Public Board Meeting	July 2019 Item 15

THIS PAPER IS FOR NOTING

STAFF GOVERNANCE COMMITTEE MINUTES 10 APRIL 2019 AND VERBAL REPORT OF 17 JUNE 2019

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 10 April 2019 were approved by the Committee on 17 June 2019. A verbal update of the meeting held on 17 June 2019 will be provided by the Chair of the Committee.
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.

Scottish Ambulance Service
Taking Care to the Patient

NHS SCOTLAND

MINUTES OF STAFF GOVERNANCE COMMITTEE

10.00 A.M. ON WEDNESDAY 10 APRIL 2019
MEETING ROOM 19, NHQ, GYLE SQUARE, EDINBURGH

Present:	Neelam Bakshi, Non Executive Director (Chair)
	John Riggins, Employee Director
	Martin Togneri, Non Executive Director
	Madeline Smith, Non Executive Director
	Tom Steele, Board Chair (ex officio member)
	Steven Gilroy, Staff Side Representative, UNISON (ex officio member
	Jamie McNamee, Staff Side Representative, Unite the Union (ex officio member)
	Gary Coll, Staff Side Representative, GMB, (ex officio member)
In Attendance:	
	Linda Douglas Director of Human Resources and Organisational Development
	Kevin Reith, Deputy Director of Human Resources and Organisational Development
	Claire Pearce, Director of Care Quality and Strategic Development
	Milne Weir, Regional Director, North (*Via Video Conference)*
	Tony Wigram, Head of Health and Safety
	Deirdre Joy, Head of Human Resources
	Paul Bowtle, Head of Leadership and Learning
	Alison Ferahi, Head of Organisational Development
	Toby Mohammed, Head of Education and Professional Development
	Katy Barclay, Information Services and Governance Manager (*For Item 4*)
	Simon Larson, Communications Manager (*For Item 8c*)
	Sarah Stevenson, Risk Manager (*For Item 10f(ii))*
	Pippa Hamilton, PA to Director of HR&OD (Minutes)
Apologies:	
	Pauline Howie, Chief Executive

ITEM 1   WELCOME AND INTRODUCTIONS

Neelam Bakshi welcomed everyone to the meeting.

ITEM 2   DECLARATIONS OF INTEREST

Standing declarations of interest were noted: Martin Togneri, in his capacity as a Board member of NHS24 and Trustee of Scotland's Charity Air Ambulance.   Madeline Smith, in her capacity as Board member of NHS24.

ITEM 3   MINUTES OF MEETING HELD ON 11 DECEMBER 2018

The minutes of the meeting held on 11 December 2018 were reviewed and approved as an accurate record of the meeting.

ITEM 4   MATTERS ARISING NOT ON THE AGENDA/ACTION TRACKER

Once for Scotland – Workforce Policies

Neelam reminded Committee members that at the December Committee "Once for Scotland" Workforce Policies Programme was discussed, during this discussion it was noted that Neelam had requested some assurances about the Service as an employer.

Neelam advised that the advice containing assurances had now been received and this had been shared with Committee members. It was noted however that Neelam had asked for clarification in relation to the advice received, specifically where the Central Legal Office (CLO) advise that the information provided is privileged advice from them. Neelam sought clarification as to whether, for example, staff side colleagues would be able to share this information with their members, if this is privileged information. It was agreed that Linda Douglas would seek CLO advice on this and provide Neelam with the response.

Madeline asked when the "Once for Scotland" approach is due to begin. Linda advised that the Programme Board is already established, together with a suite of policies which would be considered through a phased approach.

Action:
1.   **Linda Douglas** to seek CLO advice in relation to the previous advice sought from CLO being classed as privileged information and what this would mean in relation to sharing the information, for example, staff side colleagues sharing with their members.

Business Continuity Handover

Katy Barclay joined the meeting to provide an update. Katy advised that discussions had taken place with Mark Christie, to ensure that all technical projects carried out by the Service have the correct governance processes supporting them. Committee were provided with assurance that remedial action has been put in place. Committee noted the update.

