

NHS Greater Glasgow and Clyde

NHS BOARD MEETING

19 December 2017

Paper No 17/71

Director of Human Resources
and Organisational Development

Staff Governance Committee Annual Report 2016-17

Recommendation:

The NHS Board is asked to note the Staff Governance Committee Annual Report for 2016-17.

1. Purpose of Paper

The Co-Chairs of the Staff Governance Committee would like to update the Board on the activity and achievements of the Staff Governance Committee in the period 2016-17.

2. Key Issues to be considered

The Board is particularly asked to note Sections 9 and 10 which outline achievements during 2016-17 and future priorities for 2017-18.

Any Patient Safety /Patient Experience Issues:- N/A

Any Financial Implications from this Paper:- N/A

Any Staffing Implications from this Paper:- The paper supports the delivery of the Staff Governance Standard

Any Equality Implications from this Paper:- N/A

Any Health Inequalities Implications from this Paper:- N/A

Has a Risk Assessment been carried out for this issue? If yes, please detail the outcome:- N/A

Highlight the Corporate Plan priorities to which your paper relates:- The paper supports activities to deliver a Better Workplace

Date: 5 December 2017

Dear Board Member,

Staff Governance Committee Annual Report 2016-17

We are pleased to present the annual report of the Staff Governance Committee for 2016-2017. The report contains an update on the activities, achievements and challenges within each element of the Standard, and sets out the priorities for 2017-18.

The Staff Governance Standard sets out what each NHS Scotland employer must achieve in order to ensure fair and effective management of staff.

The Staff Governance Committee of NHS Greater Glasgow and Clyde (NHSGGC) fulfils its role and remit by agreeing a series of actions for NHSGGC and the services within it and by monitoring performance on a continuous basis.

This year the Staff Governance Committee has particularly focused on:

- Seeking assurance that all NHSGGC services improve their performance in all aspects of the Staff Governance Standard through the establishment of measurable objectives/targets.
- Promoting and encouraging service engagement with the Staff Governance Committee through presentations from Directors and Heads of People & Change on a planned and regular basis.
- Changing the reporting format of the Service Staff Governance presentations to ensure consistency of approach and a focus on key performance indicators from the suite of workforce metrics.

Each year, NHSGGC submits a return to the Scottish Government Health Directorate which describes the achievements and challenges of the year. This year we were pleased to draw attention to:

- In December 2016, NHSGGC was awarded the Healthy Working Lives Gold Award for the 3rd year in a row, in recognition of our ongoing commitment to improving the health, safety and wellbeing of our employees. In 2017, NHSGGC launched a new Staff Health Strategy which builds on the excellent work to date.
- The introduction of the NHSGGC People Management Programme, which was developed to support frontline managers and connects the principles of person-centred care and good people management, with the delivery of front line services to patients and their families. Topics include Attendance Management, Dignity at Work, Managing Conduct, Recruitment & Selection and Developing Your Staff.
- Continued implementation of iMatter in NHSGGC, which is evidenced by an overall response rate of 64% at the end of December 2016. iMatter has generally been welcomed by services who found the team action planning process helpful and supportive.
- NHSGGC has strengthened its popular and comprehensive school work experience programme by introducing a new Careers Insight programme for young people. The programme concentrated on attracting young people into STEM subjects for the pilot, but will be expanding into other areas in 2017/18.
- NHSGGC has been awarded Public Sector Employer of the Year 2017 from Skills Development Scotland for our work employing young people through our Modern Apprenticeship Programme.

We hope that you find this report helpful.

Ms M Brown (Joint Chair)

Mrs D McErlean (Joint Chair)

