Public Board Meeting	**27 July 2022**
	Item 15

THIS PAPER IS FOR NOTING

STAFF GOVERNANCE COMMITTEE MINUTES OF 17 MARCH 2022 AND VERBAL REPORT OF 20 JUNE 2022

Lead Director Author	Madeline Smith, Chair of Staff Governance Committee Lindsey Ralph, Board Secretary
Action required	The Board is asked to note the minutes and verbal report.
Key points	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. The minutes of the Staff Governance Committee held on 17 March 2022 were approved by the Committee on 20 June 2022. A verbal update of the meeting held on 20 June 2022 will be provided by the Chair of the Committee.
Timing	Minutes are presented following approval by the Committee. The Board will receive a verbal update of the most recent Committee meeting from the Chair of 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 the NHS Staff Governance Standards are implemented in the Service and that an effective structure is in place to support and monitor implementation within the Service, including health, safety & wellbeing, as well as remuneration. 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.

Scottish Ambulance Service
Taking Care to the Patient

NHS SCOTLAND

MINUTES OF STAFF GOVERNANCE COMMITTEE
10:30 ON THURSDAY 17 MARCH 2022
VIA MICROSOFT TEAMS

Present:	Madeline Smith, Non-Executive Director (Chair)
	Cecil Meiklejohn, Non-Executive Director
	John McGuigan, Non-Executive Director
In Attendance:	William Anderson, Staff Side Rep Unite the Union
	Phil Avery, Wellbeing Lead *(Observing)*
	Rebecca Board, Risk Manager
	Paul Bowtle, Head of Workforce Systems and Analytics
	Sarah Bush, Wellbeing Lead *(Observing)*
	Frances Dodd, Director of Care Quality and Professional Development
	Alison Ferahi, Head of Organisational Development and Wellbeing
	Graeme Ferguson, Head of Human Resources and Employee Relations
	Pippa Hamilton, PA to Director (Minutes)
	Pauline Howie, Chief Executive
	Avril Keen, Director of Workforce
	Maria McFeat, Deputy Director of Finance
	Fay McNicol, Head of Health and Safety
	Becs Norris, Wellbeing Lead *(Observing)*
	Robert Pollock, Staff Side Representative, GMB
	David Robertson, Regional Director, West
	Amy Small, Wellbeing Lead *(Observing)*
	Ann Tobin, HR Manager - Equalities
Apologies:	Gary Coll, Staff Side Representative, GMB, (ex officio member)
	Jamie McNamee, Staff Side Representative, Unite the Union (ex officio member)
	Steven Gilroy, Staff Side Representative, UNISON (ex officio member)
	John Riggins, Employee Director
	Tom Steele, Board Chair, Non-Executive Director
	Milne Weir, Regional Director, North
	Cheryl Harvey, Associate Director of Education and Professional Development
	Gail Booth, Education Department

ITEM 1   WELCOME AND INTRODUCTIONS

Madeline Smith welcomed everyone to the meeting.

ITEM 2   DECLARATIONS OF INTEREST

Standing declarations of interest were noted:
- Madeline Smith, in her capacity as Non-Executive Director, Digital Health and Care Innovation Centre.

ITEM 3   MINUTES OF MEETING HELD ON 13 DECEMBER 2021

The minutes of the meeting held on 13 December 2021 were reviewed and approved as an accurate record of the meeting.

ITEM 4   MATTERS ARISING NOT ON THE AGENDA

None to note.

ITEM 5   SPECIAL TOPIC – STAFF EXPERIENCE AND ENGAGEMENT

Ann Tobin provided Committee with a presentation which provided an update on the results of the last iMatter Survey.

Ann reminded Committee that iMatter was paused in 2020 due to the pandemic and that the Everyone Matters Pulse Survey was used as a staff experience measurement tool in 2020. Ann added that the iMatter staff experience cycle resumed in 2021 with the action planning phase concluded on 29 November 2021.

