

Approved at SGC 07 November 2023

Chief Executive and Chairman's Office
Eglinton House
Ailsa Hospital
Ayr KA6 6AB

Staff Governance Committee
2 pm Monday 07 August 2023
MS Teams

- Present:** Mr Ewing Hope, Non-Executive Board Member (Chair)
Dr Sukhomoy Das, Non-Executive Board Member
Councillor Douglas Reid, Non-Executive Board Member
Mr Adrian Carragher, Non-Executive Board Member
- Ex-officio** Ms Claire Burden, Chief Executive Officer
Ms Allina Das, Staff Participation Lead
Mrs Frances Ewan, Staff Participation Lead
- In attendance:** Mrs Lesley Bowie, NHS Board Chair
Mrs Ann Crumley, Assistant HR Director – Development
Mr Hugh Currie, Assistant HR Director – Occupational Health,
Safety and Risk Management
Mrs Lorna Kenmuir, Assistant HR Director – People Services
Ms Sheila Rosher, Assistant HR Director – Central Employment
Services
Mrs Jennifer Wilson, Executive Nurse Director
Dr Crawford McGuffie, Medical Director
Mr Alistair Reid, Director of AHP's
Ms Tracy Scott, Staff Wellbeing Lead
Mrs Kirsty Symington (minutes)

- | | | Action |
|-----------|--|---------------|
| 1. | Apologies and Welcome | |
| 1.1 | Apologies for absence were noted from Mrs Sarah Leslie and Cllr Lee Lyons. Mr Hope advised that Mrs Margaret Anderson had retired from her position and it had been agreed that Mr Hope would be the interim chair for this committee until a new appointment is made. | |
| 2. | Declaration of Interest | |
| 2.1 | The Committee was not advised of any declaration of interest. | |
| 3. | Draft Minutes of the Meeting held on 09 May 2023. | |
| 3.1 | The Committee approved the minutes of the meeting held on 09 May 2023. | |

4. Matters Arising

- 4.1 The Committee noted the Action Log for previous meetings with all matters complete, on the current agenda or future agendas for updates.
- 4.2 B&H audit – Mr Hope advised members he had met with the Assistant HRD and HR Managers for a review of B&H cases and was assured of the processes and reasons why cases were not upheld.
- 4.3 Ms Das raised concern around the Band 2/3 regrading process and some of the wording which had been used. Ms Wilson assured the Committee that a communication was being drafted and will be widely circulated to all relevant staff to ensure full understanding of what is expected from staff in the Band 2 and Band 3 roles.

Governance

5. Directorate Assurance Report

O&HRD

- 5.1 There was a request to defer the O&HRD assurance report to a later meeting.

5.2 Medical Directorate

- 5.2.1 Dr Crawford McGuffie provided a presentation giving assurance on the work being done within the Medical Directorate. Overall the Directorate has 59 staff with a WTE of 50.81. Sickness absence for Q1 2023/24 is 1.39% which is a reduction on the same period for the previous year. Maternity leave for this period is 0.95% which is a reduction from Q1 in 2022/23.

Turnover has decreased to 3.67% and PDR completion has increased to 40%. MAST completion for all modules is 94% and there are currently no ongoing disciplinary / grievance / dignity at work cases. The iMatter response rate was 81% with an EEI score of 80.

- 5.2.2 Dr McGuffie advised the Medical Directorate promotes life-long learning, provides opportunities to be trained and creates conditions for others to flourish.

One of the research nurses has reduced his hours to begin training as a GP. The University of Edinburgh medical degree programme (HCP-Med) provides a unique route for experienced

healthcare professionals to become doctors and is specifically designed for those living and working in Scotland.

When the risk team were recruiting to the Risk Advisor post, the option of a traineeship was included for the first time. This opportunity allowed those who may not have a risk background or qualification, but have a passion for risk, to apply for the post. The successful candidate is an existing NHS A&A employee with no risk experience and is currently half way through the traineeship.

