

Approved at SGC 12 February 2024
----------------------------------

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

**Staff Governance Committee**  
**2 pm Tuesday 07 November 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  
Councillor Lee Lyons, Non-Executive Board Member  
Dr Tom Hopkins, Non-Executive Board Member
- Ex-officio** Ms Claire Burden, Chief Executive Officer  
Mrs Sarah Leslie, HR Director
- In attendance:** Mr Hugh Currie, Assistant HR Director – Occupational Health,  
Safety and Risk Management  
Mrs Lorna Kenmuir, Assistant HR Director – People Services  
Mrs Jennifer Wilson, Executive Nurse Director  
Mrs Joanne Edwards, Director of Acute Services  
Mrs Kirsty Symington (minutes)

- | <b>1. Apologies and Welcome</b>  | <b>Action</b> |
|--|---------------|
| 1.1 Apologies for absence were noted from Mrs Allina Das, Mrs Ann Crumley and Mrs Frances Ewan.  |               |
| <b>2. Declaration of Interest</b>  |               |
| 2.1 The Committee was not advised of any declaration of interest.  |               |
| <b>3. Draft Minutes of the Meeting held on 07 August 2023.</b>   |               |
| 3.1 The Committee approved the minutes of the meeting held on 07 August 2023, subject to the following amendment:                            |               |
| 15.1 – Attendance Management. Mr Hope queried how many staff had left the organisation due to Long Covid.                                    |               |
| <b>4. Matters Arising</b>  |               |
| 4.1 The Committee noted the Action Log for previous meetings with all matters complete, on the current agenda or future agendas for updates. |               |

## **Governance**

### **5. Directorate Assurance Report**

#### **5.1 Acute Directorate**

- 5.1.1 Mrs Joanne Edwards provided an update giving assurance on the work being done within Acute Services. Overall the Directorate has 4,980 staff with a WTE of 4,280.85. Sickness absence for Q2 2023/24 is 4.96% which is a reduction on the same period for the previous year. Maternity leave for this period is 1.83% which is a reduction from the previous year.

Turnover has decreased to 5.05% and PDR completion is at 26%. MAST completion of all modules is 78%. There are currently 8 open disciplinary cases and 3 dignity at work cases. The iMatter response rate was 42% with an EEI score of 75. 37% of action plans were completed within 8 weeks.

- 5.1.2 Mrs Edwards advised that the directorate reconfigured in January 2023 to Site and Specialty Triumvirate working with teams formed which include a Manager, Associate Medical Director and a Lead Nurse.

As part of this process, a Chief AHP has been appointed to support the triumvirate working for a trial period of 6 months and is due to commence in a few weeks.

The triumvirate model is progressing through an organisational change process to support share collaboration and decision making.

- 5.1.3 The directorate has been asked to create a whole system plan that has a single acute service operating out of two hospital sites. The team has been supported through this process by Buchan and Associates and is aligned to our Caring for Ayrshire ambitions.

Two sets of workshops have been held over September and October with a third planned for November. The workshops have been successfully attended and have included input from finance and digital service colleagues.

- 5.1.4 Staff engagement with the Bitesize leadership programme has been positive with over 100 acute staff participating in the programme so far.

A range of activities are ongoing in relation to implementing the culture plan including managers attending compassionate leadership sessions, active bystander sessions have been delivered to 120 clinical teams and bespoke sessions in Civility Saves Lives have been delivered. In addition, delegates have been nominated to access a variety of internal leadership programmes and there are plans to deliver values based reflective practice via the Head of Spiritual Care.

- 5.1.5 Planned Organisational Development (OD) support across Imaging Services which included leadership development for Band 7 & 8 staff were very well received.

The Committee thanked Mrs Edwards for the comprehensive update and noted the OD focus throughout the plan. Mrs Leslie extended her thanks and recognition for the work undertaken in the service recovery of Diagnostics. It was acknowledged it has been a difficult few years in Acute Services and the Committee thanked Mrs Edwards for her leadership support.

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

## 5.2 O&HRD Directorate

- 5.2.1 Mrs Sarah Leslie provided an update giving assurance on the work being done within O&HRD. Overall the Directorate has 116 staff with a WTE of 106.40. Sickness absence for Q2 2023/24 is 4.46% which is an increase on the same period for the previous year. Maternity leave for this period is 0.84% which is an increase from the previous year.

