



NOT PROTECTIVELY MARKED

Public Board Meeting

30 September 2020

Item 16

THIS PAPER IS FOR NOTING

**STAFF GOVERNANCE COMMITTEE MINUTES OF 11 JUNE 2020 AND
VERBAL REPORT OF 16 SEPTEMBER 2020**

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	<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 on 11 June 2020 were approved by the Committee on 16 September 2020.</p> <p>A verbal update of the meeting held on 16 September 2020 will be provided by the Chair of the Committee.</p>
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 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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MINUTES OF STAFF GOVERNANCE COMMITTEE

**13:30 ON THURSDAY 11 JUNE 2020
VIA MICROSOFT TEAMS**

Present: Madeline Smith, Non-Executive Director (Chair)
Stuart Currie, Non-Executive Director
John Riggins, Employee Director
Tom Steele, Board Chair, Non-Executive Director
Martin Togneri, Non-Executive Director

In Attendance: Paul Bowtle, Head of Leadership and Learning
Frances Dodd, Director of Care Quality and Professional Development
Alison Ferahi, Head of Organisational Development
Steven Gilroy, Staff Side Representative, UNISON
(ex officio member)
Pippa Hamilton, PA to Director of HR&OD (Minutes)
Pauline Howie, Chief Executive
Liz Humphreys, Non-Executive Director (Observing)
Simon Larson, Communications Manager (*Item 10a Only*)
Lyndsay Lauder, Director of Workforce
Maria McFeat, Deputy Director of Finance
Toby Mohammed, Head of Education and Professional Development
John Perritt, Risk Manager
Robert Pollock, Staff Side Representative, GMB (ex officio member)
Kevin Reith, Deputy Director of Workforce
Milne Weir, Regional Director, North
Tony Wigram, Head of Health and Safety

Apologies: Lewis Campbell, Regional Director – East
Gary Coll, Staff Side Representative, GMB, (ex officio member)
Jamie McNamee, Staff Side Representative, Unite the Union
(ex officio member)

ITEM 1 WELCOME AND INTRODUCTIONS

Madeline Smith welcomed everyone to the meeting.

Committee noted that all papers prepared for the meeting had been circulated in advance and it would be presumed that all papers had been read. In the interests of clarity, Madeline asked that paper authors highlight to Committee any areas of change since the papers were first circulated.

Committee were reminded of the virtual meeting etiquette and were asked to ensure that their microphones were placed on mute when they were not speaking and to use the “raise hand” function during the meeting, should they wish to speak.

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ITEM 2 DECLARATIONS OF INTEREST

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

ITEM 3 MINUTES OF MEETING HELD ON 16 April 2020

The minutes of the meeting held on 16 April 2020 were approved as an accurate record of the meeting.

ITEM 4 MATTERS ARISING NOT ON THE AGENDA

None to note.

ITEM 5 COVID-19 WORKFORCE REPORT

Kevin Reith provided a comprehensive overview paper on the workforce response to the COVID-19 pandemic. Committee noted that the paper themed the responses in line with the staff governance standards.

Kevin advised that in normal circumstances a workforce dashboard update would be presented at SGC meeting, however due to the COVID-19 impact on Business as Usual the dashboard will be refreshed and presented at the September Committee. It was noted that the Service was moving into a recovery phase with the requirement to consider and implement long term sustainable working arrangements.

It was noted that overall the last period reflected a shift from the initial response to the sustainable working arrangements for the longer term.

It was noted that regular, open and up to date communications with the workforce had been essential to provide reassurance and appropriate advice to all staff at a time of high anxiety and stress.

Kevin added that partnership working had been central to the way work has been taken forward, noting that the Director of Workforce and Operational Directors had weekly calls with the National Staff Side Convenors and Employee Director to discuss and consider all workforce issues related to the health, wellbeing and management of the Service workforce.

Current sickness absence rates were discussed and it was noted that prior to the pandemic sickness absence had been averaging 7%. Committee were advised that at the end of May the non COVID absence rate was 3.3% compared to this time last year which was 7.8%. COVID absence rates have been running at around 3% and there is work to be done to understand the relationship between COVID and Non COVID absence. Managing absence will continue to be a high priority going forward.

Madeline Smith thanked Kevin for the paper, noting the amount of work that had taken place. Madeline noted that it is useful for Committee to see the update aligned to the five staff governance standards.

Committee advised that they were fully assured by the workforce update.

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ITEM 6 STAFF TESTING

Tony Wigram advised that a staff testing paper was circulated to the Committee ahead of the meeting. It was noted that all staff testing processes are in place in all Regions with referrals being made through local Health Boards on a daily basis. Tony added that Test and Protect had been launched and had not yet impacted on the Service to any extent. Two key pieces of guidance had recently been published, organisational physical distancing and safe working in the ambulance service and both of these will inform working practices in clinical and non-clinical areas.