- 5.2.3 Dr McGuffie advised that when the last Head of Information Governance left the organisation, the team had to adapt until the post was filled and they regularly engaged with the Medical Directorate for advice and support when needed. In recent months the Information Governance Operational Delivery Group has been reinstated with a streamlined membership.

The Information Governance team meet every day for a 15min catch up, allowing issues to be addressed as early as possible and staff to seek support of their colleagues.

- 5.2.4 Our Corporate Records Manager (CRM) was seconded to Scottish Government in 2022 for 3 days per week. This was an excellent opportunity to offer an internal secondment to develop the Admin Assistant in Information Governance who had expressed a real interest in this area. The Admin Assistant was successful in gaining the role and will now be developed and supported to upskill to the level of Assistant CRM, gaining further experience whilst being mentored by the CRM.

The CRM won the Information and Records Management Society (IRMS) Professional of the Year 2023 award for her work in championing corporate records in general and raising the profile of it which was a huge achievement for her.

- 5.2.5 Dr McGuffie also highlighted to members some of the other services which fall within the Medical Directorate including Caldicott Principles, litigation office (working with Central Legal Office and supporting staff), UNPACS (funding for services not provided by NHS A&A) as well as completing appraisals and revalidations for 800 doctors.

The Committee acknowledged the significant amount of work being undertaken in the Directorate and commended the positive results, including the high EEI score. There was a query around the number of ongoing research projects and how this has been affected by the pandemic. Dr McGuffie agreed to provide the number of ongoing research projects.

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Outcome: The Committee noted and were assured by the work being done in relation to the Medical Directorate.

6. Committee Workplan

- 6.1 The Committee noted the Forward Planner for each meeting of the SGC through to their August 2024 meeting.

Mrs Symington noted the order of the Directorate Assurance Reports would need to be updated with the deferment of the O&HRD report.

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Outcome: The Committee noted the current version of the workplan.

7. People Plan 2023/24

- 7.1 Members were advised that the People Plan 2023/24 had been reviewed and updated by the Assistant HRD's and would be presented to the People Strategy Steering Group (PSSG) in August.

Following this, the plan will be presented at the Area Partnership Forum (APF) and Corporate Management Team (CMT) in September before being submitted to this Committee in November for approval.

Outcome: The Committee noted that the updated People Plan would be presented at the next SGC following submission to PSSG, CMT and APF.

8. Organisational Culture

- 8.1 Mrs Crumley provided the Committee with a very detailed draft Culture Plan along with a Culture Toolkit, Advisory Report from the internal auditors and draft Terms of Reference for the newly formed Culture Steering Group.

The culture plan identifies the key aspirations aligned to Caring for Ayrshire and sets out the key recommendations captured in a 7 step framework to be implemented across NHS A&A. A board wide diagnostic exercise focussed on culture was undertaken in early 2019 and required all Directorates and H&SCP's to conduct local engagement sessions to gain feedback on what worked well, consider the challenges as well as asking specific questions regarding what it feels like to work in NHS A&A.

In response to this diagnostic process in February 2020, an Extreme Team was commissioned with a range of stakeholders and operational leads to identify which pieces of work are most

aligned with our purposes and direction and to identify any pieces of work that should be concluded and why. The work of the Extreme Team formally concluded in March 2022 and a report submitted to CMT recommending a 7 step framework to be implemented across A&A.

Our internal auditors undertook a review of the plan, conducted detailed analysis of current processes, programmes of work and practices to inform an Advisory Report. The key observations from this internal audit were used to inform the final draft of the culture plan.

The culture plan was approved at CMT in March and was presented to APF and PSSG in May for approval. The Committee were asked to consider the plan for formal approval.

- 8.2 Members welcomed the plan and agreed it was an important piece of work which would benefit from collaborative working. Mrs Crumley reassured the Committee a group of national OD leads had been established and would meet as a group to measure and monitor progress throughout the health boards.

