



NOT PROTECTIVELY MARKED

Public Board Meeting

**January 2019
Item 14**

THIS PAPER IS FOR NOTING

**STAFF GOVERNANCE COMMITTEE MINUTES 20 SEPTEMBER 2018 AND
VERBAL REPORT OF 11 DECEMBER 2018**

Lead Director Author	Neelam Bakshi, Chair of Staff Governance Committee Lindsey Ralph, Board Secretary
Action required	The Board is asked to note the minutes and verbal report.
Key points	<p>In compliance with the Service's Standing Orders, the approved Committee minutes are submitted to the Board for information and consideration of any recommendations that have been made by the Committee.</p> <p>The minutes of the Staff Governance Committee held 20 September 2018 were approved by the Committee on 11 December 2018.</p> <p>A verbal update of the meeting held on 11 December 2018 will be provided by the Chair of the Committee.</p>
Timing	The Board will receive a verbal update of the most recent Committee meeting. Minutes are presented following approval by the Committee.
Link to Corporate Objectives	This paper relates to our goal of ensuring staff have a voice and people are at the heart of everything we do.
Contribution to the 2020 vision for Health and Social Care	Everyone Matters is the national strategic workforce contribution to the 2020 vision. All work of the Staff Governance Committee and the Staff Governance Action Plan is aligned to this.
Benefits to Patients	The Staff Governance Committee has responsibility, on behalf of the Board, to ensure that there is effective monitoring of the machinery for effective staff governance within the Service. Effective staff governance assists in creating a workplace where staff feel valued, and are appropriately located, skilled and developed to deliver safe, effective, patient centred and quality care.
Equality and Diversity	Workforce equality monitoring information, equality outcomes and associated reports, are monitored through the Staff Governance Committee. Equality impact assessments are carried out for individual workstreams, including policy development and review. Relevant equality impact information is reported to the Staff Governance Committee.

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**Scottish
Ambulance
Service**
Taking Care to the Patient



MINUTES OF STAFF GOVERNANCE COMMITTEE

**10.00 A.M. ON THURSDAY 20 SEPTEMBER 2018
MEETING ROOM 19, NHQ, GYLE SQUARE, EDINBURGH**

Present: Neelam Bakshi, Non Executive Director (Chair)
John Riggins, Employee Director
Tom Steele, Board Chair (ex officio member)
Madeline Smith, Non Executive Director
Steven Gilroy, Staff Side Representative, UNISON
(ex officio member)

In Attendance: Linda Douglas, Director of Human Resources and
Organisational Development
Kevin Reith, Deputy Director of Human Resources and Organisational
Development
Milne Weir, Regional Director, North (VC)
Tony Wigram, Head of Health and Safety
Paul Bowtle, Head of Leadership and Learning
Graeme Ferguson, HR Manager
Pippa Hamilton, PA to Director of HR&OD (Minutes)
Francis Tierney, Non-Executive (by video), for Item 6c
Simon Larson, Communications and Engagement Manager, for Item
6d.

Apologies: Martin Togneri, Non Executive Director
Jamie McNamee, Staff Side Representative, Unite the Union
(ex officio member)
Gary Coll, Staff Side Representative, GMB, (ex officio member)
Pauline Howie, Chief Executive
Pat O'Connor, Director of Care Quality and Strategic Development
Alison Ferahi, Head of Organisational Development

ITEM 1 WELCOME AND INTRODUCTIONS

Neelam Bakshi welcomed everyone to the meeting, and extended a special welcome to Madeline Smith, Non Executive Director to her first Staff Governance Committee meeting.

ITEM 2 DECLARATIONS OF INTEREST

Standing declarations of interest were noted: Madeline Smith, in her capacity as Board member of NHS24.

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ITEM 3 MINUTES OF MEETING HELD ON 06 JUNE 2018

The Committee made the undernoted amendments to the previous minutes;

Page 5, paragraph entitled “Capable Workforce Group” last sentence to be amended to show “*access to learning opportunities provided by NHS Education Scotland and others*”.

The Committee approved the minutes of the previous meeting subject to the above change being made.

Action:

1. **Pippa Hamilton** to amend minutes of 06 June 2018.

ITEM 4 MATTERS ARISING NOT ON THE AGENDA/ACTION TRACKER

None to Note.

ITEM 5 STAFF GOVERNANCE ACTION PLAN (SGAP)

a) Staff Governance Action Plan 2018/19 - Progress Update

Kevin Reith presented the 2018/19 Staff Governance Action Plan (SGAP) with progress for the period from the June meeting of SGC.