Madeline Smith noted that Test and Protect is in the early stages and may be why the Service is yet to see the impact. Tony advised that currently there has only been a few members of staff contacted and added that the Service's monitoring process for this is currently being modified.

Martin Togneri asked for clarification in relation to the variation in numbers of tests carried out on staff compared to the number of staff referred. Tony advised that a variation in these numbers will be seen, as some staff who have been referred for testing were out with the testing window and did not receive a test. Tony added that the variation in numbers was due to the fact that North Region did not have testing facilities available to them at the start, whereas within the East and West Regions the referral processes ran very smoothly from the beginning. Tony assured Committee that the variation in Regional numbers outlined within the paper was not a cause for concern.

It was noted that the process of risk assessing the Service's estate had begun, and standard signage kits have been adopted. Tony added that the signage kits include 2 different colours of signage and advised that the yellow signs are guidance whereas blue signs require mandatory compliance.

The Committee noted the update.

ITEM 7 PERSONAL PROTECTIVE EQUIPMENT

Frances Dodd advised Committee that in relation to Personal Protective Equipment (PPE), a huge amount of work has been carried out in partnership. Twice daily reviews of PPE took place within the COVID-19 Cells at strategic and regional level. At tactical cell level, robust supply and usage tracking was developed and implemented.

The Group noted that face fit testing has been implemented in the Service at pace and Frances advised that 99% of staff are now face fit tested on at least one mask, with the majority being face fitted for two or three.

Frances added that the Service's Procurement team have been extremely agile in responding to the need for supplies of PPE and had worked hard to source this from a range of established and new suppliers as well as the national stockpile.

It was noted that communication with staff has been extremely important, with the use of videos and infographics being beneficial to provide levels of assurance, as well as discussion with staff side on regular conference calls.

Madeline Smith commented that Committee recognises the amount of work which has been undertaken to get robust PPE stocks in place.

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Madeline enquired whether a formal review of the supply chain and logistic time scale for PPE is planned. Frances advised that this was already planned in advance of COVID and this work will continue to progress, incorporating lessons learned as a result of COVID. Pauline Howie added that this work was part of best value programme for this year with the main focus being on internal distribution arrangements.

Milne Weir advised Committee that he concurred with the comments made by Frances in terms of the level of work carried out. Milne added that the control and communication process worked well from the national level and region to station level.

Committee thanked Milne for the additional assurance.

ITEM 8 SPECIAL TOPIC - SUPPORT HEALTH AND WELLBEING PLANS - COVID-19 AND BEYOND

Alison Ferahi provided a paper to the Committee which outlined the steps taken to support staff health and wellbeing during COVID-19 together with the plans to continue this following the pandemic.

Alison highlighted that the paper discussed health and wellbeing provision thematically and had been endorsed by the Service's Health and Wellbeing Group which was established during the pandemic to oversee health and wellbeing provision to staff. The group contains Service and operational representation from across the Service and has provided invaluable advice. This work will feed into the development of the long term Health and Wellbeing Strategy which will be available in draft in September.

Committee noted from the paper that the Scottish Government had co-ordinated the development of a National Wellbeing Hub, enables staff to access a wide range of resources from a single access point. There is a wealth of information and resources available to all staff across Health and Social Care with the intent of complementing existing local resources. Alison advised that the National Wellbeing Hub can be accessed via www.promis.scot.

Stuart Currie noted the actions which have been taken to promote and support positive mental health and recognised the importance of staff being able to have a chat with a colleague following an incident. Stuart asked how this approach could be promoted and encourages within the Service.

Alison advised that there are initiatives which can help including the development of peer support interventions, and more staff undertaking peer support training. Alison added that there were resources within the National Hub on psychological first aid.

Pauline Howie added that one of the advantages of lower activity levels is more time for staff to reflect and debrief. Pauline advised work is ongoing to establish whether extending TRiM training would be of benefit.

Madeline Smith suggested that it would be useful for the September Committee to be provided with an indication of the level of access to services made by staff, together with any feedback from staff received in relation to these services.

Committee noted that the presented report makes mention to a Scottish Government Directors Letter (DL(2020)8) which sets out an employer's duty of care mapping which all Boards are required to do and it was agreed that to ensure good governance it would be

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useful for Committee to have sight of the Service's mapping. Alison would provide this to the September meeting.

Tom Steele asked for clarification on the longer term plans for the Workforce Health and Wellbeing Strategy and the current timescales for this work. Lyndsay Lauder advised that the original timescale to have a final draft in September remained in place. Lyndsay added that staff engagement was key to this work and as a result of COVID and the pace in which staff engagement and health and wellbeing work has been taken forward, this will form part of the final strategy. It was noted that the recently published Health and Wellbeing pack provides a framework for the strategy document.