Outcome: The Committee were happy to approve the Culture Plan

9. People Plan 2023/24 – ‘Retain’ Theme

- 9.1 Mrs Crumley highlighted the key items describing progress against the Retain objective and the longer term actions to support NHS A&A's ambition to be an exemplar employer. These included:
- iMatter – the survey closed with a 58% response. Action plan submission deadlines for Runs 2&3 are in September therefore Mrs Crumley will provide members with a more detailed update in November.
 - Staff exit survey is now conducted via eESS with staff receiving an automated prompt 10 days prior to their end of employment date. This has moved us to the standard NHS Scotland approach for all Boards.
 - Considerable activity within Learning & Development including a leadership programme for newly appointed managers (incorporating leadership competencies, psychological safety and the desired values & behaviours within A&A), review and re-launch of the Leadership and Management Development Framework, Step into Leadership programme targeting Band 7 leaders / managers and training for phase 1 of the Once for Scotland policies.

Ayrshire Achieves also recommenced in June 2023 which was a great success. Results were widely promoted including access to the streamed version of the event.

- 9.2 Ms Rosher advised she had been reflecting on the staff feedback survey which had been paused since 2019 and felt it would be beneficial to change the focus of the questionnaire. A draft copy of the new survey will be presented at the PSSG for comments before it is more widely shared.

There is ongoing discussions with the national eESS team in relation to the exit questionnaire around the possibility of running meaningful reports which would be incorporated into ongoing plans.

- 9.3 Mrs Bowie noted the non-exec Board members were now more visible, highlighting the introductory videos which were available and reintroduction of walkrounds. The Board meeting summaries are now being shared with the wider organisation and it is hoped these changes will make a difference in the scores of the next iMatter run.

- 9.4 Members also heard the International Recruitment team are doing excellent work in collating feedback and monitoring how the new recruits are welcomed and received, particularly in the first 3 months of arrival. A questionnaire has been drafted which captures what went well and what needs to be improved.

A joint introductory session was held between doctors who were coming to A&A and CDF staff who were already in post to share their experiences which was very well received.

Outcome: The Committee welcomed and noted the report on actions against the “Retain” programme of work.

10. Area Partnership Forum update

- 10.1 Mr Hope provided an overview of the highlights from the APF held on 15 May and 17 July 2023:
- Band 2/3 update – 90% of substantive staff had agreed new or existing job descriptions. It was highlighted that HCSW who currently undertake clinical care and who wished to remain on the Band 2 job description would no longer be able to undertake clinical care.
 - NHS Pension Scheme consultation – very informative presentation by Mr Derek Lindsay covering the main areas for consideration and information on the consultation. Presentation to be shared with this group.

- APF away day was well attended with priorities and work plans agreed and updated.
- Ministerial review – annual review due to take place at UHA on 4 September 2023.
- Job evaluation – current position indicates 70 jobs in the system sitting across the 3 stages which is much more manageable. Noted 40% of those posts were enquiries around job description content – agreement to pursue job description writing training for managers and staff side outwith the APF meeting.
- ICU update – discussions are ongoing with the support of APF as they navigate the changes. It was highlighted that staff morale is very low.
- National Trauma Centre – still no ‘go live’ date but work is progressing, supported by SG.

Outcome: The Committee noted the update from the APF.

11. Strategic Risk Register

- 11.1 Mr Currie presented the Strategic Risk Register which had been considered at the Risk and Resilience Scrutiny and Assurance Group on 21 July 2023. Mr Currie assured the Committee that all Risks were in date and were appropriately reviewed.

A review of all strategic risks was undertaken at the meeting and of the 7 strategic risks which were allocated to SGC for oversight and assurance, it was identified that the Board was now in a position to move 2 of those risks from strategic to operational level. These risks will now be managed through Directorate / Partnership management and governance processes.

Mr Currie noted however that the risks have not been downgraded and they may have to be reinstated as strategic risks, depending on the work being done to mitigate the risks.

- 11.2 Members were advised that there is a continued commitment to improve on how to provide assurance to the Board and Governance Committees.