Committee noted that of the 21 initiatives included within the plan;

- 14 are currently green and are anticipated to be delivered in line with commitments and within plan timescales.
- 2 initiatives are identified as amber due to extended delivery timescales;
 - **IS17/18-01** Workforce Planning to expand to all functional areas, with greater integration across the Service. *(This slippage was reported in June due to the remodelling work arising from the Demand and Capacity Review. Since the review being signed off in May 2018 the Executive Tam has approved an implementation programme which will be governed by the Workforce Development Steering Group reporting to the 2020 Steering Group. The remodelling work is proposed to be completed during phase one of the programme October 2018 to March 2019).*
 - **IS18/19-01** Support Service changes delivered in line with National Boards internal transformation plan. *(The work has slipped from original June target, however a revised target date has been proposed to align with presentation of Target Model proposals and delivery plans to the Chief Executives Group in October 2018).*
- Since the June Committee 5 initiatives have been completed and moved to black status and closed;
 - **CW17/18-02** Development of new performance management guidance which has been launched through our Learning Portal.
 - **CW17/18-04** Provision of performance management tools and resources also launched through our Learning Portal.

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- **IS17/18-04** eESS/e-payroll interface. The interface was launched in June 2018 and following a successful transition phase over the last two pay cycles has now moved to business as usual.
- **LM18/19-04** Value Based Recruitment (VBR) adoption. New mandatory, tailored requirements for Chairs, Non Executives, Chief Executive and Executive Director Appointments have been adopted under these requirements with the first Director formally recruited under this process in June 2018.
- **HOC18/19-03** iMatter single cohort implementation. First single cohort run and Board report produced in June 2018. Action Planning phase now in process see HOC18/19-04.

Linda Douglas provided Committee with information in relation to a personnel challenge within the HR and OD Department. Committee noted that the Head of HR resigned from the Service to take up a promoted role in August. The recruitment to that post is almost complete with pre-employment checking phase being carried out on the preferred candidate, and following this a new Head of HR should be in post by the end of October.

Committee also noted that there has been significant absence across the Directorate with both the Head of Leadership and Learning and the Head of OD absent. The Head of Leadership and Learning returning in the past week, and no confirmed return date for the Head of OD. Linda passed on her thanks to colleagues around the room and noted that those who have returned are re-gathering momentum and are confident of achieving the outputs/outcomes on time, with only a small number requiring revised completion dates as set out in the papers tabled to SGC at this meeting.

Tom Steele added that in relation to Workforce Planning the dates of October 2018 to March 2019 seem lengthy, and asked for more detail. Kevin advised that October to March is the full timing of the Demand and Capacity Review and in terms of the Workforce Plan, this is already in the phase of identifying workforce planning targets. Kevin added that the aim is to have this phase complete around November time, followed by sign off on the full delivery plan and first draft workforce projections prepared during January to March.

Neelam added that the Demand and Capacity Review was being reported to the Board and given that the SGAP is a high level plan Committee would not have expected to see any underlying detail of this work, however it may be useful to include enough detail within the SGAP in relation to timescales to show Committee how these are developing. It was agreed that more detail in relation to timescales on this item would be included within the SGAP to ensure Committee could clearly see developments.

Madeline Smith queried in relation to IS18/19-01 Support Service changes delivered in line with National Boards internal transformation plan and whether there is any indication if this date will be met given the previous slippage. Kevin advised that Chief Executives Group are looking to sign this off in October. It was agreed that the wording of this action would be refreshed to ensure the date is confirmed for delivery when this is signed off, together with the entry of a new action for delivery.

Committee noted that things are on track for most part particularly given the challenges described. Committee were content with the revised dates and explanations provided.

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Action:

2. **Kevin Reith** to include timescales for IS17/18-01 - Workforce Planning within the SGAP to ensure Committee could clearly see developments.
3. **Kevin Reith** to refresh wording of IS18/19-01 - Support Service changes delivered in line with National Boards internal transformation plan, to ensure the date is confirmed for delivery when this is signed off by Chief Executives Group, together with the entry of a new action included within the SGAP for delivery.

ITEM 6 PLANS AND UPDATES

a) OD Plan 2018/19 – Progress Update

Paul Bowtle presented the OD Plan 2018/19 Quarter 2 progress update in the absence of Alison Ferahi. It was noted that the progress report for Quarter 1 had been circulated to Committee for information (email 09 July 2018) and is attached at Appendix 1 of the presented paper.

