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NHS GRAMPIAN
Minute of the Staff Governance Committee
held on Monday 17 June 2019 at 12 noon
in the Conference Room, Summerfield House

Present:

- Mr Jonathan Passmore, Non-Executive Board Member (Chair)
- Mrs Rhona Atkinson, Non-Executive Board Member
- Ms Rachel Little, Employee Director
- Dr Lynda Lynch, Chair
- Mr Sandy Riddell, Non-Executive Board Member

In Attendance:

- Mrs Susan Coull, Interim Operational HR Director
- Professor Amanda Croft, Chief Executive
- Mr Steven Lindsay, Full Time Partnership Representative
- Mrs Cheryl Rodriguez, Head of Occupational Health and Safety
- Ms Gerry Lawrie, Head of Workforce Planning and Development
- Mrs Anne Inglis, Head of Organisational Development
- Mrs Caroline Hiscox, Interim Director of Nursing, Midwifery and Allied Health Professionals
- Mrs Elizabeth Hancock, Robert Gordon University representative
- Ms Emma Pettis, Senior Communications Officer (for item 17/19)
- Ms Kathryn Kinnear, Service Manager (for item 18/19)

Minute Taker: Mrs Diane Annand, Interim HR Manager Staff Governance

Observer: Ms Pauline Bruce, HR Officer
 Ms Susan Simpson, Health and Safety Specialist (Manual Handling)

Item	Subject	Action
14/19	Apologies Apologies were received from Dr Annie Ingram, Director of Workforce; Ms Carolyn Venters, Health and Safety Partnership Representative; Dr Mohamed S. Abdel-Fattah, Aberdeen University representative; and Dr Richard Coleman, Associate Medical Director, Education, Training and Workforce.	
15/19	Minute of meeting held on 27 February 2019 The Minute was approved as an accurate record.	
16/19	Matters Arising a. Action Log Kessock Clinic - Mrs Annand highlighted the updates provided on the progress of incorporating the Clinical Professional Assurance Framework into Corporate Induction and the Kessock Clinic. It was agreed that the Committee did not require any further update on the Kessock Clinic therefore the action would be closed off in the action log.	DiA

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	<p>Staff Governance Committee constitution - Mr Passmore outlined that further to discussion at the last Committee he had revised the format of the agenda. As the Staff Governance Committee is the guardian of the Staff Governance Standard the agenda will focus on receiving assurance that arrangements are in place to deliver the Standard. The agenda will be composed of three sections namely Staff Governance Standard system assurance, iMatter focus – Involved in Decisions; and Statutory information, reports and returns.</p> <p>The Staff Governance Standard system assurance section will focus on an individual element of the Standard at each meeting, as a rolling programme, covering an overview of the relevant systems, processes and policies; an evidenced assessment of relevant performance i.e. are the systems, processes and policies working or not, what is the evidence and is there gaps in the evidence that can be provided. The focus would be equally on the employer and employee responsibilities under the Standard.</p> <p>The iMatter focus section currently covers involved in decisions, one topic from the four questions reported in the yellow ‘monitor to further improve’ range in the 2018 iMatter Board Report. The focus of this section may change dependent on future iMatter Board Reports.</p>	
	<p>Staff Governance Standard system assurance</p>	
<p>17/19</p>	<p>Employer responsibility – Well Informed</p> <p>Employee responsibility – keep themselves up to date with developments relevant to their job within the organisation</p> <p>Emma Pettis referred to a paper from the Corporate Communications Team which reflected their assessment of ensuring staff are well informed. The paper outlined the communication tools at their disposal to support the Staff Governance Standard namely global emails, Team Brief, Upfront, intranet, Chief Executive’s Report, social media and local media and what evidence there was to demonstrate their effectiveness. The range of communication tools are continually assessed if they are appropriate to the situation or for the audience, with consideration of a blended approach.</p> <p>Corporate Communications described themselves as the gatekeepers of the means of communications however communication was the business and responsibility of every person working in NHS Grampian. It was not possible for Corporate Communications to reach every employee therefore the engagement with communications by senior managers, middle managers, team leaders, supervisors and staff was essential.</p> <p>The most recent iMatter board report has a weighted index value of 80 for the ‘Well Informed’ strand. It was explained that this could be taken as evidence of a workforce that is well communicated with however, when looking more closely at the iMatter questions, many of which count under the ‘Well Informed’ strand relate directly to the duties and responsibility of that staff member. As they do not explicitly ask about information relating to the wider organisation, complete assurance could not be taken from the</p>	