Turnover has decreased to 4.29% and PDR completion is at 52%. MAST completion of all modules is 85%. There are currently no ongoing disciplinary / grievance / dignity at work cases. The iMatter response rate was 86% with an EEI score of 78. 92% of action plans were completed within 8 weeks.

- 5.2.2 Mrs Leslie highlighted a few of the key successes for the directorate including:
- Delivery of the nursing Band 2/3 review for substantive staff encompassing circa 1000 headcount
  - Rollout of international recruitment
  - Successful bulk recruitment campaigns for both Clinical Development Fellows and newly qualified Band 5 nurses
  - Development of the Organisational Recruitment Plan
  - Preparation for the launch of the next phase of Once for Scotland policies

5.2.3 The main key challenge highlighted was the volume of workload, particularly in terms of job evaluation and recruitment which has remained at an elevated level compared to pre-pandemic levels. Staffing resource is not commensurate with the step change in activity or comparable to peer Boards.

5.2.4 Mrs Leslie presented 2 case studies to the Committee:

- The Newly Appointed Leaders Programme was introduced in 2021 for all newly appointed or newly promoted leaders. The programme is delivered via 7 x 1hr modules via Teams and are interactive in design. 576 managers have attended these sessions to date and a further cohort commenced in October 2023. Evaluation of the modules has been extremely positive.
- The International NMAHP Recruitment Programme was announced by Scottish Government in 2021 for the international recruitment of nurses, midwives and allied health professionals. The funded recruitment package offer includes NMC/HCPC registration and associated test costs, visas, flights and accommodation for the first 3 months. Since our international programme commenced in 2022, NHS A&A has successfully recruited 24 NMAHP staff through the programme with a further 8 scheduled to arrive in November.

The international recruitment team have implemented various measures to ensure practical and personal needs of the recruits are addressed including 'get to know me' pre-arrival questionnaire; pre-arrival group Teams call; information resources covering topics relating to life in the UK; recruits are met at the airport by a member of A&A staff; tailored induction programme; weekly transitional sessions for the first 6 weeks including presentations and guest speakers such as Library Services and Spiritual Care teams. The international recruitment team remain as a point of contact and guidance throughout employment.

5.2.5 The discussion was opened out to the committee with all members thanking Mrs Leslie for a comprehensive presentation. Cllr Lyons mentioned the MAST score and Mrs Leslie confirmed this remains a focus at team meetings. The Assistant HRD's manage and monitor their areas but are not always able to protect learning time as staff have to be available for any queries coming in from other staff.

Mrs Wilson expressed her thanks to the team, in particular for the work involved in international recruitment. Mrs Wilson noted

it would be helpful to have early discussions with HR colleagues when formulating the Director Workforce plans.

Ms Burden noted the relatively small workforce within HR in relation to the circa 11,000 staff employed with NHS A&A and understands some of the pressure points within the system.

Dr Hopkins wondered whether it was appropriate for the service to be expanded however Mrs Leslie advised they are looking to reform and review the workforce. There are ambitions to create a more digital based service including self service, frequently asked questions and a helpdesk. Mrs Leslie agreed there is a requirement for investment however we are significantly financially challenged as a Board therefore looking to drive internal efficiencies and focus on the front end of service including the recruitment team.

Mr Hope acknowledged the pastoral support being offered to our international recruits however was mindful around the financial aspect, in particular rent increases. Mr Hope also noted there are significant pressures in the job evaluation process and suggested a plan was required to enable the team to cope with the changes coming in relation to Band 5 nursing review. It was suggested a project team is established and to second colleagues from partnerships and HR to manage the process.

**Outcome: The Committee noted and were assured by the work being done in relation to O&HRD.**

## **6. Committee Workplan**

- 6.1 The Committee noted the new format of the Workplan which has been adopted through all Committees and follows the same format as the Board workplan.

**Outcome: The Committee noted the new format of the workplan and approved the content.**

## **7. Staff Governance Committee Dates: 2024 – 2025**

- 7.1 The Committee noted and approved the planned dates for future meetings throughout 2024 and into 2025.

Mr Hope noted there has been a request for all Committees to hold at least 1 in-person meeting. It was agreed to hold the May meeting at Eglinton House and decide whether another in-person meeting was required following this.

