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Board Meeting
05.08.21
Open Session
Item 13.5

NHS GRAMPIAN
Minute of the Staff Governance Committee
held on Thursday 22 April 2021 at 1pm
via Microsoft Teams

Present:

Mrs Joyce Duncan, Non-Executive Board Member (Chair)
Mrs Rhona Atkinson, Non-Executive Board Member
Ms Rachael Little, Employee Director
Mr Bert Donald, Whistleblowing Champion
Mr Sandy Riddell, Non-Executive Board Member
Professor Lynda Lynch, Chair

In Attendance:

Mr Tom Power, Director of People and Culture
Ms Gerry Lawrie, Head of Workforce and Development
Mrs Susan Coull, Head of HR
Mr Steven Lindsay, Full Time Partnership Representative
Professor Mohamed S. Abel-Fattah, Aberdeen University representative
Dr June Brown, Interim Executive Nurse Director
Mr Jamie Donaldson, Health and Safety Partnership Representative
Ms Pauline Rae, Workforce Service Manager (for agenda item 5/21)

Minute Taker: Mrs Diane Annand, Staff Governance Manager

Item	Subject	Action
1/21	Apologies Apologies were received from Professor Caroline Hiscox, Chief Executive; Ms Liz Hancock, RGU representative; Mrs Anne Inglis, Head of Organisational Development; and Mrs Cheryl Rodriguez, Head of Occupational Health and Safety.	
2/21	Minute of the last meeting – 16 March 2021 The Minute was approved as an accurate record.	
3/21	Action Log Mrs Duncan committed that the review of historic actions would be undertaken by the next meeting. One historic action was in relation to the Committee receiving an update on homeworking. It was noted that this would include local initiatives, update of the current NHS Scotland Homeworking policy through the Once for Scotland programme and the work of the NHS Grampian Agile Working Programme Board.	