Ann provided Committee with a summary of the results from the 2021 survey and highlighted:
- 3654 members of staff took part in the survey (60%).
- Employee Engagement Index (EEI) score of 65 was achieved.
- Health and Social Care overall response rate of 56% and EEI score of 75.
- Action planning period reduced from 12 to 8 weeks with 202 action plans in place (41%).
- Completion of Survey by SMS option included within 2021 survey.

Committee noted that the iMatter results had been discussed at the Executive Team in November 2021 and at the National Partnership Forum in December 2021. Ann advised that the next steps included a Senior Leadership Team session in Spring 2022 to explore the main themes.

Committee were pleased to see a response rate of 60% and welcomed the additional option of response by SMS. Madeline Smith advised that it was unfortunate to see that the actioning planning period reduced from 12 to 8 weeks, given the demand on the Service with operational pressure and COP26.

Committee noted the decrease in response rate in relation to "I feel that Board members who are responsible for my organisation are sufficiently visible", noting that this decrease was likely given the inability for Board members to be physically visible throughout the pandemic.

Members noted the comparisons presented with the Service and wider Health and Social Care and commented that this was not the most useful of comparators for the Service given the uniqueness of the organisation.

Robert Pollock suggested that it would be beneficial to be able to see a breakdown of areas that had not responded to the Survey to enable more targeted engagement with these areas. Robert added that he and his staff side colleagues were willing to support further engagement through local partnership forums and joint messaging where necessary.

Cecil Meiklejohn commented that it would be more beneficial to have sight of regional breakdown and variations of response rates and gain understanding of why 40% of staff are not engaging.

John McGuigan commented that he did not find the breakdown of results helpful to enable him to get insight into the Service and would like to have seen more as to why the response rate had remained at around 60% since 2017. John added that he could not correlate the iMatter survey to the Service's strategy.

Ann advised that the iMatter Survey was a Health and Social Care wide system which had been agreed at a national level. Ann added that it was important to note that iMatter was not the only tool being used by the Service and provided assurance that there were many other mechanisms in place for staff engagement.

Pauline thanked Robert Pollock for his desire to support further engagement with staff. Pauline added that Norman Provan, who co-chairs SWAG had commissioned a few changes to the questions included within the latest survey, including questions on Board member visibility, which was previously questioned as senior leadership visibility.

Pauline advised that work had been commissioned to develop an iMatter app, however added that this would not be in place for the 2022 survey.

Frances Dodd highlighted that she was working with Francis Tierney, Non-Executive Director to reinstate Board member station visits which would take a refreshed focus based on feedback from previous years visits.

Avril Keen advised that following Ann Tobin's retirement from the Service the OD Team would be taking over the iMatter work, whereby it is hoped that by having the Regional OD leads in place more support and engagement can be provided to the Regions with a view to increasing engagement.

Madeline Smith advised members that the last Committee meeting for Ann Tobin prior to her retirement from the Service. On behalf of the Committee Madeline thanked Ann for the tremendous service she had provided, the huge amount of work she has progressed within the Equality and Diversity agenda, her contribution to iMatter for the Service and work to improve staff experience. Members wished Ann all the best for the future and for a long, healthy, and happy retirement.

ITEM 6 STAFF GOVERNANCE COMMITTEE EFFECTIVENESS REVIEW

Madeline Smith advised that as part of continuous improvement of the Staff Governance Committee business and performance, and the work being undertaken to develop a Board Assurance Framework a Staff Governance Committee Self Assessment checklist had been drafted.

The self assessment would allow Committee to define their assurance needs, map the various sources of assurance and develop an integrated approach to assurance. This approach was currently in place for the Audit Committee and was also in development for the Clinical Governance Committee.

Committee were asked to discuss the draft checklist and suggest any amendments or additions. The self assessment template would then be updated following the March SGC meeting and circulated to members for completion and feedback ahead of a collated version being presented to the June Committee for approval.

Fay McNicol suggested that the rating scoring column required to have a scale included, of 1 being poor to 5 being very strong. It was agreed that the rating score definitions would be included in the checklist ahead of circulation to members for completion.

Action:
1. **Secretariat** to include definitions of rating scores to self assessment checklist and circulate virtually to members for review and completion.