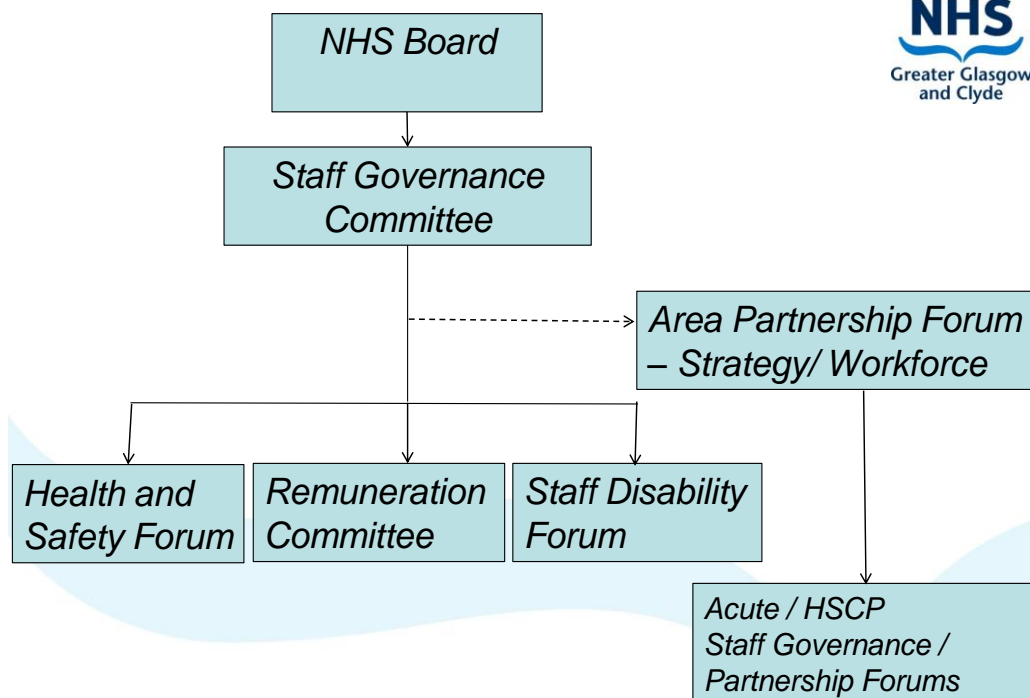
The Staff Governance Committee, the Clinical Governance Committee and the Audit Committee together form the governance framework for the Board.

1. The Staff Governance Committee

- 1.1 The purpose of the Staff Governance Committee is to provide assurance to the Board that NHS Greater Glasgow and Clyde meets its obligations in relation to staff governance under the National Health Service Reform (Scotland) Act 2004 and the Staff Governance Standard. The Staff Governance Committee is a Committee of the NHS Board.
- 1.2 In particular, the Committee seeks to ensure that a Staff Governance infrastructure is in place which supports the Board and its staff to set and meet Staff Governance objectives and action plans. The Committee monitors performance and is accountable to the NHSGGC Board for the implementation of the Staff Governance Standard.

2. Remit of the Committee

- 2.1 The Committee ensures that structures and policies are in place to provide assurance, in line with the Staff Governance Standards, that all staff are:
- Well informed;
 - Appropriately trained and developed;
 - Involved in decisions;
 - 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.
- 2.2 Each Health and Social Care Partnership, the Acute Division and Corporate departments have their own staff governance arrangements and structure. Compliance with the standards is monitored through the development and delivery of local action plans and through an annual presentation from each area to the Staff Governance Committee.
- 2.3 In addition to the above, NHSGGC compliance with Staff Governance is monitored through a series of implementation plans and strategies, service presentations, policy review and regular NHSGGC Staff Governance work plan updates.
- 2.4 In addition, the Committee performs a governance function for the Board's Health and Safety Forum, the Boardwide Nursing and Midwifery Revalidation Group, the Staff Disability Forum and the Workforce Information Sub-Group, and any other standing or ad hoc groups as agreed by the NHS Board. This year the Committee has also agreed to provide governance and oversight of the NHSGGC Medical Education and Medical Revalidation Committee and will receive regular reports going forward.
- 2.5 Each year, all NHS Scotland Boards are required to provide information to the Scottish Government in relation to Staff Governance activity within the Board. The Committee approves the return prior to submission and it is signed by the Co-Chairs and by the Chief Executive.
- 2.6 The Remuneration Committee is also a subgroup of the Staff Governance Committee whose main function is to ensure the application and implementation of fair and equitable pay systems on behalf of the Board in line with MEL (1993).