**Outcome: The Committee noted the future schedule and agreed to hold the May meeting in person.**

**KS**

## **8. Staff Governance Monitoring Return**

- 8.1 The Staff Governance Monitoring Return is in response to Scottish Government scrutiny on how we are performing within the 5 strands of staff governance. The 2022-2023 exercise followed the streamlined approach taken for 2021-2022 where the Scottish Government identified Board specific information which supports compliance with the Staff Governance Standard in order to minimise questions asked and avoid duplication.
- 8.2 Some of the key areas of action in our response included culture and development, employee relations work and policy training.

A response from Scottish Government is expected in early 2024 with their comments and questions. Our response will be tabled at Area Partnership Forum and this group.

**Outcome: The Committee were happy to approve the Staff Governance Monitoring Return for submission to SG.**

## **9. People Plan 2023/24 – ‘Develop’ Theme**

- 9.1 Mrs Leslie highlighted the key items describing progress against the Develop objective and longer term actions to support NHS Ayrshire and Arran's ambition to be an exemplar employer. These included:

- Staff appraisal – training sessions delivered on an ongoing basis for all TURAS reviewers. Monthly reports provided to all Directors to help monitor and improve overall compliance.
- MAST – continued focus to improve overall MAST compliance from 74% with specific focus on Fire and Infection Prevention & Control (68% & 66%). LearnPro Scorecards has been mandated for all services and communication issued via Directors to improve update of the Scorecards. Reports are provided to CMT, APF, PSSG and SGC.
- Leadership & Management – 576 managers accessed Newly Appointed Managers programme. 130 managers accessed Introduction to Leadership and Management Development programme. Coaching requests are managed via the Assistant HRD to enable access to internal, regional and national coaching. Culture Steering Group established in August 2023.
- OD support – bespoke development activity has been designed and delivered for a range of services.

- Corporate Induction – back to in-person and includes a welcome by one of our Directors. These have been positively evaluated and looking to build on this to ensure an improved experience for our new staff.

9.2 The Committee expressed their thanks to the OD team for all the support offered to staff.

Dr Hopkins queried whether bank and agency staff (including medical staff from other areas) are required to complete the MAST training and wondered whether an eLearning passport was being considered. Mrs Leslie confirmed bank nursing staff are required to complete the modules however it was difficult to mandate agency staff to comply.

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

## 10. Leadership and Management Development

10.1 Mrs Leslie provided an update on Leadership and Management development and noted the 2 year pause in leadership & management development during the pandemic created a need to get ‘back to basics’ for both management and leadership development. A full review of the Leadership and Management Development Framework was undertaken to inform a planned programme of development for all leaders within NHS A&A.

### 10.2 Management Development

- Manager’s toolkit has been reviewed with the intent to provide a blend of digital and face to face sessions. Formal communication has been issued to invite nominations for planned activity on a range of topics including attendance management, conflict resolution, investigation skills and panel skills.
- The manager’s handbook has been reviewed and updated to cover essential information which does not require to be covered through formal training.
- Additional sessions on key topics which were highlighted as being important to managers have been developed in partnership with NHS D&G and GJNH.

### Leadership Development

- Newly Appointed Leaders Programme – targeted at all newly appointed managers and leaders within their first year of joining NHS A&A.
- Introduction to Leadership and Management – targeted at AfC Band 3-5 supervisors / managers who are new to the role of leading teams.

- Step into Leadership – bespoke programme externally commissioned for Band 7's – 8a's across NHS A&A, D&G and GJNH.
- Leadership 3 – targeted at Band 8b's and above, relaunched in September 2022.
- Leading for the Future – targeted at Band 8 and above and delivered digitally in collaboration with NES and Board OD leads.
- Bitesize Leadership sessions – continue to be delivered promoting key messages regarding Caring for Ayrshire and Daring to Succeed.
- Leadership in West of Scotland – WoS OD leads work collaboratively to develop coaching skills across the region.
- Compassionate Leadership – 6 webinars have been delivered since October 2022 with further dates being scheduled for the remainder of the year.
- Coaching for Change – open to anyone who is responsible for managing staff to help them develop coaching in their everyday conversations.
- Access coaching – requests for formal coaching are submitted via the Assistant HRD for approval.
- Leading to Change – this is a national offering which provides access to resources, self-assessment questionnaire and community networks for learning & development.
- 360 tool – launched in 2022 to provide the opportunity to gain feedback from raters against the national health and social care capabilities.
- MBTI and DiSC Analysis – facilitated feedback is provided on request to support personal and team development.