ITEM 7   STAFF GOVERNANCE ACTION PLAN (SGAP)

Item 7.1   (i)   Draft Staff Governance Action Plan 2022/23

Avril Keen presented Committee with the draft Staff Governance Action Plan 2022/23 for approval. Members noted that the closing position paper for the 2021/22 Action Plan was circulated as a late paper to Committee, however the majority of actions within the Plan had been carried forward to the 2022/23 Plan, given operational pressures and the COVID pandemic resulting in a pause being required within some work areas.

Madeline Smith advised members that Committee required to review and approve the closing position Plan and roll over of items to the 2022/23 Action Plan. Madeline asked that it was ensured that going forward within the Plan iMatter was referenced as staff engagement given that iMatter was only one engagement mechanism in place.

Committee approved the closing position of the SGAP for 2021/22 and noted the draft Plan for 2022/23.

Item 7.1   (ii)   Draft 2022/23 People Plan – Verbal Update

Avril Keen gave a verbal update to members on the work ongoing to develop a draft 2022/223 People Plan. Avril advised that the Workforce senior team would be looking to develop a 12 month plan with identified priorities and then a three year Plan which would be developed into a People Strategy.

Madeline Smith commented that it was positive to see the planned development of an overall People Strategy and added that she was keen to move to a more strategic position within the Staff Governance Committee.

Item 7.2   Workforce Vector of Measures

Paul Bowtle presented Committee with the Workforce information paper and vector of measures.

Paul highlighted that work was underway with the Business Intelligence Team to develop refreshed workforce information paper. Members noted that it was hoped that the new reporting would be available for presentation to the June Committee.

Madeline Smith noted that within Chart 4 of the report it was good to see the increase of staff in post. Madeline requested that within this chart for future reporting a target recruitment figure was included rather than a median, which was the format presented to the Demand and Capacity Programme Board and therefore should be a simple amendment for SGC reporting.

John McGuigan commented that he found the paper helpful, however added that he would like to see commentary included around whether the figures presented were illustrating that forecasting was being met as expected or not.

Pauline Howie added that forecasting and a balanced scorecard was presented and monitored monthly through the Performance and Planning Steering Group and informs the reporting of the Quality Indicators report. Pauline reminded Committee that Board members were welcome to join a meeting of PPSG at anytime and advised that she would be happy to share the PPSG papers offline if diary commitments did not allow for attendance.

Madeline Smith reminded Committee that in relation to Chart 10, Team Leader Protected Time, a mismatch within the data report and information received from operational colleagues had been previously highlighted to Committee. Madeline advised that she was keen that the action to ensure a solution was found to rectify the data areas was not lost as an action within the SGC action tracker as currently SGC were not getting the assurance required due to the mismatch of data.

Paul Bowtle provided members with assurance that he was working with the GRS team to get a single process to ensure that the right mechanisms were in place for reporting. It was agreed that this action would remain open on the SGC Action Tracker for updates on progress to be provided to members at each meeting.

Action:
   2. **Head of Workforce Systems and Analytics** to ensure that within future workforce information reporting, chart 4 (staff in post) was amended to include a target recruitment figure rather than a median as is presented to the Demand and Capacity Programme Board.

Item 7.3   Workforce Risk Register

Rebecca Board presented Committee with the Workforce Risk Register. Rebecca highlighted that the Register contained no significant changes, however any changes were highlighted in red for ease. Members noted that 3 risks were highlighted in grey which were suggested for closure, which identified duplicate risks.

Rebecca asked for any comments from members on the Risk Register to be provided to her directly by 25 March. Madeline highlighted that some of the wording contained within the Register narrative required review to better capture the risks and mitigations, however she was assured that the Register contained the correct risks. Committee were reminded of the work being undertaken by the Board in April to review the Risk tolerance and appetite.

