Minutes of the Meeting held on 2 October 2019 | |
| 2.1 The minutes were approved as an accurate record of the meeting. Proposed by Mr Hope and seconded by Mrs Bowie. | |
| 3. Matters Arising | |

Item 6.1.1 - iMatter (R2) – The messages around management/leadership aspects of staff engagement had been articulated in the “Daring to Succeed” leadership workshops and would be reflected in the work programme of the new Culture Extreme Team. A further update was to be provided on the current agenda. The item was considered closed.

All other matters arising had been dealt with, or were included on the current or on future Committee agendas.

- 3.1 **Risk Register** – Mr Rainey homologated the SGC virtual decision to approve the Risk Register previously circulated by email on 5 November with Committee notified of approval by email on 12 November 2019.

4. **Area Partnership Forum (APF) update**

- 4.1 Since the last meeting of the SGC the APF had met twice on 13 October 2019 and 13 January 2020. The main points of interest from the 13 October 2019 meeting for the SGC were highlighted and included:

- Ratification of the Partnership Agreement – this would provide a strong basis for setting the agenda going forward.
- Ongoing rolling out “Once for Scotland” policies.
- Debate had been held on changing the May 2020 Public Holiday from 4 to 8 May in order to mark the 75th anniversary of Victory in Europe Day. To minimise impact on patients and staff the decision had been taken to move this to 8 May 2020.
- A workshop scenario had been held focusing on developing a psychologically safe environment and how this could be incorporated into NHS Ayrshire & Arran culture.

The 13 January 2020 meeting had been inquorate. The meeting had gone ahead with updates being provided and discussions held on the Menopause Policy, Period Dignity, Caring for Ayrshire, Annual Operating Plan, phase 2 of the “Once for Scotland” Policies, New Starts Staff Experience Feedback, People Plan 2019/20 and the West Regional Recruitment Transformation Group. Discussions had been held the previous day to how to insure and encourage members to attend despite their ongoing clinical pressures.

- 4.2 Mr Burns emphasised how well the paper reflected the diversity and range of themes being taken through the APC. He also stressed the importance of the APF and its contribution towards Caring for Ayrshire and how NHS Ayrshire & Arran manage their service today and in the future for local citizens.

Mr Hope noted that staffside had recently held a collective meeting to determine how they could link in with Caring for Ayrshire and Daring to Succeed. He emphasised that staffside supported the current proposed direction of travel and were happy to support.

Outcome: The Committee noted the assurances provided and looked forward to a further update at the next Committee from the Area Partnership Forum and Staff Health, Safety and Wellbeing Committee.

5. Staff Governance

Staff Governance and People Plan Assurance Reports

5.1.1 Mr Stephen Brown, Director NAH&SCP presented their Assurance Report assessing their teams' performance against the Staff Governance Standard and the People Plan. Among the detail of the report he chose to highlight the work being undertaken on the 3 following areas:

- i. iMatter – A 61% completion rate had been achieved with engagement levels having increased in the vast majority of areas with there being a year on year percentage creep-up. This positive result was in the context of teams balancing many other demands and pressures including a Council Survey, completing their Action Plans and imbedding improvements. They continue to improve and learn annually.
- ii. Thinking Differently Doing Better – Mr Brown had personally attended around 160 X 3 hour sessions with about 2000 staff in total being present. He emphasised that among the benefits of these sessions they had provided a vital opportunity for staff to express their views, helped identify an army of volunteers to facilitate change, empowered staff, been revelatory and highlighted areas of inefficiency.
- iii. PDRs – PDR uptake was still very low at 36% of staff having completed them. They were working hard with their Senior Team to address this issue, insuring PDRs were meaningful for staff and on this basis had already seen some improvement. One aspect they were addressing was around building into PDRs succession planning, tailoring individual staff plans for staff who have career aspirations. This they considered was particularly vital in an integrated organisation.

5.1.2 The discussion was opened out to the Committee. Members thanked Mr Brown for his very detailed paper but asked for reassurance on the work being done to obtain feedback and learn from the Thinking Differently Doing Better sessions and the work being done to improve the low PDR completion rates. Regarding the Thinking Differently Doing Better sessions Mr Brown advised they were trying a number of approaches and currently were

scoping how to most effectively feedback to staff in an interactive and creative way. Regarding PDRs Heads of Service were working with managers, making sure they were suitably skilled and competent to provide staff with a quality experience, also providing protected time thus helping them to focus and embed PDRs in the system. Discussion was held every month at the Senior Management Team meetings and a close eye was being kept on this target. Mrs Leiser asked Mr Brown to link in with Mrs Crumley regarding embedding succession planning into PDRs.

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Reassurance was sought on actions being taken to monitor and reduce absence rates. Mr Brown noted the percentage of older female staff employed within NAH&SCP but that they had an Action Plan to tackle this concern including absence training for new managers with audits relating to this item being a standing agenda items.