ITEM 5   ANNUAL REPORTS

Committee noted that Francis Tierney was due to join the meeting by Video Conference to present the Remuneration Committee Annual Report, however due to a prior diary commitment was unable to do so. It was agreed that as Tom Steele and John Riggins were present at Committee and are Remuneration Committee members the annual report would still be considered. The Committee discussed the Report, Neelam asked that one amendment be made to ensure that the Report outlines whether all meetings of the Remuneration Committee were quorate. Committee approved the Report subject to the above change being included.

Tony Wigram presented the Annual Report for the Health Safety and Wellbeing Group. Tony advised that the accident figures contained within the Report are not for the full financial year as these are not yet complete. Tony confirmed that the accident information would be updated prior to presentation to the Board. Committee approved the Report subject to accident figures being updated.

Neelam presented the Staff Governance Committee Annual Report and advised Committee that there is a requirement to approve the reports in the above sequence to allow the Staff Governance Committee Annual Report to be approved. Neelam brought Committees attention to the lack of staff side attendance at meetings within the past year. Neelam added that the reasoning for this is understood by Committee as this has been previously discussed with the Employee Director. Neelam invited staff side to include a comment within the attendance record of the Report to outline the reasoning for the lack of staff side attendance in the past year. John confirmed that the lack of staff side attendance was simply down to people being on leave and the pressures of work and not a failing in partnership working. Staff side colleagues agreed that a note would be made within the Annual Report to outline that the lack of staff side attendance was down to pressure of work and absence.

Martin advised that the term of appointment start/end dates for the Non-Executive Directors require to be updated to show their Service start/end date and not the date of the last Committee meeting attended.

Committee approved the report subject to the above changes being included.

Neelam passed on her thanks to everyone for all the work that has been completed by the Committee over the past year.

Action:
2.   **Board Secretary** to update Remuneration Committee Report to show if all meetings were quorate.
3.   **Tony Wigram** to ensure that complete accident figures are included within the Health Safety and Wellbeing Group Report prior to this being presented to the Board.
4.   **Pippa Hamilton** to update Staff Governance Committee Annual Report as undernoted;
       a)   Include a note with reasoning for lack of staff side attendance.
       b)   Amend start and end dates for Non-Executive Directors to show their term of appointment start/end dates.
       c)   Pass updated Report to Board Secretary for Board approval.

ITEM 6   **SPECIAL TOPIC – LEADERSHIP MANAGEMENT DEVELOPMENT 2019/2020 (INCORPORATING DFLM)**

Paul Bowtle presented Committee with a paper which outlined the Leadership and Management Development activities for 2019/20. Committee noted that the activities outlined within the paper were aligned to the four levels of the NHSScotland Leadership and Management Development Framework.

Paul advised that the activity plan has been developed following consideration by the Capable Workforce Group and the Workforce Development Programme Board.

It was noted that the Leadership and Management Development activity for 2019/2020 are;
- First Level Managers/Leaders – Aspiring in to Management/Early Careers Development
    - Management Matters
- Second Level Leaders/Managers – For those leading and managing at the frontline and middle level of management
    - Developing our Potential Events
    - New Horizons
- Third Level Leaders and Manager – Resources and activities for learners who manage a Service containing multiple teams, working across the wider Health and Social Care system
    - Leading for the Future
    - Leadership Links
- Fourth Level Leaders and Managers – Senior Leadership Development, aspiring to Director
    - Project Lift
    - Building our Leadership

Martin queried if there was any indication on how many places would be available on the New Horizons programme. Paul advised that this programme is currently in the pilot phase, which finishes in May and following completion of the pilot an evaluation will then take place.

Neelam asked how the outcomes of these programmes will be monitored. Linda confirmed that that the programmes will be monitored through the Organisational Development Plan which will ultimately feed into the Workforce Information Vector of Measures.

Committee welcomed the work carried out.