ITEM 8   PROVIDED WITH A CONTINUOUSLY IMPROVING AND SAFE WORKING ENVIRONMENT, PROMOTING THE HEALTH AND WELLBEING OF STAFF, PATIENT AND THE WIDER COMMUNITY

Item 8.1   Health and Wellbeing Roadmap 2021-2022 Closing Report and Draft 2022/23 Roadmap Update

Alison Ferahi presented the Health and Wellbeing Roadmap 2021/22 closing position and provided a verbal update on the work underway to develop the Draft 2022/23 Roadmap. Members noted the first draft Health and Wellbeing Roadmap for 2022/23 which was appended to the presented paper. Alison advised that the timescales contained with the draft required further refinement, adding that this would be completed following consultation and presented to the June Staff Governance Committee for approval.

Item 8.2   Health and Wellbeing Strategy Evaluation Update

Alison Ferahi presented a paper which outlined an overview of the proposed approach for evaluation of the Health and Wellbeing Strategy 2021-2024, which would determine the progress being made against the ambitions set out in the Strategy and gather evidence of change within the workforce's health and wellbeing.

Members were reminded that there had been an agreement with Stirling University to undertake evaluation of specific aspects of the Strategy as a formal research project. Alison highlighted that since the meeting with Stirling University the Service has been unable to establish any further dialogue with Stirling University to progress the evaluation work. Alison advised that the proposals for evaluation of the strategy would require to be adjusted to utilise internal data, with further discussions required to identify an alternative external partner, should the external evaluation route be the preferred option.

Alison advised members that Appendix one of the presented paper mapped out the key outcomes and success criteria set out by the Strategy, how these would be achieved and potential and existing data options to measure the impact.

Members noted their disappointment in the lack of engagement from Stirling University, however looked forward to receiving further updates on the progress of the work.

Item 8.3   Health and Safety Update

Fay McNicol provided Committee with a verbal updated on Health and Safety activity since the last meeting.

Fay asked that the Committee to note that a refreshed Health and Safety update report was being developed which aimed to provide more assurance of wider issues. Members noted that the new report would be presented to the June Committee.

The undernoted areas were highlighted the to the Committee:
- There had been no contact with enforcement agencies within the reporting period.
- The Management of Road Risk Policy had been out of date for some time and came under the remit of Once for Scotland. A small working group had been established as new Occupational Health advice now required to be included within the Policy.
- The Stress Policy was past it's review date, due to being under the remit of Once for Scotland. A working group would be established with the newly appointed Wellbeing Leads to review the policy with the Health and Safety Team.
- The draft Fatigue Management Policy was currently sitting with the Policy Review Group for consultation.
- A review was underway with the Risk Department and Health and Safety to improve the quality of data on DATIX.
- A RIDDOR short life working group has been convened to ensure the correct capture of data and within timescales.
- Work was underway in relation to the reporting against the existing Health and Safety Statutory and Mandatory training courses with working groups established.
- A paper would be presented to the next National Partnership Forum on a trial of body worn cameras as agreed by the Health, Safety and Wellbeing Group.

Committee noted the update provided and welcomed the work being undertaken to develop a refreshed Health and Safety report.

Item 8.4   Demand and Capacity Programme Update

Committee were presented with a paper which provided a progress update on the work of the Demand and Capacity Programme which included the latest Programme highlight report.

Members noted the report.

Item 8.5   Rest Break Group Update

Avril Keen provided a verbal update on the activity of the Rest Break Group. Avril added that the Group had not met since she took up post and assured Committee that once the Service came out of an emergency footing, reengagement with ACAS and the Trade Unions would be undertaken to try and come to a resolution around rest breaks.

Committee requested that Rest Breaks remain as a standing agenda item to ensure regular updates are provided.

Action:
   3. **Secretariat** to ensure Rest Break Update is included as a standing Committee agenda item and added to Committee work plan.

Item 8.6   Workforce Plan Steering Group Update

Paul Bowtle provided a verbal update on the development work of the Workforce Plan 2022/2025. It was noted a new submission deadline date of 31 July was in place. Paul advised that a refreshed timeline for engagement and completion had been developed with work also being undertaken to ensure that the Plan aligns to Demand and Capacity and the 2030 Strategy.

Members noted the update.