Mr Hope asked for clarification and detail on what support was available for staff relating to Health Inequalities, thereby providing a positive impact, at low cost. Mr Brown considered it was difficult to encapsulate this within the report but highlighted work done by the Money Matters Team in North Ayrshire who are very robust and skilled in providing financial, debt advice and availability of welfare advice to all within the workplace especially with the number of staff living with work poverty increasing.

Outcome: The Committee was reassured by the work being done by the North Ayrshire Health & Social Care Partnership in support of the Staff Governance Standard.

5.2 Staff Governance Monitoring Return

Mrs Leiser presented the Committee, for completion, a copy of NHS Ayrshire & Arran's Staff Governance Monitoring Return for 2018/19, Scottish Government's feedback letter of 29 November 2019 and NHS Ayrshire & Arran's reply of 17 December 2019. She highlighted the ongoing discussions regarding the possibility of amending the monitoring process and that the Committee would be advised of these when information was available.

Outcome: The Committee noted and supported NHS Ayrshire & Arran's reply to Scottish Government's feedback.

6. People Strategy

- 6.1.1 **People Plan – “support”** – Mrs Leiser noted the paper had been presented to the APF and now the SGC as a focus on the People Plan. A brief update on S1 Staff Health, Safety & Wellbeing and S8 Promote and Embed a Positive and Healthy Culture was provided.

- S1 – Additional detail was included in the appendices to the Paper. Mrs Leiser summarised the key programmes of work underway that have gone to the Health, Safety & Wellbeing Committee and then to the SGC plus the mechanisms for assurance and scrutiny. The first appendix was the very detailed Health, Safety & Wellbeing Committee 7 November 2019 Joint Chairs Report for the APF. This included an important discussion on staff care. A further discussion had been led by Jenny Wilson at the last meeting helping to embed and work through staff care issues giving these the importance required. A number of other updates were highlighted including minimising staff harm, needle stick injuries, violence and aggression. The second appendix detailed work being done on absence levels and the CMT decision to spend to save in order to impact on the overspend associated with agency or overtime hours. The third appendix detailed the key work being undertaken on work-related stress.
- S8 – Mrs Leiser provided an update on work ongoing in relation to promoting and embedding a healthy culture within the organisation. This included all the work already complete in relation to the findings from the Sturrock Report. Mrs Crumley had run a number of Psychological workshops. Following this she had liaised with Nurse and Medical leaders to provide bespoke follow-up sessions for key groups of staff who were not able to attend the programme. Under the Daring to Succeed banner culture engagement sessions were to be held at Directorate level with a guide having been issued in early December to support discussion and insure consistency of approach. A discussion was to be held at the CMT on 17 March about the findings from these with outcomes being incorporated in the People Plan for the coming year. Finally Mrs Leiser highlighted the Extreme Teaming approach which would take stock of where the organisation was and what was on the horizon. Co-chairs had been identified and the first meeting would be held on 3 March 2020, this would really drive the agenda forward.

6.1.2 Mrs Bowie asked for clarification on 2 areas 1) progress on Needle Stick injuries and 2) Lone Working. Progress had been made on reducing the amount of Needle Stick injuries although Mrs Leiser emphasised this should stand at zero. Mr Currie noted the amount of work done to reduce incidents including investment in safer devices and training of staff. Regarding Lone Working Mrs Leiser advised a paper would be going to CMT shortly on an alternative solution, which was currently being trialled, for Lone Working staff.

Mr Hope wished to acknowledge the amount of work carried out to successfully reduce the absence figures to where they currently stood and congratulated all staff involved.

Outcome: The Committee were assured on the progress being made on the programmes of work within the Support theme of the People Plan.

6.2 People Plan “Retain” Specific Updates

- 6.2.1 **R2 – iMatter – Board performance for all runs during 2019** – Mrs Crumley provided a summary and breakdown of figures detailed in the report with Appendix 3 detailing the average responses for 2017-2019 and allowing comparison. This provided evidence that NHS Ayrshire & Arran had been fairly consistent. Unfortunately the figures for completed Action plans had dropped although feedback showed there was a genuine commitment with pressure of work getting in the way. A Staff Newsletter was being pulled together to tie in with the Staff Experience. A breakdown of the 2020/21 runs was provided and assurance given that there would be proactive support provided.

Discussion was held the advantages and possibility of moving away from a paper based system and eg providing terminals for staff who did not have their own PC. Members welcomed the results detailed but queried the lower responses rates for the components at the bottom of the questions. Mrs Leiser reassured members HR were sighted on this and if all the components of People Plan were implemented this would impact positively on these components.

Outcome: The Committee received the report and were reassured by the work undertaken and direction being taken.

2019 Health & Social Care Staff Experience Report – Mrs Crumley provided an overview of the Scotland wide report received on 3 February 2020 and which would form part of the discussions at CMT on 17 March. The report allows NHS Ayrshire & Arran to capture how the organisation scores against the rest of Scotland and provided a breakdown in terms of Local Authority versus NHS. The lack of good news stories was flagged up.