ITEM 7   **STAFF GOVERNANCE ACTION PLAN (SGAP)**

a)   **(i)**   **Staff Governance Action Plan 2018/19 – Closing Report**

Kevin Reith presented the Staff Governance Action Plan 2018/19 Closing Report. Committee were asked to approve the closing report and note the progress achieved in 2018/19.

Tom queried in relation to the appraisal system (Turas), Tom noted that the OD Plan update later within the agenda refers to a target of 40% performance development reviews recorded within Turas. Tom asked why we are setting targets such as these if we are unsure if these can be met. Linda advised that it is recognised that the national reporting is not currently servicing SAS well, and added that work is ongoing with National Education Scotland (NES). It was noted that weekly reports are being presented to the Executive Team.

The Committee discussed the appraisal process including that it should be recognised that the first 12-month period doesn't allow employees to complete the whole process. Therefore once there is 2 years' worth of activity this will allow for a better indication as to where everyone will be within the system.

Committee noted that by April 2020 80% of the workforce should have a complete cycle of the appraisal activity. Neelam added that it is helpful for Committee to understand that it will take up to 2 years to get all our staff transitioned onto the new system.

Committee noted the work being undertaken and approved closure of the Plan.

(ii) **Staff Governance Action Plan (SGAP) 2019/20 – Draft Plan**

Kevin presented Committee with a refined draft of the SGAP 2019/20. It was noted that work is still being carried out in relation to the presentation of the Plan. Martin noted that within the Plan there were a number of actions which had March 2020 completion targets. Martin advised that it may be useful for key milestones to be included within the Plan to allow Committee to see if actions are progressing appropriately. It was agreed that Kevin would ensure that key milestone targets included are within the Plan.

Neelam added that the action IS29/20-04 – review of Equality and Diversity reporting is welcomed, however, asked how we plan to communicate the Equality and Diversity report to public and staff. Linda advised that work is ongoing within this space with a "At A Glance" document being produced. Ann Tobin, HR Manager – Equalities is working with the Comms department in the production of this document and it was agreed that this would be provided to Committee for information.

Committee approved the plan, taking on board the comments made by Committee.

Action:
5. **Kevin Reith** to ensure that key milestone targets are included within the SGAP to enable Committee to have assurance that actions are progressing appropriately.

ITEM 8 **PLANS AND UPDATES**

a) **(i)** **Organisational Development (OD) Plan 2018/19 – Closing Report**

Alison Ferahi presented the OD Plan 2018/19 closing report for approval together with noting the quarter 4 progress update.

Committee noted that it was previously difficult to see progress within this Plan, however, it is now more readable and the narrative report included has also been useful to members. Committee were advised that the measures within the Plan are not always measureable year on year and work is ongoing to make such items measureable with trajectories to allow Committee to be informed.

Committee approved the closing of the Report.

(ii) OD Plan 2019/20 – Draft Plan

Alison presented the Draft OD Plan for 2019/20 noting that target measures have been proposed within the Plan for the 2019 iMatter Survey.

John raised concern in relation to targets with iMatter given we have a workforce of operational staff. Linda advised that the timing of the survey had been done in conjunction with feedback from operational colleagues when moving to a single cohort.

Martin advised that the plan contains a lot of information which is good for Committee to see, however there is concern that there has only been a 1% increase in response rates. Alison advised that response rates have remained static over the years and in comparison to the components across all Boards only small percent increases are produced.

Committee noted the discussions and approved the Plan.

b) (i) Wellbeing Implementation Plan 2018/2019 – Closing Report

Tony Wigram presented the WIP 2018/19 closing report which summarised activity since the last Committee meeting, together with items which will be rolled forward to the 2019/20 Plan.

Neelam noted that there had been reporting throughout the year which outlined the reasons behind any delays within actions and Committee have been kept informed of progress.