Committee noted that of the 34 initiatives contained within the plan 22 are presently green with 8 completed and moved to black:

- OD18/19 – 01 Single organisational iMatter cohort
- OD18/19 – 02 Development of iMatter action planning guide
- OD18/19 – 06 Values resources integrated into Improvement Leader Programme
- OD18/19 – 07 Values toolkit launch
- OD18/19 – 09 Train the trainer values workshop material developed
- OD18/19 – 09 Train the trainer values workshop series delivered
- OD18/19 – 15 Performance management resources promoted
- OD18/19 – 25 OD measures incorporated into workforce information

There are 4 initiatives which are now reported as amber due to the need for revision of initial target dates:

- OD18/19 – 11 Implementation of Incident Command Competency Policy
- OD18/19 – 16 SAS managers engaging with the “Management Matters” leadership programme
- OD18/19 – 26 Implementation of learning management system
- OD18/19 – 27 Process to capture return on investment for learning and development

In addition to those initiatives noted as amber above, it should be noted present resourcing challenges may risk delivery of some plan targets on Quarter 3 and Quarter 4. This position is being assessed to consider mitigating actions which can be taken to keep target delivery on track wherever possible.

Tom Steele noted that the plan contains a lot of items and asked how Committee knows progress is being made. Kevin Reith advised that we moved away from more detailed plans in line with SGAP. However this was the first time using this method of reporting for the OD work and if Committee feels this requires adapting, changes can be made. Kevin also advised that the work contained within the plan works in parallel with the OD measures which were approved at a previous Committee which can be shared with new Committee members for information. It was agreed that the OD measures paper would be shared with Tom and Madeline for information.

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Neelam asked in relation to Talent Management and Succession Planning, which had been left off the OD Plan because of national work, whether there was now a timeframe for the national work that would allow SAS to look at timescale. Paul Bowtle advised that Project Lift includes a talent management tool which is open to all to apply. Data would be provided to Committee through our Workforce Information reporting. Neelam indicated that Committee would expect to see this within the next iteration of the OD Plan.

Committee noted the report and progress across all workstreams.

Action:

4. **Pippa Hamilton** to ensure that the OD measures paper would be shared with Tom and Madeline for information.
5. **Paul Bowtle/Alison Ferahi** to ensure that Project Lift, including the Talent Management Tool information to be included within the OD Plan 2019/20, along with appropriate measures.

b) Wellbeing Implementation Plan 2018/2019 – Progress Update

Tony Wigram took Committee through the progress update of the Wellbeing Implementation Plan and highlighted the undernoted areas to Committee.

WIP17/18 – 13 – Review of absence by category – Musculoskeletal absence

This review is currently being prepared, however the September Health Safety and Wellbeing group had been postponed to October and the timeline will not be met. A revised date of October 2018 was proposed.

Outcome Description 2 - Staff subjected or exposed to significantly distressing circumstances are appropriately safety netted.

It has not been possible to develop an automated report linking staff downtime with specific clinical responses. The necessary data is not imported into the data warehouse. Tony advised that the risk is still there and we currently manage that risk through our staff and their managers. It was noted that Tony will come back to Committee with a new action in mitigation of this risk, noting we are reliant on current processes that are in place. Neelam advised that Committee are aware of the risk hence why this action was put in place. Neelam noted this action did not work and other options are now being explored.

Tony advised Committee that at the meeting in June amended dates for the amber work streams were agreed, however these can no longer be met for the reasons explained above. A revised date for WIP 17/18 – 21 of January 2019 is proposed, other proposed amended dates are February 2019 for WIP 17/18 – 22 and WIP18/19 – 4 with WIP18/19 – 5 being September 2019.

Committee noted the paper, progress outlined and approved the extended target dates and explanations provided.

c) Remuneration Committee – Mid Year Report

Francis Tierney joined the meeting via video conference and presented the Committee with the Mid Year Report 2018-19 for the Remuneration Committee. Francis advised that the reported provided assurance that relevant matters within the Remuneration Committee remit had been given full consideration to enable overarching staff governance responsibilities to be discharged. Neelam reminded Committee that a further report would be provided at the end of the year as part of annual assurance.

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SGC approved the report and noted the assurance provided.

d) Workforce Communications and Engagement Plan 2018/19

Simon Larson presented Committee with a paper which provided an overview of the Service's internal communications and engagement plan. Committee noted that since the last update provided to Committee in April there have been no substantive changes to the overall communications plan.