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4/21	<p>Developing Workforce Management Information that contributes to assurance</p> <p>Mr Power delivered a presentation on the strategic direction to aid the Committee discussion, the key messages from which were:</p> <ul style="list-style-type: none">• The 8th decade Renewal Strategy puts the workforce centre stage.• The Strategic direction and principles for the People & Culture portfolio outlined three outcomes, reflected in the remobilisation plan:<ul style="list-style-type: none">• Securing a workforce to meet current and future service demands• Keep staff safe and help to maximise their wellbeing• Grampian is the best place to work in health and care in Scotland• For each cluster (Health, Safety & Wellbeing; Sustainable workforce; and Culture & Staff Experience) the primary aims, objective and hazards had been detailed with further work underway by the PAIR People and Culture Group to detail mitigation strategies and preventative measures.• The employer responsibilities under the Staff Governance Standard had been mapped to the three clusters, representing good alignment overall. There were areas of lower and greater alignment e.g. high alignment between the fair and consistent element of the Standard and Culture & Staff Experience and low alignment between the well informed element of the Standard and Sustainable Workforce.• The national Staff Experience Framework, iMatter had been aligned to the Staff Governance Standard, with outcomes published as part of Team reports. iMatter was at minimum a reliable dataset of how our staff have experienced the Standard, with additional benefit gained from understanding the outcomes at team level.• Under a banner of Our Culture Matters a nationally provided diagram built on iMatter and outlined ideas of things important to understand.• A wish for an agile approach to the development of management information within available capacity and system functionality, building up over time.• Considering people & culture management information there were gaps and opportunities. For each of the three clusters the measurement gaps, defined as not obtained from iMatter data and currently not reviewed by the Committee, were listed with a potential initial dataset, which would provide insight accompanied by analysis.<ul style="list-style-type: none">• For Health, Safety & Wellbeing – gaps were wellbeing of people and teams, utilisation of planned leave and reasons for unplanned absence with an initial dataset of completion of mandatory training; annual leave vs target and sickness absence including categories.• For Sustainable workforce – gaps were retention of skilled staff; internal progression of staff; and creation of new role types with an	
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	<p>initial dataset of stability (attrition and turnover); posts taken up by internal candidates; and apprenticeships within system.</p> <ul style="list-style-type: none">• For Culture & Staff experience – gaps were visibility of workforce concerns; diversity of the workforce; and values evident in practice with an initial dataset of whistleblowing and HR employee relations cases/Hub data; workforce age and ethnicity profile in a timely way and participation in appraisal.• In order to give a full picture on management information that supports visibility of workforce concerns, this would cover concerns raised by members of the workforce and concerns raised about members of the workforce. There would be a need to triangulate information from third party organisation reports e.g. HIS and internally e.g. Whistleblowing, essential to present, analyse and accompany with insights in a way that preserves the rights of those concerned. <p>Mr Power concluded the presentation by stating that it was the intention to present an initial dataset for the July 2021 meeting.</p> <p>The Committee thanked Mr Power for his presentation, agreeing that a staged approach was essential, with the request to review over time different parts of the health and social care system. It was felt that triangulation was important to ensure a depth to the context which should be forward looking, as to effect change.</p> <p>There was a request for minimal analysis to enable a conversation at the Committee and being informed of what had led to the data and why. The Committee discussed the level of analysis and qualitative information desired and that there was a balance of creating space for the Committee to explore an issue whilst presenting an analysis that provides assurance.</p> <p>The Committee was assured that progress had been made to acknowledge gaps, including the work underway on developing an overarching framework for ensuring appropriate visibility of employee concerns, which was expected to be presented to the Committee at the next meeting. It was important that the management information linked to the Staff Governance Standard and the wider NHS values, incorporating learning to prevent repetition and help sustainability.</p> <p>Ms Lawrie informed that Medical and Dental education had been paused for that last year but previously the Committee received a report for assurance purposes. An Education Recovery Group was meeting and it was the intention to remobilise but this time for all categories of staff.</p> <p>Ms Lawrie outlined that she was glad of the staged approach as systems were not as sophisticated as would be wished, which required to be recognised in taking the work forward.</p> <p>The Committee was assured that the proposed way forward would achieve the desired aim. Mr Power thanked the Committee for their support.</p>	<p>TP/GL/SC</p>
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	Statutory Information, Reports and Returns	
5/21	<p data-bbox="272 237 626 270">Interim Workforce Plan</p> <p data-bbox="272 289 1357 543">Mrs Lawrie introduced the Committee to the Interim Workforce Plan, outlining that the Scottish Government had asked for a different approach on this occasion and to workforce plan only for a one year period, rather than three years. The Interim Workforce Plan was aligned to the Remobilisation plan and would be submitted to the Scottish Government as a required draft on Friday 30 April 2021. Feedback will be given within four to six weeks with actions as required taken thereafter to produce a final plan.</p> <p data-bbox="272 562 1292 632">Ms Rae delivered a presentation to the Committee to explain the Interim Workforce Plan, the key messages of which were:</p> <ul data-bbox="321 653 1357 1913" style="list-style-type: none"><li data-bbox="321 653 1357 835">• Purpose is to assist the organisation to summarise the key workforce consequences of remobilisation and signposting other medium term workforce risks. The Interim plan covered 2021-22 with the publication of a new three year integrated plan by 31 March 2022 (delayed from 31 March 2021).<li data-bbox="321 856 1357 1039">• The Plan comprised of six predefined sections covering strategic context; stakeholder engagement; supporting staff physical and psychological wellbeing; short term (12 months) workforce drivers; medium term (12 to 18 months) workforce drivers; and supporting the workforce through transformational change.<li data-bbox="321 1060 1357 1243">• The Plan should be working in synergy with other strategies and planning such as the future NHS Grampian 2022/2028 strategy; Clinical Strategy; Financial planning; having the workforce conversation; collaboration with our partners; system wide workforce planning; service planning; and the Remobilisation plan.<li data-bbox="321 1264 1357 1404">• Living with Covid-19 and the next 12 months covering support for staff wellbeing; ensure workforce sustainability; workforce development, education and research; priority resourcing; temporary deployment; and changes in the workplace and how we work.<li data-bbox="321 1425 1357 1787">• Longer term workforce priorities – improve workforce supply; effective use of the workforce to address the health debt; redesign of services and new ways of working post Covid-19 (including the learning from the last year for example agile working); system wide approach to planning, strategy and developing pathways of care (producing one Plan to cover NHS Grampian and the three H&SCPs was already the approach); educational recovery and focus of education and development of the workforce (including the Scottish Government five employment guarantees for young people); persistent vacancies and attraction; and role development and redesign.<li data-bbox="321 1808 1357 1913">• Workforce risks which include remobilising; estimating numbers for the new contact tracing and vaccinator workforce; support for employability initiatives is impacted by the need to recover and	