Committee noted a 4-day Mindfulness course is being undertaken together with procuring licences for the online Mindfulness tool. Committee asked for confirmation, following the roll out of the Mindfulness Tool, what success would look like. Tony advised that success would be as a result of all licences being taken up and used by staff. Tony added that he has not yet discussed with Be Mindful how we can survey those people who would be allocated a licence. Neelam suggested that there should be an action within the next iteration of the 2019/20 WIP to explore a way to identify the successful implementation.

Tom asked for an update on where we are with the Life Lines proposal. Tony advised that Life Lines is a provision of mental health support by the Rivers Centre. Work is currently ongoing to making Life Lines a bespoke product for the Tri Services, the Rivers Centre has been funded by the Scottish Government to carry out this piece of work. Committee noted that it is hoped that a response from the Scottish Government on the Business Case will received by June.

Martin noted that at a previous Board meeting, Paul Bassett outlined a specific target for the Flu Campaign and Paul had advised that the target was the Scottish Government target for Boards. Tony advised that the Scottish Government applied a target, however discussions require to be had internally on how the Service resources delivering the vaccine to staff. Tony added that the action for the Health and Safety Team is to ensure that the Campaign is launched and there should be a separate line in relation to targets. Linda advised that it was unclear at this time whether the target Paul referred to at Board was the national target or target the Service was adopting. Neelam advised that the target referred to may have been the national target, however a target can only become that amount if each Board has contributed to the target.

It was agreed that Linda would discuss off line with Paul Bassett the specific area of the target which was presented to Board and agree whether there requires to be a specific line on this area to be added WIP.

Committee noted the discussion and approved the WIP 2018/19 closing report.

Action:

6. **Linda Douglas** to discuss off line with Paul Bassett the specific area of the Flu Campaign target which was presented to the Board to determine whether this is a national target and whether as a result a line requires to be added to the WIP 2019/20.

(ii)   Wellbeing Implementation Plan 2019/2020 – Draft Plan

Committee noted and approved the draft Plan.

c)   Workforce Communications and Engagement Plan 2018/19 – Progress Update

Simon Larson joined the meeting and provided Committee with a paper which provided an overview of the internal communications and engagement plan, which is provided to Committee on a six-monthly basis.

Committee noted the key highlight areas which included;
- New Clinical Response Model
- Beyond 2020 Strategy
- Demand and Capacity Review
- Mental Health and Wellbeing
- Other Communication Channels Utilising In-Vehicle Technology

Jamie McNamee advised that he would like to see more variation on the poster being used to promote staff engagement for the Beyond 2020 Strategy as the one currently being used shows a young white male image. It was agreed that Linda would pick this area with the Corporate Affairs and Communicatons department with a view to having the image on these posters be rotated to include other demographics being represented.

Tom noted that within the paper the R U OK Campaign was highlighted, however this was not referenced with the 2019/20 Wellbeing Implementation Plan. Linda advised that R U OK is one of many initiatives.

Committee noted the progress made since the last update.

Action:

7. **Linda Douglas** to discuss with the Corporate Affairs and Communications department to seek to extend the demographic range in imagery on the staff engagement posters for the Beyond 2020 Strategy..

ITEM 9   STRATEGIC WORKFORCE PLAN

a)   Workforce Planning Framework

Kevin presented a paper which outlined the current consideration arising from the workforce planning cycle which will inform the Workforce Projections for 2019/20.

The paper outlined detail in relation to the direction of travel for Committees information. Neelam added that compared to previous years this paper provides Committee with a better picture in relation to the planning and rationale around this work. Committee were advised

that this information feeds into the Workforce Projections which would routinely be provided to Committee at the June meeting.

Committee were reminded that the June Committee date has been moved to 17th June which would result in a tight turnaround to allow the projections to be submitted to the June Board meeting. Neelam suggested to Committee members that given that the Workforce Projections are due to be presented to the National Partnership Forum and Board, where all members are represented, perhaps there is not a requirement for these to also be presented to the Staff Governance Committee. Committee agreed that the Workforce Projections 2019/20 would not be presented to the Staff Governance Committee.

b)   Staff Experience – Dignity at Work Survey

Committee were presented with a report to provide an update on the 2017 Dignity at Work (DAW) Survey results. Tony advised Committee that the questions asked within the 2017 Survey were selected from the 2017 national staff survey. Committee noted that the Service response rates fell from 37% in 2015 to 34% in 2017, which are broadly in line with the NHSScotland percentages (38% and 36%).