Tom Steele asked for some feedback from the staff representatives who had been taking part in the regular workforce calls. Stevie Gilroy advised that work was going in the right direction for staff, that partnership working had been working very well throughout the pandemic despite the many challenging issues that had to be addressed. John Riggins provided Committee with assurance that he had been working closely with Alison in relation to the Wellbeing packs, noting that this includes the preparation of a supportive statement from staff side.

Action:

1. **Director of Workforce** to provide September Committee with a draft Workforce Health and Wellbeing Strategy
2. **Head of OD** to present employer's duty of care mapping work for the Service to the September Committee meeting.
3. **Head of OD** to provide September Committee with an indication of the level of access to wellbeing services made by staff, together with any feedback from staff received in relation to these services.

ITEM 9 STAFF GOVERNANCE ACTION PLAN (SGAP)

Staff Governance Action Plan 2020/21 - Draft

Committee were presented with a revised draft plan which includes a refreshed format, revised timescales and content to reflect COVID-19, updated Scottish Government and Scottish Ambulance Service objectives.

Lyndsay Lauder advised that National Partnership Forum and Madeline Smith have been sighted on the revised draft and had already asked for a specific focus on outcomes and clear linkages to the OD Plan.

Madeline Smith advised that she found it useful to have the plan aligned to the Staff Governance Standards

Martin Togneri noted that he found the new format of the plan useful, comprehensive and easier to read. Martin added that in relation to the appraisal target, which has been set at 80% completion in years past, and asked for the rationale for the target for this year remaining at 80% given the additional pressures on the Service. Lyndsay Lauder advised that pre COVID-19 an ambitious target of 80% appraisal activity was in place, however, with all appraisal activity paused for the moment the target had not changed. A revised plan will be presented to the September Committee. Madeline Smith highlighted that the focus should be on all staff having meaningful conversation with their manager.

Tom Steele agreed that the presentation of the plan was excellent and action owners are clear. Tom asked if the actions contained within the plan are reflected within the objectives of

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the Regional Directors and Senior Team members and Pauline Howie confirmed that this was the case.

Milne Weir added that the objectives were tailored to reflect regional circumstances and local absence and wellbeing targets.

Madeline noted the risk around insufficient numbers being recruited to the Paramedic workforce and suggested that this be included within the SGAP for monitoring purposes.

Committee noted that Frances Dodd and Toby Mohammed have been tasked to take the learning from COVID-19 in to paramedic education and beyond. Frances Dodd advised that work is currently ongoing to understand what implications of COVID-19 and the resulting training implications.

Committee agreed that details of education, training and paramedic training numbers would be provided to the September Committee as part of the Education Update.

Committee noted that the any further comments on the draft plan should be fed in directly to Lyndsay Lauder. It was agreed that a refined plan would be presented to the September Committee.

Tom Steele enquired in relation to the adoption of the new whistleblowing standards and asked if there was any indication of when work will recommence on this. Lyndsay Lauder advised that there has currently been no indication of timescales, however assured Committee that there continues to be preparatory work undertaken in readiness for the launch in 2021 with the close involvement of our new whistleblowing champion Non-Executive Director, Liz Humphreys.

Lyndsay Lauder was asked to clarify timescales for approval of the SGAP 2020/21 to enable reporting to commence. Lyndsay advised that once refinement of the plan is completed it would be presented to the Executive Team and Regional Management Teams, following which a final version would be circulated to Committee for electronic approval. This will ensure that the September Committee has an approved final plan available for progress reporting.

Lyndsay Lauder advised that the September Committee would be presented with an Appraisal and Personal Development Plan update.

Committee agreed to the above approach.

Action:

4. **Director of Workforce** to include an action on paramedic numbers within the SGAP to enable the Service meeting these numbers can be monitored.
5. **Head of Education and Professional Development** to include details of education, training and paramedic training numbers to the September Committee as part of the Education Update.
6. **Director of Workforce** to refine draft SGAP with comments received and following presentation to Exec Team and Regional Management Teams, circulate final draft electronically to Committee for approval prior to the September Committee meeting.
7. **Head of Leadership and Learning** to prepare an Appraisal and PDP update for the September Committee.

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ITEM 10 PLANS AND UPDATES

Workforce Communications and Engagement Plan - COVID-19 and Beyond

Simon Larson joined the meeting for this item and updated Committee that the Communications Team have successfully managed both internal and external communications during the COVID-19 pandemic through the implementation of crisis communication plans and protocols. It was noted that the number of all staff briefings published every week has increased. Video briefings have also been utilised together with increased social media posts.