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iMatter results.

The evidence provided was in relation to social media of the total number of page likes, how many people viewed posts, the audience size in Twitter, along with examples of posts.

The Committee discussed whether line managers had the skill set to effectively carry out their communication role and their awareness of that role. It was acknowledged that this was pertinent to the Appropriately Trained strand of the Staff Governance Standard.

The Committee noted that staff had not been asked what did well informed mean to them and that it was not possible locally to amend the iMatter questions. However following the 2018 iMatter results the Systems Leadership Team (SLT) asked staff to complete a survey to understand better the reasons staff had responded as they had to four specific questions within the questionnaire and find out from staff what could be done to improve their experience in these areas. This work influenced the objectives of SLT. Further work on providing definitions for key words was raised, with further thought required as to how that would be taken forward.

The Committee raised that the paper did not provide assurance of what the employee was hearing/taking from communications, discussing how assurance could be obtained that employees were carrying out their responsibilities under the Standard. The role of GAPF was discussed to assist in the necessary two way communication. It was recognised that to communicate, which included listening, was in everyone's job description along with communication as a core competency in the Knowledge and Skills Framework (KSF) therefore the appraisal discussion was the appropriate place to check the employee was carrying out their responsibilities.

The Committee referred to the evidence provided, discussing what assurance it provided. Ms Pettis explained that from the range of communication tools, analysis could only be provided for social media, enabling the Corporate Communications Team to gauge activity i.e. weekends and evening and that the preference was for photos, videos, short text and meaningful stories. However this did not inform the organisation on how engaged staff were or their retention of information.

The Committee was informed that the Acute Sector was developing a communication plan but it was noted that the action as a result of the plan was most key.

An example of a wellbeing Going Home checklist being developed for all staff as a quick positive simple image to communicate was given.

The Committee acknowledged that social media was less appropriate for subjects such as health and safety. Mrs Rodriguez informed the Committee of a PWC audit regarding the cascade of health and safety information throughout the organisation and the responsibility of managers to make sure their staff understood their responsibilities.

The Committee discussed whether assurance had been received that staff

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	<p>were well informed from the information presented and whether an action plan was required. It was acknowledged that for each staff group what they needed to know and how they wanted to receive information varied. It was agreed there was the need to define goals first including clarity on what staff needed to know, through a Strategic Plan developed by SLT and thereafter Sector communication/engagement plans.</p> <p>The Committee agreed that there was reasonable evidence of action to ensure staff were well informed.</p>	<p>SLT</p>
	<p>iMatter focus – Involved in Decisions</p>	
<p>18/19</p>	<p>Mental Health and Learning Disability Team</p> <p>Kathryn Kinnear, Service Manager delivered a presentation entitled “Working Together. A Partnership approach – how we do things at Royal Cornhill Hospital”. Apologies were given from Chantal Wood, Business Manager and Russell Arthur, Nurse Manager who was unable to attend.</p> <p>The presentation covered the involvement of staff in the Ligature Reduction Project; closure of Loirston Ward and CAMHS accommodation project. It outlined how staff are involved in decision making through partnership forums, participation in proposals, option appraisals and debriefs with staff acknowledged as the “greatest asset and are on the shop floor, they are our eyes and ears”.</p> <p>Meaningful staff engagement with all staff groups and grades was deemed essential, with the multi-disciplinary approach utilised as it acknowledged that each individual brings a unique perspective to a project. Engaging from the earliest opportunity, being open and transparent about the programme and offering involvement in the decision making process were vital to the success of a project. If this did not occur it would discourage engagement at any level in the future.</p> <p>The Committee was advised that mid-way through a change process, the Staff Governance Standard is revisited to check the direction of the project; whether the right people were involved and was everyone still on board. At the end of the process there would be an evaluation and de-brief.</p> <p>The benefits to the service were acknowledged as close working relationships between staff, managers and families; staff feel empowered to come and speak to managers about any improvements they would like trialled; staff are assured all decision making is done in partnership and when the process is complete staff feel assured by the way it was taken forward. The aim was to create an embedded model of engagement.</p> <p>The Committee thanked Ms Kinnear for her presentation commenting from previous events attended in Mental Health and Learning Disabilities the involvement of staff was evident. The external pressures placed on the Sector were acknowledged.</p> <p>The Committee asked if there were any feedback on the engagement. Ms Kinnear highlighted the outcome of an audit following the closure of</p>	

