

Staff Governance Committee

2.00 pm, Wednesday 2 October 2019, Room 1 Eglinton House, Ailsa Hospital

Present: Mr John Rainey, Non-Executive Board Member (Chair)
Mr Martin Cheyne, Chair NHS Ayrshire and Arran
Mr Ewing Hope, Employee Director (Vice Chair)
Councillor Laura Brennan-Whitefield, Non-Executive Board Member
Mrs Lesley Bowie, Non-Executive Board Member
Mr Adrian Carragher, Non-Executive Board Member
Councillor Douglas Reid, Non-Executive Board Member

Ex-officio Mr John Burns, Chief Executive Officer
Mr David Donaghey, Staff Participation Lead/SCP Representative
Mrs Patricia Leiser, Human Resources (HR) Director

In attendance: Mrs Ann Crumley, Assistant HR Director
Mr Hugh Currie, Head of Occupational Health & Safety
Mr Jordon Harvey, Management Trainee
Mrs Lorna Kenmuir, Assistant HR Director - People Services
Mr John Wright, Director of Corporate Support Services
Ms Pauline Sharp, Committee Secretary (minutes)

1. Apologies Action

- 1.1 Apologies for absence were noted from no apologies.
- 1.2 Mr Rainey welcomed both Mr Hope and Mr Carragher, as newly appointed Non-Executive Directors, in their respective roles of Employee Director and Area Clinical Forum Chair. He also welcomed and introduced Mr Harvey who was attending in his role of Management Trainee with NHS Ayrshire and Arran.

2. Draft Minutes of the Meeting held on 3 July 2019

- 2.1 The minutes were approved as an accurate record of the meeting.

3. Matters Arising

- 3.1 **Item 7.1.1 Organisational Culture – NHS Ayrshire and Arran response to the Sturrock Report** – Mrs Leiser informed the Committee there still had not been any feedback from Scottish Government and that NHS Board responses had not yet been collated.

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

4. Area Partnership Forum (APF) update

- 4.1 Mr Burns provided an update on the current focus for the APF. A key agenda item at each meeting was the Caring for Ayrshire strategy which encouraged whole system participation, including a vital role for staffside and their members. Because of this it would remain a standing item on the APF agenda.

The APF also held a pivotal role in supporting the People agenda, including scrutiny of the People Plan, which now reflected improvements arising from the Sturrock Report, and a scrutiny role in relation to staff health and wellbeing. Mr Burns emphasised the work already accomplished within NHS Ayrshire and Arran in conjunction with staffside to build an open culture which encouraged participation and openness, with staff having confidence that their views were welcome. Members agreed that it would be important to learn from the Sturrock Report and reflect on this as the organisation goes forward.

- 4.2 Mr Burns also noted the work being done by Scottish Government to ensure there was a common approach to workforce policies across Scotland. Staffside and APF were feeding into this and would bring updates to the SGC as these developed.
- 4.3 Mr Hope emphasised staffside were keen to be at the heart of the development and progression of the Caring for Ayrshire strategy.

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

- 5.1 Mr Wright, Director of Corporate Support Services, thanked the SGC for the opportunity to present in detail his Directorate's processes to support the health and wellbeing of staff within their large and diverse Directorate. This, he advised, could be challenging but reflected the important role all the staff had to play in the services they provide. The Directorate had recently undertaken a service review and Mr Wright thanked Human Resources and staff side colleagues for their support, which had been vitally important. Among the key areas he highlighted were:
- iMatter reporting results for this year, which were an improvement on the previous year but still disappointing. The Directorate had a clear, planned approach to increase response rates, reinforced by a high level Action Plan, which

clarified to all Managers and Line Managers their responsibility to drive this forward in the coming year.

- The importance of PDRs in providing all staff with the opportunity to be engaged and influence how the organisation takes things forward. Team meetings and governance were already in place but, beyond this, individual conversations were considered to be fundamental. Managers were being supported and developed to ensure the approach was right for every member of staff.
- Staff sickness rates had been 5.73% against a target of 4.65% in August 2019. Improvement work was being done although Directorate demographics posed challenges, which included an older workforce involved in highly physical work. There had been good progress with admin and clerical sickness absence figures down to 2.7%. With the support of HR managers were keeping a close watch on process, being flexible and taking steps to enable absent employees to get back to work.