Committee noted that it remains difficult to communicate with frontline staff as currently bulletins are issued via email. This is less effective and popular for front line staff and other methods are being explored including Cab based devices.

Martin Togneri advised that he was very reassured by the report and flexible approach. Madeline Smith added that she was keen for Committee to see how the provision of communication to staff via the Cab devices progresses. It was agreed that Simon Larson would update Committee in September.

Action:

- 7. Communications Manager** to provide an update to the September Committee on the progress of work to enable communications to be provided to staff via the cab devices in vehicles.

ITEM 11 GOVERNANCE

a. Workforce Risk Register

John Perritt presented the current version of the workforce risk register to give Committee members assurance that a robust risk management process is in place for workforce matters. Committee noted that the register presents all workforce related risks contained within the Corporate Risk Register, all High risks contained within the Committees sub groups along with any generic risks identified.

Committee were advised that all new risks contained within the register are highlighted in red for readability.

John reported a 100% review rate of risk register and action owners. Lyndsay Lauder advised that she would like to seek the view of the Committee in relation to the Risk Register. There had been significant changes since the standard workforce risk register was developed and she would like to take the opportunity to review the risk register to ensure that the focus is on high and very high risks which have an organisational impact.

Madeline Smith advised that she would welcome this review, adding that the Committee needs to be clear as to what risks are to be presented and why as well as being assured that the main workforce risks for the Service are being captured.

Liz Humphreys commented that it is interesting to see the difference in the format of Workforce Risk Register against others, noting that she would have expected to see a consistent format.

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Madeline Smith added that the Board has been on a significant risk journey over the past year with focused work on highlighting, reporting and discussing the important risks for the organisation.

Lyndsay Lauder advised that she will take work forward with the Director of Finance in relation to the read across of the risk registers within the organisation.

Committee noted that John Perritt's secondment with the Service was ending and this would be John's last Staff Governance Committee meeting. Madeline thanked John on behalf of Committee for his work throughout the duration of his secondment.

Action:

- 8. Director of Workforce/Director of Finance** to review risk register to ensure that the focus is on high and very high risks which have an organisational impact and that the Workforce Risk Register is consistent with others in the organisation.

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 04 June 2020 and the agenda from that meeting and the meeting of 06 February 2020 was appended to the paper presented for Committee's information. The Committee noted the approved minutes from the meeting held on 21 November 2019.

Madeline Smith thanked John for the update and noted the scale of the work which has been carried out through additional communications and partnership engagement.

Lyndsay Lauder advised that she appreciated the time that staff side have committed during a very difficult time. Lyndsay added that the workforce calls are now being scaled back to once a week, noting that these will be kept in the diary going forward in addition to the current partnership infrastructure.

Tom Steele reinforced the points made by Madeline and Lyndsay, noting how well the work has gone during the crisis, which is testimony to all involved. Tom added that he was also pleased to see that the weekly meetings will become part of the business as usual partnership infrastructure.

Tom enquired about progress with "Trickle" which was discussed at the November NPF meeting and asked for an update as to how this work has moved forward. Frances Dodd advised that following a discussion at the Executive Team, Trickle is being tested in selected Service areas. These pilots will be evaluated and recommendations taken back to the Executive Team in August.

c. Policies

Committee were presented with the undernoted policies for approval:

- Control of Work at Height
- Structure and Role of Regional/Departmental Safety Committees

Martin Togneri advised that when a policy is presented for approval he would like to see a list of any changes made to policies with dates appended. Martin added that this would allow Committee to take assurance that the policy has been through the appropriate channels and the appropriate expertise sought. Tony Wigram added that only minor changes

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had been made to the presented policies as part of a review, noting that if any significant changes had been made, these would have been highlighted to Committee.

Madeline Smith suggested that within the cover sheet of the policy paper, a sentence should be added explaining the type of change made, whether that be minor changes or major changes, noting that major changes should still be clearly highlighted within the Policy for Committee. This will provide assurance that it has been through all relevant processes before being presented to Committee for approval.

Committee noted and approved the policies.

Action:

9. **Head of Health and Safety** to ensure that future presentations of policies for approval are accompanied with a sentence for each policy within the cover paper explaining the type of change made. This should note whether there has been a minor change or major change, with any major changes being clearly highlighted within the Policy.

d. Action Tracker

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

2019-12-09a(ii)	SGAP Draft Plan 2020/21 - Amendments to Draft Plan
2019-12-10(c)	Recruitment Data re "Paramedics on Scene" TV Programme
2019-12-11(a)	C1 Driving Licence costings
2020-04-08(a)	Updates to Workforce Risk Register

Action:

10. **Pippa Hamilton** to update the action tracker.

ITEM 12 ANY OTHER BUSINESS

None to note.

Date of next Meeting – 16 September 2020.

Meeting closed at 15:14.