10.3 Members thanked Mrs Leslie for the update and discussion was opened out to the committee. Mr Hope suggested including partnership and trade union reps within the training programme for new managers to interact at an early opportunity. Mrs Leslie agreed to feedback this suggestion to include in the training programme.

**SL**

Dr Hopkins also suggested including the structure around the Board, Integrated Joint Board Committees (IJBC) and Health & Social Care Partnerships (HSCP) and how they fit and feed into each other to help new managers understand the context and roles as part of the training programme.

**Outcome: The Committee welcomed and noted the updates provided on the management and leadership programme.**



## 11. Area Partnership Forum Update

11.1 Ms Burden provided an overview of the highlights from the APF held on 11 September 2023:

**Update on Area Partnership development day** – event enabled time to reflect and identify key achievements from previous 12 months.

**Financial position Q1** – financial position continues to deteriorate and remains a concern. There is a focus on workforce spend where some good progress in reducing agency spend has been made. There is request for a financial recovery which includes a further £10m saving and we continue to work with Scottish Government in this area.

**Christmas taxis** – the use of planned taxi support for A&A employees who are reliant on public transport at Christmas was approved. Mr Hope noted providing transport for staff at Christmas costs the organisation circa £18k and requested that only employees who genuinely normally use public transport use this provision.

**Feedback from Ministerial review** – annual Ministerial review took place on 4<sup>th</sup> September attended by Maree Todd and Caroline Lamb. Members of the public were able to share their experiences with the Cabinet Minister.

**Staff Covid testing** – CB advised the Board had taken a pragmatic approach to ensure consistency and stop staff testing. Mr Hope to raise at the next STAC meeting in November on how staff can still access tests if required.

**Outcome: The Committee noted the update from the APF**

## 12. Strategic Risk Register

12.1 Mr Currie discussed highlights from the Risk and Resilience Scrutiny and Assurance Group (RARSAG) held on 23 October 2023. Appendix 1 detailed 5 Strategic risks on the Risk Register. Further into the paper in Appendix 2, more detail of the risks was included giving a timeline of actions taken to help provide a bit more understanding at a glance.

12.2 A review of all strategic risks was undertaken and there was discussion about potentially developing an overarching workforce risk which would lead to the following risks being moved to operational risks:

- 351 – Personal Development Review process
- 357 – Mandatory and Statutory Training

- 764 – Registrant workforce supply and capacity.

Following this meeting the HR Director commissioned a review of the 5 risks managed by O&HRD and this will be presented to RARSAG in January.

12.3 Members thanked Mr Currie for the update and discussion was opened to the committee. Dr Hopkins noted there were some long standing risks on the register, some going back 14 years and queried why they are not dealt with. Mr Currie assured the committee that the risks are regularly reviewed but some can remain on the register for several years. Mr Currie noted that although they remain on the register, it can be demonstrated that there has been some improvements made.

12.4 Mr Hope highlighted an emerging potential risk in the uptake of staff flu and Covid vaccines. Mr Currie noted that this is not part of employment criteria and it remains optional for staff. Managers continue to encourage staff to take up the vaccines as a form of mitigating staff absence and Mr Currie confirmed there has been an increase in the uptake of the flu vaccine since 2009. It was noted that we are above the Scottish average on vaccine uptake.

Mrs Kenmuir advised that staff find it difficult to leave wards to attend vaccination clinics and noted that when Occ Health administered the vaccines, they went round the wards to vaccinate staff which helped increase the numbers.

Mr Hope noted we need to continue with the messaging of the importance of staff taking their vaccinations and requested the issue is raised to RARSAG to take forward.

**Outcome: The Committee were assured with the work being done to manage the strategic risks under the governance of the SGC.**

### 13. iMatter

13.1 Mrs Leslie provided a detailed report on 2023 iMatter analysis and noted there was a 5% increase in Board response rate and a +1 increase in the Employee Engagement Index (EEI) score which shows improved engagement to iMatter across NHS A&A since the pandemic.

A new survey method option using SMS was introduced in 2021 to encourage participation and while SMS surveys selected increased in 2023, disappointingly the uptake of SMS has been less than anticipated.