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	<p>Loirston Ward. Positive feedback had also been provided at GAPF and Professor Croft stated that from visiting areas positive feedback had been received.</p> <p>The iMatter results were not available for Mental Health and Learning Disabilities as part of the presentation but the Committee expected the average scores to be high, commenting that due to the extent of change the correlation would be interesting to review in comparison to other areas experiencing similar change. In Mental Health and Learning Disabilities there was a culture of genuine understanding and respect for the contribution each professional makes within a Team.</p> <p>The Committee suggested that staff should receive position recognition by being informed that due to their feedback a change was made or an action taken. Ms Kinnear felt this could form part of the staff debrief.</p> <p>It was agreed that learning from Mental Health and Learning Disabilities could be a case study at a future GAPF Development Day to support and encourage this approach. The idea of staff members being involved in the presentation was raised.</p>	
	Statutory Information, Report and Returns	
19/19	<p>Partnership and Staff Governance</p> <p>a. Staff Governance Workshop 1 March 2019</p> <p>Mrs Annand referred to the distributed paper which outlined the key points covered at the Workshop. For iMatter these included:</p> <ul style="list-style-type: none">• Emphasising that the key step of the improvement cycle was the manager talking to their Team agreeing what could make things better and that without an action plan staff felt they had not had the opportunity to engage;• A national update was provided;• A comparison between the 2016, 2017 and 2018 results;• Informing where our results go, ultimately influencing the Annual Review;• The national model of Staff Governance Monitoring and that NHS Scotland should have moved from implementation to business as usual with the ability to provide evidence of continuous improvement. <p>Two Sector based workshops were held which considered how to support iMatter action planning and their Staff Governance action planning commitments for 2019/20. Attendees also received a demonstration of the My Healthy Workplace website which was launched the following month. Positive feedback had been received on the event with good engagement from those present.</p> <p>b. Staff Governance National Annual Monitoring Return 2018/19 Final</p> <p>Mrs Annand thanked the members of the Committee who had provided feedback on the draft Return circulated between meetings. The final</p>	

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signed off submitted NHS Grampian Return was provided to the Committee for noting. Mrs Annand stated that feedback from the Scottish Government had not been received to date and from previous experience this should not be expected until September 2019.

The Committee commented that from the response provided to the “What are you doing to tackle stress-related absence” there was scope for NHS Grampian to provide earlier support to prevent stress related absences.

c. Staff Governance Action Plan 2018/19

Mrs Annand referred to the distributed paper which contained the full year update provided by Sectors to the actions committed to for 2018/19. The Committee was asked to note the progress made. Mrs Annand highlighted a number of achievements from the summary provided in the papers, of:

- An award scheme in the Acute Sector;
- Aberdeen City HSCP had formed an Employee Engagement Group;
- A Workforce and Training Group established in Aberdeenshire HSCP;
- Mental Health and Learning Disabilities had put alternatives in place to improve the visibility of senior management;
- The launch of the My Healthy Workplace website;
- An increase in the number of Confidential Contacts, used in the Dealing with Bullying and Harassment policy;
- MERIT awards and a Performance Management Group established in Moray HSCP.