- 5.2 The discussion was opened out to members of the Committee. Mr Wright provided members with assurance that the Directorate endeavoured to make PC's available to all staff to support their PDR and MAST, with dedicated support from admin staff where needed.

He also highlighted the successful pilot of TrackCare in University Hospital Ayr where Porters were allocated their next job through handheld devices rather than being given this manually. This had improved service responsiveness and there were proposals to roll out to other venues and other services within the Directorate.

Mr Rainey thanked Mr Wright for providing high level assurance around work being undertaken within Corporate Support Services Directorate to fulfil staff governance responsibilities.

Outcome: The Committee was reassured by the work being done by the Corporate Support Services Directorate in support of the Staff Governance Standard.

6. People Strategy

Mrs Leiser highlighted that the People Plan was a live document, and that further updates and amendments would be made to ensure that it remained current. Members agreed that Mrs Leiser should electronically circulate an updated copy of the Plan to members as soon as this was available, rather than wait to receive an updated copy at the next Committee meeting.

6.1 People Plan – “Retain”

Mrs Leiser informed the Committee she would provide a presentation focusing on a whole year's data on the "Retain" section relating to starters and leavers at the January 2020 SGC. This would allow the Committee to have a full discussion on this subject.

PL

- 6.1.1 **iMatter (R2)** – Mrs Crumley provided a brief summary of the first 3 runs including their response rates, EEI score and completed Action Plan activity. Run 4, which had been agreed as a one off run with North H&SCP, had achieved a 60% response rate and EEI score of 76. The cut-off date for completion of Run 4 Action Plans was 18 November 2019.

The current position for Ayrshire and Arran following all 4 runs, therefore, was green or amber. All Runs had received a report at the end of the process since the individual response rates were over 60%. Because the overall response rate had also exceeded 60%, a system-wide report for 2019 would be produced by the national team and Ayrshire & Arran data would be included in the national end of year report. Conversations were ongoing with the National Lead to debrief and analyse learning from the first year and capture good news stories.

Members welcomed the confirmation that, in contrast to the previous year, a system-wide report would be available this year. Members acknowledged the increased focus and commitment that had been given to improving on last year's response rates in order to achieve this.

The Committee emphasised the importance of Action Plans being completed, staff being aware of their content and that they are followed up, thereby demonstrating the value of staff's contributions and shared ownership. The Committee sought assurance that the North H&SCP would come back into line with the overall runs in the coming year. Mrs Leiser assured the SGC there was no intent to move away from the 3 annual runs.

Mr Burns confirmed the importance of having effective and participative teams working together and ensuring that this is given its appropriate place within the Board strategy, objectives and organisational construct. He also emphasised the importance of iMatter as an opportunity for Managers to connect into the leadership and management role and for them to support and engage with their teams with the tools available. iMatter was a key to staff engagement and it was important not to make it difficult or complex but allow teams to tell their story, however simple, as an example to others.

It was agreed that Mr Burns, Mrs Leiser and Mrs Crumley would engage to ensure that this is appropriately articulated within the Board's approach to leadership and management.

JB /
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AC

Outcome: The Committee received the data on the organisation position following completion of iMatter Run 4 and were assured of the work and direction being taken.

6.1.2 Strathclyde Staff Experience Academic Evaluation Report

Mrs Crumley provided the Committee with an update on the national publication on the implementation of iMatter, produced by the Scottish Centre for Employment Research, University of Strathclyde, and commissioned by the Scottish Government. The evaluation report contained twelve recommendations with detailed conclusions. The Committee was also provided with an update on national work streams and would be appraised of future developments. The Committee discussed and shared a range of views.

Outcome: The Committee noted the recommendations of the Strathclyde Staff Experience Academic Evaluation Report and Recommendations 2019.