To support this, Mr Currie advised they are looking to update the strategic risk reports to include the following:

- How consequence and likelihood scoring was decided

- Be more clear and specific about key controls / mitigations
- Include a narrative over time on the impacts of the controls
- What the ambition of the risk owner is around reducing the risk, timescales and moving the risk from strategic to operational level

Outcome: The Committee were assured with the work being done to manage the strategic risks under the governance of the SGC and were happy to support the changes to the report

12. Health and Care (Staffing) (Scotland) Act 2019

- 12.1 Mrs Wilson provided the Committee with an update on the preparation and implementation of the legislation.

The overarching ambition of the legislation is to ensure that at all times, suitably qualified and competent individuals from as wide a range of professional disciplines as necessary, are working in such numbers as are appropriate for the health, wellbeing and safety of patients, and the provision of high quality health care.

Recent national focus has clarified the range of clinical professions which will be included under the scope of the legislation. These include Nursing; Midwifery; AHP's; Healthcare Science; Pharmacy, Dentistry; Medicine; Psychology; Optometry; Ambulance staff; HCSW, HCA and Associate practitioners linked to these professions.

- 12.2 Members were advised that Boards are required to submit quarterly reports in the period leading up to Act implementation to monitor progress and highlight key achievements, challenges and risks. NHS A&A submitted our Q4 report and have received helpful feedback from SG.

- 12.3 Key updates to note:
- A N&M workforce lead and data analyst are available to support the nursing workforce with the running of professional judgement tools and running reports for various teams
 - Health & Care Staffing Bill Programme Board has been established and commenced a regular schedule of meetings
 - A&A continues to be well connected to and have the opportunity to influence the national direction of the Healthcare Staffing Programme

- Requirement to use the common staffing methodology as a minimum once per year. There are currently 12 tools available for use in the N&M healthcare setting
- Dates have been confirmed for locally led awareness raising sessions for all relevant staff members

12.4 Members agreed this was a very complex piece of work but were reassured that there was training available for managers and staff on how to apply the staffing tools. A learning & development framework is being developed to signpost staff to relevant training.

Outcome: The Committee noted the work underway to progress towards readiness for the implementation of the Health and Care (Staffing) (Scotland) legislation

Key Updates

13. Whistleblowing Quarterly Report

13.1 Mrs Wilson provided an update on the Whistleblowing Annual Report and for Q1 April – June 2023.

Key updates from the annual report:

- All concerns raised as whistleblowing whether anonymous or named are now reviewed by the Whistleblowing Decision Team prior to being taken forward for investigation
- Process established to support the recording of concerns from suppliers (including nil returns) on a quarterly basis
- 62% of managers have accessed and completed the TURAS Learn modules to date
- The first NHS Scotland Speak Up Week afforded the opportunity to further promote the whistleblowing process, Confidential Contacts, the Speak Up advocates and the available training. A second Speak Up week is currently being organised for October.

13.2 There are a number of ongoing concerns and improvement plans. Due to the complexity of the Stage 2 concerns received, it was not possible to adhere to the 20 working day timescale to conclude the investigations and for the outcomes to be communicated to the Whistleblower. However, the relevant staff were kept fully informed throughout the investigations.

Identification of themes, trends and patterns will aid any improvement priorities and progress learning in a targeted manner.

- 13.3 No concerns were raised in Q1 2023/24 however 6 contacts were made to the service – 4 were raised as Whistleblowing and 2 were seeking advice.

3 of the Whistleblowing concerns were reviewed by the Whistleblowing Decision Team (WDT) who agreed the concerns were not appropriate as they related to personal experience. The remaining concern was taken forward as 'business as usual' following discussion and agreement with the complainant.

- 13.4 We now have 4 new Confidential Contacts (CC) of varying roles who come from a wide range of departments throughout the organisation (including HSCP). The candidates not considered for the CC role have accepted an offer to become Speak Up advocates.

- 13.5 Members were pleased that the CC's are spread throughout the Organisation and it was felt that staff may be more comfortable talking to them than CE and Directors.