Although there had been a number of achievements there were also a significant number of commitments where little or no progress had been made. Mrs Annand briefed that a number of factors would contribute to this however in part this was due to a lack of ownership and monitoring of the plan within Sectors. Attendees at the annual Staff Governance workshop make commitments but these are not reviewed subsequently by the local partnership forum (LPF), as amendments could be made to ensure relevance and be representative of the priorities of the Sector. More development work was required following the visits during 2018/19 to LPFs and the outcomes from the GAPF Development Day. This would support engagement with and the effectiveness of the Staff Governance Action planning and monitoring, as there was a risk of NHS Grampian not improving compliance with the Staff Governance Standard as no specific actions were carried through to conclusion.

The Committee commented that for some commitments there are no clear objectives documented nor how success would be measured, with concern raised that there may be more effort on the activity rather than ensuring outcomes are achieved.

The Committee acknowledged the work to produce the full year reporting of the action plan and that the action being undertaken by Sectors may be appropriate however questioned what the information informed the Committee of. There was no assurance that there was a coherent process

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	<p>in place within Sectors encouraging individuals to deliver. If outcomes and measures were known the Committee would have a greater understanding of the level of achievement. Mrs Annand responded that the Committee had given similar feedback previously, from which the format and questions asked of Sectors used in the mid year and full year updates had been developed, however completion was variable.</p> <p>The Committee raised the benefit to Sectors in completing the mid year and full year returns. Mrs Annand responded that the benefit to Sectors was achieved from carrying out the commitment made to improve an element of the Staff Governance Standard, not from the completion of the returns as this was a recording mechanism. The benefit can be reduced by the level of ownership taken by some Sectors, failure to engage the LPF and lack of actually concluding the commitments made. It was agreed that there would be further discussion on how the Committee wished Action Plan progress reported in order to receive assurance from Staff Governance Standard monitoring process. Mrs Annand suggested inviting a couple of Sectors to be part of the discussion.</p> <p>d. Staff Governance Action Plan 2019/20</p> <p>Mrs Annand referred to the distributed plan, asking the Committee to note the new actions for 2019/20, devised by Sectors at the 2 March 2019 Staff Governance Workshop, which Sectors were subsequently asked to review. The full 2019/20 Action Plan will also contain the carried forward actions from the 2018/19 plan. Mrs Annand raised future engagement with LPF to ensure progress is made with the commitments made, proposing further engagement by Ms Little and herself in advance of the mid year updates. This engagement could take the form of a discussion with the Joint Chairs of the LPF or attendance at full committees. In addition there would be a review of the GAPF Development Day workshop which had asked Sectors how LPF's can increase the link with Staff Governance monitoring and how can they can improve the sector reports submitted to GAPF e.g. feature progress made to commitments, as this could influence how engagement takes place. Mrs Annand reported that she had begun such discussions with the Acute Sector and how they engage the Divisions with the Staff Governance Action plan. Each Division provides a report to the Acute LPF and it was discussed linking this report more to the Staff Governance Action Plan. This would enable easy pull through of the evidence for both the mid year and full year updates. In addition there was an amendment to the remit of the Acute LPF to include a responsibility for monitoring compliance with the Staff Governance Standard.</p>	
20/19	<p>NHS Grampian Equality Equal Pay monitoring report</p> <p>Mrs Coull asked the Committee to note the report, published by NHS Grampian every two years as a requirement in order to comply with the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012.</p> <p>The decrease in the average pay of the Medical and Dental category was highlighted, due to NHS Grampian becoming the Lead Employer for Doctors and Dentists in Training (DDiT) for the North of Scotland. As</p>	