Madeline advised that in relation to bullying and harassment there requires to be clarity in relation to the percentages and what the data is telling us to ensure that this is understood. It was agreed that Tony with clarify these and provide information back to the Committee.

Committee noted the report.
Action:
8.   Tony Wigram to clarify the percentages in relation to bullying and harassment ensuring that it is clearly outlined what the data is telling us to ensure this can be clearly understood.

ITEM 10   GOVERNANCE

a)   Workforce Risk Register – Annual Review

Tony provided Committee with the current version of the Workforce Risk Register for Committees approval. Committee noted that there have been no changes to the Risk Register since it was last presented. Tom advised that the Board receives reporting on the Corporate Risk Register and included within the reporting are Datix Reports, and enquired if this style of reporting could also be applied to SGC. Tom, advised that the consistency approach for Board and Committees will come out of the work being carried out as part of the Board Development session. It was noted that once agreement on what is required for each Committee is reached this will be fed back to members of SGC.

b)   Partnership Update

John provided Committee with an update on recent partnership activity. It was noted that the National Partnership Forum last met on 04 February 2019 and the agenda from that meeting was appended to the paper presented for Committees information. The Committee noted the approved minute from the meeting held on 23 November 2018.

Committee noted the update.

c)   Workforce Information

(i)   Vector of Measures and HR Scorecard

Committee discussed the Workforce Information paper which included the Vector of Measures and latest HR Scorecard. Kevin advised Committee that the end of year HR Scorecard would be circulated to Committee as soon as this is available.

Kevin reminded Committee of the retiral of the HR Scorecard from the June 2019 meeting and looked for approval to move to the new way of reporting. Kevin advised Committee that there is a data omission within the HR Scorecard presented in relation to the retirals, which Kevin would discuss with the Management Information Team and ensure that this is corrected prior to circulation of the end of year Scorecard.

Committee noted concern that under the whistleblowing line, it outlined that there were no cases recorded. It was noted that Kevin would check this and amend as appropriate.

Committee noted the report and approved the new presentation style of the Workforce Information following the retiral of the HR Scorecard.

Action:
9.   **Kevin Reith** to discuss data omission within HR Scorecard for retirals and ensure that this is rectified prior to circulation of the end of year Scorecard to Committee.
10.   **Kevin Reith** to check the number of whistleblowing cases as HR Scorecard detailing that none have been recorded.

(ii)   Health and Safety Update

Tony presented the Health, Safety and Wellbeing update. The paper highlighted;

o   Following a meeting in December 2018 with the HSE a significant data and information request has been received on fatigue management. Work to progress this request is ongoing.

o   The Respiratory Protection pilot commenced in November 2018, however the equipment has not yet been used in an operational environment. To enable the progress of the testing scenario based events have been taking place during March. Following evaluation and updated recommendation will be presented to the Executive Team.

Committee noted the update.

d)   Promoting Attendance Update and Plan

Neelam reminded Committee that it was requested that learning from other ambulance services on promoting attendance be provided to Committee, however included within the paper is benchmarking figures, which does not provide Committee with information on learning as requested. Linda advised that an addendum would be circulated around Committee which expresses the learning and the sharing of learnings.

Committee discussed the presented report and asked for the following changes to be noted;
o   Page 10 – using the word "occasionally" fails to add benefit to the paragraph. It was agreed that this would be amended within future reporting.
o   Page 2 – date of December 2018 is noted, it was suggested that this should read December 2019.

Action:
11.   **Deirdre Joy** to prepare an addendum on the learnings from other ambulance services in relation to promoting attendance and share this with Committee.