Committee noted that the SAS intranet system @SAS utilises old software which limits the scope of communications and engagement available, to date this has not been able to be improved due to awaited completion of an NHS wide negotiation with Microsoft to bring in Office365. Work within this area has now completed and Office365 will be roll out across the NHS over the next 18 months.

Simon asked Committee to consider the frequency of the reporting on the Communication and Engagement Plan Update from a six monthly basis to a 12 monthly basis. Committee discussed the proposal to change the reporting frequency, however agreed that six monthly reporting allows Committee to continue to be appraised of progress on a regular basis and therefore agreed that six monthly reporting should remain.

Committee noted the communications and engagement plan update.

ITEM 7 GOVERNANCE

a) Values Based Recruitment (VBR) - Presentation

Linda Douglas provided Committee with a presentation on Values Based Recruitment. It was noted that this recruitment method is being rolled out for senior level appointments, and the Board is adopting this method wherever possible with its essence being used within other appointments throughout the Service. Committee noted that VBR had been used in the recent Head of HR selection process.

Committee discussed and noted the presentation.

b) Partnership Update

John Riggins provided Committee with an update on recent partnership activity. It was noted that the National Partnership Forum last met on 02 August and the Agenda from that meeting was provided for information. The Committee noted the approved minutes from the meeting held on 24 May. John highlighted to Committee there is currently a consultative ballot being conducted by Unite the Union which is part of an ongoing matter. It was noted that Board members have been briefed on this area.

Committee noted the update.

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c) Workforce Information

(i) Vector of Measures and HR Scorecard

The Workforce Information paper was presented for Committees discussion. Kevin Reith advised that absence levels are on a general downward trajectory with focus continuing on this metric. The June 2018 figure was 7.4%. It was noted that LiP (Learning in Practice) completion levels have improved to 63.2% in July 2018. The Capable Workforce Group is reviewing measures for further increased completion levels. Team Leader protected management time remains slightly below its 20% target level. The Employee Engagement Indicator (EEI) score for 201/18 ended at 67, well above the milestone target of 60 and on track to achieve our goal of 70 by 2020.

Committee noted that iMatter had now been successfully implemented as a single cohort and requested information on iMatter themes for the organisation at the next meeting.

Committee were advised that in relation to sickness absence figures contained within the report, it should be noted that GRS sickness absence reporting is used rather than ISD data as GRS allows for drill down on regional area figures, whereas ISD data only allows for comparability with other Board data.

Kevin Reith advised Committee that the HR Scorecard is the last non vector of measures report of its kind produced by Management Information (MI) Unit within the organisation, with no scope to develop the scorecard any further as it is not compatible with our MI reporting process. Kevin advised that there is a requirement for the Scorecard to be “retired” at the end of this reporting cycle (March 2019), following which all relevant measures will be incorporated into the vector of measures report. Committee discussed the “retirement” of the Scorecard and the need to have assurance about all relevant measures being transferred to the vector of measure format before retiral. It was agreed that Kevin would provide Committee with a suite of measures at a future meeting to ensure Committee are content that all the relevant data will be provided following the removal of the scorecard.

Committee raised concern that vacancy level information is missing from the scorecard. Kevin advised Committee that this was as a result of an ongoing reporting issue following changes in payroll coding. Committee asked that Katy Barclay, Information Services and Governance Manager, be requested to advise the SGC meeting in December 2018 regarding when vacancies data will be available.

Action:

- 6. Kevin Reith** to provide Committee with a suite of measures to ensure Committee are content that all the relevant data will be provided following the removal of the scorecard.
- 7. Kevin Reith** to discuss vacancies with Katy Barclay to enquire where capturing data on vacancies is on MI workplan to enable this to be reported back to the Dec SGC.
- 8. Alison Ferahi** to provide a report on SAS performance on iMatter themes to December SGC.

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(ii) Health and Safety Update

Committee noted the Health and Safety update which highlighted the undernoted areas;

Health and Safety Executive (HSE) / Procurator Fiscal

There has been one contact with the HSE during the reporting period regarding a Category A statutory inspection failure, the issue has now been resolved.

Respiratory Protection

Having reviewed initial proposals to bring forward a sustainable option for respiratory protection the Executive Team have approved a small pilot of air fed devices. The pilot is expected to commence in October.

Trauma Risk Incident Management (TRiM)

Following a request to revisit the provision of TRiM, the Exec team agreed a proposal for a pilot. Training for the pilot is being provided by North West Ambulance Service (NWAS).