Outcome: The Committee welcomed the information and opportunity for comparison provided in the Report.

- 6.2.2 **R4 – Listening and Responding to Staff Feedback** – Mrs Leiser provided a presentation (please see Appendix 1 attached) focusing on data for a complete year on the “Retain” section relating to starters and which had already been seen by the APF. Detail was provided on the responses received over the past few years for the New Start survey and the current range of actions being undertaken

to improve and reinforce the processes. The next stage was to engage with leaders around providing Workshops with the Extreme Team further embedding work already started. Detail had not been provided on Exit surveys although work was being addressed to improve the uptake of this survey.

The importance of insuring new starts were familiar with the PDR process and its purpose was discussed. The importance of setting objectives early and not waiting until someone been in employment for a year was considered to be vital for the person and the organisation.

Outcome: The Committee welcomed the update and looked forward to future developments.

- 6.3 **People Plan “Develop” Specific Updates – D1 PDR** - Following the information provided at the October SGC relating to the PDR completion rates Mrs Crumley provided an update on progress made to date. Detail was provided on current figures which showed a slight increase although Mrs Crumley assured the Committee these were going in the right direction. Actions being taken included an array of communications to encourage completion by Managers detailing named staff. The CMT had detailed discussions in December with Mr Burns writing to Directors requesting their plans to progress with this being picked up at the 17 March 2020 CMT.

Mrs Bowie expressed her concern at the low uptake and members considered it vitally important all was done to insure the importance and urgency of PDRs was enforced although acknowledging and not underestimating the pressures being experienced by everyone across the organisation. Mr Burns emphasised the personal responsibility of Managers to undertake PDRs with their staff.

Outcome: The Committee noted the update on NHS Ayrshire & Arran’s performance for PDR and looked forward to future updates.

7. Key Updates

7.1 Once for Scotland Policies

The Committee were provided with an update on the Once for Scotland Policies, issued on 1 November 2019 and effective from 1 March 2020. Human Resources (HR) and Staffside had met in December to familiarise themselves, consider content and compare against existing policies. Over the months of February and March Awareness sessions were being delivered in partnership at Ayr and Crosshouse. These were being supplemented by HR and Staffside briefings, Department and bespoke meetings. A communication

Tool Kit had just been received and would be circulated to services shortly.

Discussion was held on the importance of insuring Managers had received the appropriate training in order to deliver and participate in any Awareness sessions. Consideration was given to turning this training into a LearnPro.

Outcome: The Committee welcomed the update on the progress with the implementation of NHS Scotland Once for Scotland Workforce Policies and looked forward to future updates.

7.2 Corporate Workforce Reporting

Mrs Leiser provided an update and detailed the current position regarding solutions being sought to the challenges encountered in relation to reinstating corporate workforce reporting in a post eESS environment. Since there was no national approach there had been ongoing work in collaboration other NHS Boards. Only 2 NHS Boards have put in place systems to complement and augment eESS NHS National Education Scotland (NES) who use Power BI (part of the Microsoft suite of software, which effectively replicates the best in field product) and NHS National Services Scotland (NSS), who utilise Tableau, a commercial product recognised as best in field. A decision had been taken to go with the system used by NES and NHS Ayrshire & Arran should be able to reinstate Corporate Reporting from 1 April 2020 with historical data available.

Outcome: The Committee welcomed the update and were reassured by the reporting solution of the processes being pursued to supplement eESS reporting and address the Corporate workforce reporting.

8. For Information

8.1 Employee Relations Quarterly Report – Q3 2019/20 – Noted.

9. Governance arrangements/Reporting to NHS Board

9.1 Risk issues to be reported to the Risk & Resilience Scrutiny & Assurance Board

The Committee considered no potential risks had been identified at the meeting and that discussions had not raised the need to change a risk rating or identified any additional actions to mitigate risks. Mr Currie informed the Committee the next iteration of risks would be presented to the SGC in May 2020.

Outcome: The Committee agreed there were no additional risks or change required.

9.2 Key issues to report to the NHS Board

Mr Rainey advised that the Committee would no longer be able to present draft minutes of meetings to the NHS Board and would in future require to submit a formal Board paper summarising key areas discussed at meetings and approved minutes when available.

Committee members agreed that the following key areas should be highlighted at the Board meeting on 30 March 2020:

- NA H&SCP Staff Governance and People Plan Assurance Reports – Intensive actions relating to 1) iMatter, 2) Thinking Differently Doing Better and 3) PDRs.
- Corporate Workforce Reporting

Outcome: The Committee agreed the key issues to be reported to the next NHS Board summarising the SGC discussions.

10. Any Other Competent Business

10.1 Mr Rainey advised the Committee this was the last SGC meeting for Mrs Patricia Leiser. He thanked her for her excellent support and wished her well on her retirement.

10.2 There was no further business.

11. Date of Next Meeting

Tuesday 12 May 2020 at 2 pm, Meeting Room 1, Eglinton House, Ailsa Hospital

Chair Date