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	<p>remobilise; longer term impacts on physical and mental wellbeing; unknown impact on supply routes of Brexit and travel restrictions due to Covid-19.</p> <ul style="list-style-type: none"> • Looking to the future – system wide transformation supported by the enablers of workforce transformation of prioritising workforce health, safety and wellbeing; service and pathway redesign; and promoting education and development all reflected in the Plan. • Creation of the next three year integrated workforce plan will help the transformation work with the conversations that will allow the change to take place. <p>The Committee gave thanks for the quality and helpfulness of the Plan, from which they took encouragement. It was noted that only one Plan had been produced to cover NHS Grampian and the three H&SCPs which continued the previous good collaborative practice.</p> <p>The Committee discussed that currently risks co-exist at the same time around recovery and recuperation, remobilise services, managing change, and pressure from current workloads, which can be a difficult balance.</p> <p>Dr Brown raised the consideration of NHS Grampian becoming an anchor organisation, the employment opportunities going forward from different roles and alternative thinking about workforce sources. Mr Power informed that in a conversation between the Chief Executive Team and Caroline Lamb, Chief Executive NHS Scotland and her team, it had been noted that it could be helpful to explore how local action could be enabled that supports the retention and re-skilling of those appointed during the pandemic.</p> <p>The Committee acknowledged that a proportion of our staff will be affected by the health debt incurred during Covid-19, and the potential impact of that on their physical wellbeing.</p> <p>The Committee confirmed that the Interim Workforce Plan could be submitted to the Scottish Government on 30 April 2021. It was agreed that the Interim Plan should be shared with the Board members for their information accompanied with an explanation of the stage of development and that the final Plan will be shared with the Board more formally in the later stages of development.</p>	<p>PR/GL</p>
<p>6/21</p>	<p>National Staff Governance Standard monitoring</p> <p>Mr Power provided an update on the national annual Staff Governance Standard monitoring process, paused last year but recommencing this year. Communication from the Scottish Government was expected at the beginning of May 2021 with a four month period to submit a return. The first stage of the monitoring process was being undertaken by the Scottish Government, analysing data they already hold, enabling a tailored template to be issued to each Board.</p> <p>Mr Power explored with the Committee their involvement in the drafting of the return and the sign off process as a final draft was unlikely to be</p>	

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	<p>available for the next meeting on 6 July 2021.</p> <p>Ms Little raised a point for consideration. Ms Little and Mrs Annand had previously attended each local partnership forum to encourage the planning of their contribution to monitoring, making the process of collating good examples easier. Given it was recognised that the ability to do this would have been reduced over the last year, Sectors would need as much time as possible to gather the necessary information.</p> <p>Mr Power clarified that the response would be using examples from 2020/21 therefore it would still be appropriate to request a return from a Sector, as there was the need to close the loop on the experience of last year and show evidence of working to maintain the Staff Governance Standard.</p> <p>It was agreed that the Committee would receive a final draft early August 2021 for comment by correspondence. On receipt of the formal request from the Scottish Government, a timeline would be developed and distributed to the Committee, which would include giving maximum time for local partnership forums to respond.</p>	<p>DA</p>
<p>7/21</p>	<p>Staff Governance Committee Board report content</p> <p>Mrs Duncan outlined the content as the interim Workforce Plan; the development of management information for the Committee and the impending national Staff Governance Standard monitoring, informing of the Committee’s duty to oversee the process.</p>	
	<p>For Information</p>	
<p>8/21</p>	<p>a. BMA Joint Negotiating Committee Minutes – 27 October 2020; 15 December 2020 and 16 February 2021</p> <p>b. Culture and Staff Experience Oversight Group minutes – 26 February 2021</p> <p>c. Occupational Health, Wellbeing and Safety Committee – 21 January 2021</p> <p>The Committee highlighted the discussions regarding Trainee issues at the BMA JNC as a good source of gaining organisational intelligence. The Occupational Health, Wellbeing and Safety Committee minutes were also informative.</p> <p>The Committee noted that the local work on podcasts around the survey undertaken in late 2019 in response to the Sturrock Report had not been completed. Mr Power responded that there had been the intention to join the Sturrock related outputs with the launching of the BPA Culture survey, which was originally scheduled for autumn 2020 but held in abeyance due to the second wave of the pandemic. As the podcasts had been filmed in October 2020 the narrative may now be out of context, therefore consideration was required to how the local work should be concluded in a meaningful way, incorporating into current health, safety and wellbeing work. The Committee acknowledged this, agreeing that it should be considered in</p>	