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	<p>trainees earn less than career grade doctors the resultant impact of their inclusion was the decrease in the hourly rate. However overall within the workforce the gender pay gap was negligible.</p> <p>The Committee commented that due to the inclusion of the DDiT, comparison with other Boards was more difficult, requesting an internal check to ensure an issue for NHS Grampian was not disguised by the inclusion of the additional DDiT. Ms Lawrie responded that a comparison would be possible with the two other Lead Employers.</p> <p>The Committee endorsed the report, discussing that next year the report could explore other issues affected by gender to give additional assurances, with the mandatory report to be published as an appendix. Ms Lawrie suggested that it may be more appropriate for inclusion in the full equality report.</p>	<p>GL</p>
<p>21/19</p>	<p>Sturrock Report April 2019</p> <p>Mrs Coull informed that following publication of the Sturrock Report in early May 2019, the Cabinet Secretary had written to all Boards requesting details of immediate actions the Board had taken/plan to take on the back of the recommendations made in the Report; what support the Board had put in place/will put in place for any member of staff who has been affected by bullying and harassment; the Board’s plan for staff engagement to consider the recommendations and a timeline of when this will be carried out. The Committee was asked for their comments on the draft Board response.</p> <p>The Committee stated that it was appropriate for the Committee to be informed there was a plan in place, however implementation was the role of the Systems Leadership Team. The Committee requested that an update on the plan be provided as part of the Staff Governance System Assurance part of the agenda at the February 2020 meeting when treated fairly and consistently, with dignity and respect, in an environment where diversity is valued; and provided with a continuously improving and safe working environment, promoting the health and wellbeing of staff, patients and the wider community was the focus.</p> <p>The Committee stated that the letter should state that we are open to the fact that what we are currently doing is not sufficient at the moment and that there is still learning for the Board in light of Sturrock. In summary the Committee requested the following amendments to the draft letter –</p> <ul style="list-style-type: none"> • Inclusion of a timeline when a review of the actions taken as a result of the Sturrock Review will be undertaken by the Staff Governance Committee in February 2020 as part of the Staff Governance Standard system assurance; • Addition that the risk of a poor workforce culture will be added to the organisation’s risk register; • Minor change to wording when referring to the HR Hub and the accessibility to trained mediators etc; • Reflect the Whistleblowing Champion role; 	

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	<ul style="list-style-type: none"> Respond to the point in Annex A with regard to workforce training and development needs and making best use of the talent development and management programmes NHS Scotland has in place including Project Lift to equip managers. <p>The Committee commented that from the Report there will be further actions and learning outwith those outlined in response to the Scottish Government recommendations. Mrs Annand and Mrs Coull to take forward the changes to the letters.</p>	DA/SC
22/19	<p>a. Staff Governance Committee Board and Performance Governance Reports Content</p> <p>Mr Passmore summarised the key messages for the Board Report. The following were agreed:</p> <ul style="list-style-type: none"> Explanation of the new format for the Committee; The assurance received from the Well Informed focus; Noting the response to the Scottish Government further to the publication of the Sturrock Report and the plan at the February 2020 Committee to review the actions undertaken as part of Staff Governance Standard system assurance. 	
	For Information	
23/19	<p>a. GAPF Minutes – 9 January, 21 February and 21 March 2019 - noted.</p> <p>b. BMA Joint Negotiating Committee (JNC) minutes – 26 November 2018 and 25 February 2019 – noted.</p> <p>c. Staff Experience Steering Group minutes – 26 October 2018 and 28 January 2019 – noted.</p>	
24/19	<p>AOCB</p> <p>None raised.</p>	
25/19	<p>Date of next Meeting</p> <p>Monday 12 August 2019 at 11.30am in the Conference Room, Summerfield House. Please note change of time from 11.45am.</p> <p>Please note the change of date for the November 2019 meeting – new date Tuesday 26 November 2019 10am to 1pm in the Conference room, Summerfield House. Previous date was Thursday 28 November 2019.</p>	