12.   **Deirdre Joy** to amend future reporting to ensure that Committees comments in relation to areas within Page 2 and 10 are amended.

e)   **Staff Governance Monitoring Standard – Annual Monitoring Return**

The Committee were provided with the Staff Governance Monitoring Standard – Annual Monitoring Return for approval prior to submission to the Scottish Government by 31st May. The return provides details on how the Service is performing in relation to each of the staff governance standards.

Neelam advised Committee that the cover paper for this item advises that the return follows the same format as the previous year, however the format has changed as a result of a short life partnership working group being commissioned by the Scottish Government to consider different approaches to the collection of this information. Committee requested that the paper be amended to ensure that it clearly highlighted that a more tailored template had been developed for the 2018/19 return, resulting in the questions posed being refocused.

It was agreed that following amendment, the paper would then be circulated to Committee members electronically for approval prior to submission to the Scottish Government by 31st May.

Action:
13.   **Deirdre Joy** to amend staff governance monitoring return paper to clearly highlight to Committee that the template for completion has changed compared to previous years.

f)   **Policies**
    (i)   **Equality Diversity and Human Rights Policy**

Deirdre presented the Equality Diversity and Human Right Policy for approval. Committee discussed the policy and requested the undernoted amendments.

o   Section 6.1 - recruitment selection occupational requirement. Agreed that this section would be amended to specify that a post is open to people with "general characteristics"

o   Consent for references – Agreed that it would be ensured that this section is consistent with the recruitment process

o   Fairer Scotland – this has now been implemented and requires to be mentioned within the Policy

It was agreed that a revised document showing the amendments in track changes would be circulated to Committee. Committee approved the Policy subject to the above amendments being made.

Action:
14.   **Deirdre Joy** to arrange for agreed changes to be made to Equality Diversity and Human Rights Policy with a track changed version being circulated to Committee.

    (ii)   **Adverse Event and Duty of Candour Policy**

Committee approved the above Policy.

g)   Internal Audit (IA) Actions

Committee noted the paper presented and that since December 2018 a new Internal Audit report for Workforce Planning has been completed and an audit report considered by Audit Committee. It was noted that no category 3 or higher actions were identified.

h)   Action Tracker

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

2018/12/06	Committee/Sub Committee Terms of Reference (ToR) – Annual Review
2018/12/07	SGC Workplan Draft 2019/20
2018/12/08(aii)	Staff Governance Action Plan 2019/20 – Draft Plan Feedback from Committee
2018/12/09(aii)	Organisational Development Plan 2019/20 – Draft Plan Feedback from Committee
2018/12/09(bii)	Wellbeing Implementation Plan 2019/20 – Draft Plan Feedback from Committee
2018/12/10(cii)	Staff Feedback and Surveys – Dignity at Work Survey
2018/12/11(a)	Workforce Risk Register – Annual Review
2018/12/11(bi)	Equality Reporting (Equality and Diversity Mainstreaming Report 2019)
2018/12/11(bii)	Equality Reporting (Equality Outcomes Progress Report)
2018/12/11(di)	Workforce Information - Transition of workforce data
2018/12/11(e)	Promoting Attendance Update – Action Plan
2018/12/11(f)	Policies – Control document amendment

Action:
15.   Pippa Hamilton to update the action tracker.

ITEM 11   ITEMS FOR NOTING

a)   Circulars

- NHS Circular – PCS(SDIA)2018/1 – Scottish District Islands Allowance
- SPPA NHS Circular 2019/01 - Employer contribution rate to be applied from 1 April 2019
- SPPA NHS Circular 2019/02 – Employee contribution tiers 2019/2020
- SPPA NHS Circular 2019/05 - Pension Increase
- PCS(AFC) 2019-2 – Promoting Attendance
- PCS(AFC 2019-3 – Appraisal and Increment Progression

b)   SGC Workplan Assurance

Committee noted the SGC Workplan which is provided at each meeting for assurance.

ITEM 12   ANY OTHER BUSINESS

Date of next Meeting – 17 June 2019

The meeting closed at 13.25.