There was an agreement to keep the Whistleblowing Oversight Group going and it would be good support for the new CC's for them to join the group.

Outcome: The Committee noted the work undertaken and the current performance for Whistleblowing concerns received.

14. Staff Wellbeing

- 14.1 The Committee received an update from Tracy Scott, the Staff Wellbeing Lead, on the initiatives being progressed via the Staff Wellbeing Services and HR / Occ Health.

- 14.2 Staff Wellbeing Centres are now operational in UHC, UHA and ACH for staff as a safe compassionate space where they can connect with the Staff Wellbeing Services team. Feedback surveys will be used to engage with staff around their experiences of visiting the centres.

Financial Framework was developed and utilised for the Wellbeing Funding which opened for applications in February 2023. This funding has now closed but the framework will remain in place and reviewed if further funding becomes available.

Project Wingman Foundation is a wellbeing charity which aims to support the wellbeing of frontline healthcare staff through the operation of mobile lounges. They have converted double decker buses and fitted them with bespoke lounge spaces, on-

board kitchens and seating areas. It is planned to tour the bus through East and South Ayrshire and base the bus in central locations to be accessed by community staff, HSCP staff, care homes and potentially schools. North Ayrshire advised they have a similar wellbeing initiative therefore declined to participate.

Online Exercise Platform – there are ongoing discussions with 'DoingOurBit' which is a free fitness platform that has been exclusively set up for NHS staff. It offers free access to live or pre-recorded fitness classes as well as a mental wellbeing hub. The fitness instructors give up their time voluntarily. There are some technical issues to be ironed out so there is no estimated launch date as yet but NHS A&A would be the first Board in Scotland to participate in the scheme.

- 14.3 Members commended the work being done, in particular Project Wingman and it was hoped staff would take full advantage of all the initiatives. Mr Hope queried if the footfall through the centres was being measured. Ms Scott advised there have been feedback surveys issued however there has been no accurate way to measure footfall at present.

Outcome: The Committee noted the update on the ongoing Staff Wellbeing initiatives.

15. Attendance Management

- 15.1 The Committee were provided with an update on the attendance management position for Q1 2023/24.

Mr Hope queried how many staff had left the Organisation due to Long Covid. Figures to be provided at next meeting.

It was agreed to bring this report to the Committee more regularly as it captures all leave types therefore provides a more accurate picture of the workforce.

Outcome: The Committee noted the current position and agreed to a more regular update.

Items for Information

16. Staff Governance Monitoring Report

- 16.1 Ms Kenmuir advised the information was being collated and the report would be tabled at the next SGC meeting, prior to submission to the SG in early December.

Outcome: The Committee noted and agreed with the approach to reporting.

17. Remuneration Committee Update

17.1 Read and noted by the Committee

Outcome: The Committee noted the discussions from 21 July 2023 meeting.

18. Employee Relations Report

18.1 **Q1 2023/2024** – Read and noted by the Committee.

Outcome: The Committee noted the Q1 2023/24 report.

Governance Arrangements/Reporting to NHS Board

19. Risk issues to be reported to the Risk and Resilience Scrutiny and Assurance Group (RRSAG)

19.1 The Committee agreed there were no risks requiring to be reported to the RRSAG.

Outcome: The Committee noted there were no risks they wished to be reported to the RRSAG.

20. Key items to report to the NHS Board

20.1 The Committee agreed to highlight the following key items from the current discussions, using the template provided, at the next NHS Board on 14 August 2023:

1. Staff Wellbeing initiatives
2. Organisational Culture report
3. Medical Directorate Assurance Report

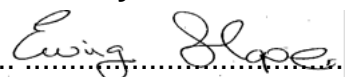
Outcome: The Committee agreed the key updates to be reported at the next NHS Board meeting.

21. Any Other Competent Business

21.1 There was no further business.

22. Date of Next Meeting

Tuesday 07 November 2023 at 2.00 pm, MS Teams

Chair  Date 13/11/2023