Item 8.7   Scottish Government Workforce Strategy – Verbal Update

Avril Keen advised that the final version of the Scottish Governments National Workforce Strategy for Health and Social Care in Scotland had been circulated to members. Avril added that to the Service's plans would be required to be more detailed to ensure that these are aligned with the Scottish Government Strategy.

Pauline Howie added that the strategy was the first joint Scottish Government and COSLA Strategy and next steps for the Service would be to align the SAS Workforce Strategy with that of Scottish Government. Pauline provided assurance to Committee that any implications for service delivery, wider Scottish Government objectives, implementation of the workforce strategy and alignment to the 2030 strategy were being worked through by the Service following publication of the National Workforce Strategy for Health and Social Care in Scotland.

ITEM 9   APPROPRIATELY TRAINED AND DEVELOPED

Item 9.1   OD Plan 2020-2022 Closing Position

Alison Ferahi provided Committee with the closing report for the OD Plan 2020 - 2022 and advised that given the impact of the global pandemic, exceptionally high period of demand on the Service and system pressures, had resulted in the activity within the OD Plan requiring review. Alison added that given that staff health and wellbeing remained a

corporate priority throughout the pandemic, much more activity within the OD Plan was postponed, with the OD Team redirected to support staff health and wellbeing.

Members noted that activity within the 2020-2022 plan marked as red would be restarted on a phased approach from April, with a further update on progress being provided to Committee ay the June meeting.

Madeline Smith advised that Committee understood the rationale of the steps taken in relation to the postponement of OD activity to provide support to staff health and wellbeing. Madeline added that Committee would look forward to a detailed progress update at the June meeting now that the OD Team were in place.

Item 9.2   Education and Training Annual Update

A comprehensive paper was provided by Frances Dodd on educational activity which highlighted updates on undernoted areas:

- BSc Paramedic Education
- Diploma in Higher Education Paramedic Practice
- Progression route for Technician to Paramedic
- Ambulance Technician Programme
- Ambulance Care Assistant Programme
- Newly Qualified Paramedics
- Learning in Practice (LiP)
- Alignment with Demand and Capacity Programme

Madeline Smith noted from the paper that confirmation had been received from the Scottish Government of BSc Paramedic Programme intake numbers for 2022 would be 335, which was in line with workforce projections and Service need.

Committee thanked Frances for the update and noted the huge amount of work ongoing within the Education and Professional Development Department.

Madeline reminded members that Committee receive an Education Department update annually, however suggested that it would be beneficial for Committee to receive six monthly reports in March and September. Members agreed to this approach and requested that the Committee workplan be amended to reflect a six monthly Education reporting.

Action:
4. **Secretariat** update SGC workplan to include six monthly education reporting to Committee in March and September rather than annual reporting.

Item 9.3   Statutory and Mandatory Training Update and Migration to Turas

Paul Bowtle presented Committee with a comprehensive paper which provided a proposed plan of action for the fulfilment of Statutory and Mandatory Training across the Service for all staff groups along with the plans for migration to Turas Learn as the preferred Learning Management System throughout the Service.

Committee noted and welcomed the benchmarking data presented within the paper in relation to the Services Statutory training catalogue against other NHS Scotland Boards.

Members agreed that they would welcome progress updates on the work presented to each Committee meeting and asked that this be included within the Committee workplan.

Action:
5. **Secretariat** add Statutory and Mandatory Training and Migration to Turas Learn update as a standing agenda item to Committee workplan.

ITEM 10   TREATED FAIRLY AND CONSISTENTLY, WITH DIGNITY AND RESPECT, IN AN ENVIRONMENT WHERE DIVERSITY IS VALUED

Item 10.1   Equality and Diversity Fora

Ann Tobin provided an update paper on the activity on within the Service in relation to staff networks and links with other equality networks out with the Service.

Committee noted that there are three staff networks in place within the Service:
- Black, Asian and Minority Ethnic (BAME) Forum
- The Proud@SAS Network
- The Disability Network

Members noted the aims of the networks, the recent work of the networks along with the ongoing work to increase the membership of the Groups.