Stress at Work Survey and Dignity at Work Survey Workshops

The final workshop occurred in August. The outcomes of these workshops have been reviewed and will be presented to the next meeting of the Health Safety and Wellbeing Group. The Head of Health and Safety will then ensure any actions identified are incorporated into relevant work plans.

Following discussions in relation to scorecards at Item 7c(i) it was agreed that future Health and Safety update papers will not include any scorecards and will transfer to a vector of measures format to ensure consistency across all workforce items.

Action:

- 9. Tony Wigram** to ensure that future Health and Safety update papers do not include any scorecards and will only include data in vector of measure format to ensure consistency across all workforce information items.

d) Promoting Attendance Update

Graeme Ferguson presented Committee with an update on promoting attendance. It was noted that overall absence for the Service continues on a downward trend, with management teams' continued focus on reducing absence. Graeme advised that, as requested by Committee at the June meeting, long term and short term absence has also been included within the report for Committee's information.

Committee noted that absence within the Ambulance Control Centres (ACCs) continues to be an area of significant focus and as a result, within the last six months, sickness related absence has reduced from an average of between 12% to 15% to an average of 10% with work continuing to build on this further.

Committee encouraged the use of a balanced "compassionate leadership" approach to managing absence.
Committee noted the report.

e) Policies

(i) HR Policies

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Committee noted that policies had been through due process and had been considered with relevant professional expertise.

The undernoted policies were presented for approval

- Dealing with Employee Grievances
- Injury Allowance
- Gender Based Violence
- Redeployment

Committee discussed each policy in turn and the undernoted actions were taken.

Dealing with Employee Grievances

- Committee agreed that it should be ensured that the wording within this policy is consistent with Employee Conduct Policy when describing by whom an employee can be accompanied by at grievance meetings.

Redeployment

- Concern was raised from Committee in relation to the process for employees on maternity leave being offered posts – it was agreed that Graeme Ferguson check current employment law position and make any necessary amendments needed.

Gender Based Violence

- Definition at 2.1 of gender based violence – Committee requested that more wording be added within this definition and suggested reflecting some of the United Nations wording in relation to gender norms. It was agreed that Graeme would ensure wording was amended.
- Section 9.3 – information sharing, confidentiality, and being vigilant about what information is shared, Committee requested that wording be looked at to ensure the policy and any guidance are robust in this area.

Injury Allowance

Approved without amendment.

It was agreed that Graeme Ferguson would make the necessary amendments to the above policies in conjunction with Tony Wigram as interim Chair of the Policy Review Group (PRG).

Committee approved the above policies subject to the above amendments being made. The amended wording will be circulated for information.

Action:

- 9. Graeme Ferguson** to make the necessary amendments to the policies as described above in conjunction with Tony Wigram (interim Chair of PRG) and circulate the final wording to committee for information.

f) Internal Audit (IA) Actions

Committee noted that since the June Committee meeting there have been no new actions added to the IA action tracker. Kevin Reith advised that the full IA audit tracker is being reviewed by colleagues in the Finance and Logistics Directorate and this will be reported back to the December Committee.

Action:

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10. Kevin Reith to ensure IA action tracker is tabled to the Staff Governance Committee in December 2018.

g) Action Tracker

Committee noted the following items as completed, and approved their removal from the SGC action tracker.

2017/12/09 (a)	Policy Review and Implementation Process
2017/12/09 (b)	Strategic Recruitment Report
2018/04/4(i)	SGC Terms of Reference
2018/04/8(a)	Workforce Planning Cycle 2018/19
2018/06/06(a)	SGAP 2018/19 Progress Update
2018/06/07(a)	OD Plan 2018/19 Draft
2018/06/07(b)	Wellbeing Implementation Plan 2018/19 Progress Update
2018/06/09(a)	Workforce Equality Monitoring and Update Report 2017/18
2018/06/09(d)	Promoting Attendance
2018/06/09(g)	Internal Audit Actions

ITEM 11 ITEMS FOR NOTING

a) Circulars

- DL (2018) 7 – Promoting the Retention of Established Consultants
- PCS (AFC) 2018/1 – Pay and Conditions for NHS Staff Covered by the Agenda for Change Agreement
- 2018 Staff Experience Measurement

ITEM 12 ANY OTHER BUSINESS

Committee noted the change of date for the next meeting from 13th December.

Date of next Meeting – 11th December

The meeting closed at 13:15.