- 13.2 The top 4 scores from the 2023 EEI report were:
- Staff stated they are clear about their duties and responsibilities (89 score)
  - Staff stated their direct line manager is sufficiently approachable (89 score)
  - Staff stated they feel their direct line manager cares about their health and wellbeing (87 score)
  - Staff stated that they have confidence and trust in their line manager (87 score)

The lowest scores from the report were:

- Staff felt sufficiently involved in decisions relating to the organisation (58 score)
- Staff felt Board members were sufficiently visible (58 score)
- Staff stated that they had confidence and trust in Board members (64 score)
- Staff stated they are confident that performance is managed well (66 score)

- 13.3 Two new statements were included in the iMatter questionnaire for 2023 to understand how staff feel about raising concerns in the workplace:

- I am confident that I can safely raise concerns about issues in my workplace (74 score)
- I am confident that my concerns will be followed up and responded to (67 score)

The raising concerns report has been shared to discuss outcome and compare any other data available at the Whistleblowing Operational Group.

- 13.4 Members extended their thanks to Mrs Ann Crumley who prepared the report and were encouraged by the improved EEI score.

Mr Hope noted the continuing low scores relating to Board members and organisational decisions and wondered whether there is a need to rephrase the statements to gain a better understanding of what staff are expecting. Positive measures to increase these scores include the 'Ask Me Anything' sessions which have been well received.

**Outcome: The Committee noted the report and were encouraged by the increase in Board response rate and EEI score.**

## **Key Updates**

### **14. Whistleblowing Quarterly Report**

14.1 Mrs Wilson provided an update on the Whistleblowing Report for Q2 July – September 2023.

Key updates from the report:

- 2 concerns received but only 1 qualified as a Whistleblowing concern. The other concern was progressed via an alternative route.
- No immediate risk was identified to patient safety in the concerns received.
- Stage 2 concern is ongoing and has exceeded the 20 working day deadline. The whistleblower has been kept fully aware of the progress of the case and that due to the complexity it has not been able to be resolved within the deadline.
- iMatter survey included 2 statements specifically relating to raising concerns.
- A Sway communication was shared across the organisation to 700+ line managers to introduce and raise awareness of the new Confidential Contacts who were appointed in August 2023.
- National Speak Up week took place from 2<sup>nd</sup> – 6<sup>th</sup> October which was well attended and gave staff the opportunity to engage with Speak Up Advocates and Confidential Contacts.

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

**15. Employee Relations Report – Q2 2023/2024 – Read and noted by the Committee.**

**Outcome: The Committee noted the Q2 2023/2024 report.**

### **Governance Arrangements/Reporting to NHS Board**

**16. Risk issues to be reported to the Risk and Resilience Scrutiny and Assurance Group (RARSAG)**

Issue around staff uptake of flu and Covid vaccines to be raised as an emerging risk to RARSAG committee. Mr Hope and Mr Currie to liaise with Lynne McNiven as the lead officer.

**Outcome: The Committee agreed staff uptake of vaccines to be reported to RARSAG.**

**17. Key items to report to the NHS Board**

17.1 The Committee agreed to highlight the following key items from the current discussions, using the template provided, at the next NHS Board on 04 December 2023:

- 1. OD Newly Appointed Leaders programme
- 2. International Recruitment work
- 3. Increase in iMatter response rate

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

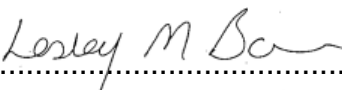
**21. Any Other Competent Business**

21.1 Mrs Leslie noted Mr Hugh Currie was retiring in January and this would be his last SGC meeting. Mrs Leslie wished to formally thank Mr Currie for his role in providing a safe and improved working environment and noted it was a significant loss.

As this was the last meeting of the year, Mrs Leslie also extended her thanks to the previous Chair, Margaret Anderson and to Ewing Hope who has stepped in as Chair following Margaret's departure. Mrs Leslie also extended her thanks to the Assistant HR Directors for all their papers, contributions and hard work and to Mrs Symington for her admin support. Mrs Leslie wished the Committee good health for 2024.

**22. Date of Next Meeting**

**Monday 12 February 2024 at 2.00 pm, MS Teams**

Chair .....  ..... Date 13/02/2024