Ann advised that through the Scottish Government, a National NHS Ethnic Minority Forum had been established, with the objectives of the group aligning and supporting the Scottish Governments' Race Equality Framework ambitions. Members noted the Group had previously met monthly, however was paused between November 2021 and February 2022 due to winter pressures, with meetings resumed on 21 February 2022.

Committee noted that the Service continues to link with the National Ambulance Diversity and Inclusion Forum, which with the support of the Association of Ambulance Chief Executives, three further networks were now in place.

Ann highlighted that the Service was also a member of the NHS Equality and Diversity Lead Network, which included equality leads from NHS Health Boards. Ann added that this network had been a particularly supportive network for the Service in relation to sharing information and understanding NHS Scotland inclusion frameworks and implications.

Madeline Smith thanked Ann for the update, adding that it was positive to hear the links the Service had with National and NHS Scotland networks.

Graeme Ferguson advised members that following Ann Tobin's retirement from the Service, Coralie Colburn, HR Manager would be taking on equality and diversity as part of her portfolio of work.

ITEM 11   INVOLVED IN DECISIONS

Item 11.1   Partnership Update

Members noted the paper presented which provided updates on recent partnership activity including:
- National Partnership Engagement
- Partnership Conference 2022
- Local Partnership Fora

ITEM 12   WELL INFORMED

Item 12.1   Recruitment Shared Services – Verbal Update

Graeme Ferguson provided members with a verbal update on the progress of the Recruitment Shared Services Project, which aimed to deliver on current and future recruitment commitments. It was noted that engagement sessions with staff would take place from 01 April with the aim of recruitment shared service to go live at the end of June, beginning of July.

Graeme advised that a more detailed progress update would be presented the June Committee meeting.

Action:
6. **Head of HR and Employee Relations** to ensure that a recruitment shared services update is presented to the June SGC meeting.

ITEM 12   ACTION TRACKER

Updates were provided on the undernoted actions: -

Subject	Origination Date	Action/Recommendation	Update
Workforce Vector of Measures	01 September 2021	**Head of HR and Employee Relations** to carry out a deep dive into the turnover figures presented to Committee and arrange for the data to be broken down into categories for future reporting.	It was noted that some early data was available, however this was not as detailed as required. Graeme Ferguson advised that it was hoped that the final figures would be available by June and presented to Committee on a regular basis. Committee agreed to extend the target date of this action to June 2022.
Workforce Vector of Measures	13 December 2021	**Head of Workforce Systems and Analytics** to ensure that work is undertaken to find a resolution to the recording of TL Protected Time and ensure that assurance is provided to Committee that Team Leader Protected Time is being applied.	Committee agreed to extend the target date of this action to June 2022.
		Head of Workforce Systems and Analytics to include employee resourcing numbers in	Committee agreed to extend the target date of this action to June 2022.

		post vs planned numbers, similar to the data provided at the Demand and Capacity Programme Board within future workforce vector of measure updates to Committee	

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

2021/12/6.2(a)	Rest Break Group standing SGC agenda item
2021/12/07.1	Health and Wellbeing Strategy Evaluation
2021/12/07.1	Health and Wellbeing standing SGC agenda item
2021/12/07.4	Scottish Government Workforce Strategy
2021/12/13	Whistleblowing annual report included on Committee Workplan

ITEM 13   STAFF GOVERNANCE COMMITTEE WORKPLAN 2022/2023

Members noted the Committee Workplan which is provided to each meeting for assurance.

Madeline reminded members that it has been agreed during the meeting that the undernoted items would be added to the Committee Workplan as a result of discussions:

- Staff Governance Committee Effectiveness Review – yearly at June Meeting.
- Education and Training Update – September and March meetings.
- Statutory and Mandatory Training and Turas Learn – Standing agenda item.

ITEM 15   ANY OTHER BUSINESS

None to note.

Madeline Smith thanked members and attendees for their participation and contributions to the meeting.

Meeting closed at 12:45

DATE OF NEXT MEETING
20 June 2022 at 10:30