6.2 People Plan - “Develop”

Mrs Crumley provided members with a comprehensive update on the ‘Develop’ Section of the People Plan, outlining the key actions within the plan in relation to training, development, leadership and management but focussing primarily on the improvement actions relating to PDR completion. The PDR completion rate as at 30 August 2019 was a disappointing 32%, and Mrs Crumley detailed the wide spectrum of work ongoing to interrogate the data and establish reasons for the seeming lack of compliance, including comparison with other NHS Boards’ practices and systems.

Mrs Crumley assured the Committee she had written to all Directors regarding PDR to confirm what was expected from them. She advised that, once the data had been collated and analysed, this would be shared with Directors to enable a strategic conversation at CMT around how to achieve and maintain a shift in position and increased compliance.

Considering the fundamental importance of the PDR process within a successful people organisation, members expressed their disappointment and concern at the current completion rate. The responsibility of managers and staff was discussed. In this connection, Mr Burns highlighted the launch of the Leadership Development Programme at the end of October which would support managers to have clarity of their role and responsibilities.

Members agreed that further high level, quality discussion was required on this issue, with possibly a different and more joined up approach across the NHS Board with PDRs being non-negotiable.

AC

Mrs Crumley to provide the SGC with an update at the January 2020 meeting.

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

7. Key Updates

7.1 Strategic Risk Register

Mr Currie provided the SGC with an overview of the four strategic risks (three high, one moderate) allocated to the Committee and the detailed assurance provided by the Directors allocated to each risk, contained in appendix 3 of the paper.

Outcome: The Committee welcomed the assurance of progress regarding the SGC strategic risks, approved the Strategic Risk Register and looked forward to future updates.

7.2 Internal Audit Report – HR Functions and Processes

Mrs Leiser summarised the paper which detailed the actions taken to complete the two low risk recommendations highlighted by the internal auditors, Grant Thornton, and brought to the attention of the SGC at the July meeting with a completion date of September 2019.

One action relating to regular monitoring of the application of leave policies across HR Managers was complete. The other action in relation to updating the local 'Supporting Work Life Balance' policy was waiting on completion of the national 'Once for Scotland' work. It had been expected that this national work would conclude by end September; however, the formal launch date for the 'Once for Scotland' policies had now been deferred to 2020. A report would come to the SGC once this had been finalised.

The Auditors had been approached for clarity on the seeming contradiction of their wording following their review of processes, which had been raised as a concern by the SGC in July 2019. The Auditors had confirmed that they had found no inconsistencies and had been significantly reassured by NHS Ayrshire & Arran processes but had wanted to emphasise the importance of not being satisfied with current achievements but seeking to continually improve.

Outcome: The Committee welcomed the update, were reassured of the processes undertaken to complete the Auditors recommendations.

7.3 eESS update

Mrs Leiser provided the Committee with an update on the implementation journey of eESS, including the work in place and being developed to cover the current shortfall in reporting. Members were informed that this was due to the limitations of the reporting tool specifically impacting on workforce reporting, corporate reporting and on the MAST position for NHS Ayrshire & Arran. The Committee were reassured that action was being taken at national level on reporting issues but expressed their concern about the inflexibility of the current system. Mrs Leiser provided further details around the solution NHS Ayrshire & Arran was currently sourcing and would provide the Committee with an update at the next meeting in January 2020. Mr Rainey thanked Mrs Leiser for the work being undertaken to seek a solution to this vital process.

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Outcome: The Committee noted the current position and looked forward to future update in January 2020.

7.4 Election of Vice Chair

- 7.4.1 Mr Rainey, in his role as Chair, proposed Mr Ewing Hope as the new Vice Chair for the Staff Governance Committee. Following discussion all members agreed with this appointment.

Outcome: The Committee fully supported the nomination and approved appointment as Vice Chair.

8. For Information

- 8.1 **Employee Relations Quarterly Report – Q1 2019/20 – Noted.**

- 8.2 **Once for Scotland Policies – Noted.**

9. Any Other Competent Business

- 9.1 Mr Rainey advised the Committee this was the last SGC meeting for Mr Cheyne and thanked him for all his support and contributions over many years.

- 9.2 There was no further business.

10. Date of Next Meeting

**Tuesday 11 February 2020 at 2 pm, Meeting Room 1, Eglinton
House, Ailsa Hospital**

Chair Date