3. **Membership and Conduct of Business**

- 3.1 The Committee membership is appointed by the NHS Board and the remit includes providing advice to the Board on the conduct of its business within the Staff Governance Framework. The Committee meets a minimum of 4 times per year.
- 3.2 The Board nominates membership from the Non-Executive Directors of the NHS Board to include the Chair of the Board and the Employee Director. The Committee is co-chaired by the Employee Director and a Non-Executive Director appointed by the Board.
- 3.3 Members of the Area Partnership Forum (below) are ex-officio Members of the Committee (without voting rights):
- Director of Human Resources and Organisational Development
 - Head of People & Change – Organisational Effectiveness
 - Chief Officer (representing HSCPs)
 - Chief Officer (representing Acute)
 - Area Partnership Forum Staff Side Secretaries (2)
 - Area Partnership Forum Acute Division Joint Trade Union representative
 - Area Partnership Forum HSCPs Joint Trade Union representative
- 3.4 Other senior managers and trade union representatives are invited along to provide updates relevant to their service area, e.g. Head of Health & Safety and Head of Equality and Human Rights.
- 3.5 The full membership of the Committee can be viewed by clicking [here](#).

4. The NHSGGC Staff Governance Workplan

- 4.1 The Committee reviews a number of workstreams within NHSGGC which contribute to the achievement of the five elements of the Staff Governance Standard, through the integrated NHSGGC Staff Governance workplan.
- 4.2 The workplan captures all the Staff Governance related activity currently underway within NHSGGC and cross references it to the appropriate strategy or plan. Activity is identified within each Staff Governance Standard, and the related Everyone Matters (2020 Workforce Vision) Implementation Framework.
- 4.3 The NHSGGC Staff Governance Workplan incorporates the following Board strategies and reports:
- Everyone Matters: 2020 Workforce Vision
 - The iMatter continuous improvement tool outcomes
 - The Workforce Equality Plan
 - Disability Staff Forum Outputs
 - Facing the Future Together
 - Any relevant Audit Scotland/external report
- 4.4 The Workplan facilitates performance monitoring and ensures that linkages and connections between related workstreams are quickly identified, enabling Staff Governance Committee members to identify challenges, and agree actions for improvement.
- 4.5 Organisational leads have been identified for each of the actions, and through the Director of Human Resources and Organisational Development, leads are required to provide regular progress updates for the workplan. Where current actions evolve or new actions are identified, these are reflected within the workplan.
- 4.6 The full workplan is circulated with papers, however at each Staff Governance Committee meeting, members focus on one of the five Standards, enabling a more detailed discussion to take place on the activity underway.
- 4.7 The most recent version of this can be found by clicking [here](#).

5. Everyone Matters: Workforce 2020 Vision / Locally: Facing the Future Together

- 5.1 The workforce vision of the Scottish Government is to create a great place to work and deliver a higher quality healthcare service. Everyone who is involved in health and care in Scotland needs to be valued, treated well and empowered to work to the best of their ability. In implementing the plan Boards are expected to engage with staff, stakeholders and partner organisations.
- 5.2 The NHSGGC Facing the Future Together and the value statements within it, support the 20/20 Workforce Vision and all activity in the Workplan is aligned with this strategy.
- 5.3 In December 2013 the Scottish Government launched the Everyone Matters (2020 Workforce Vision) Implementation Framework and Plan 2014/15 after a period of consultation with the NHS Scotland workforce. This was the first element of a seven year plan which will take the NHS in Scotland to 2020.
- 5.4 Everyone Matters sets out the values that are shared across NHS Scotland and asks everyone who works here to live the values set out below:

- Care and Compassion
- Dignity and Respect
- Openness, Honesty and Responsibility
- Quality and Teamwork

- 5.5 Each year an implementation plan will set out the actions and plans which will be carried out locally and nationally in line with the five priorities for action identified in 2014-15.
- 5.6 NHSGGC welcomes and supports 2020 vision and its strategic priorities and is committed to delivery on these actions primarily through existing workstreams in the Board. This will be achieved through our current organisation development strategy and engagement platform, the NHSGGC Staff Governance Work Plan and the NHSGGC Workforce Plan. Our FTFT programme is currently under review, in particular our refresh of culture, behaviours and values.
- 5.7 On the 4th December 2015 the SGHD issued the 2020 Workforce Vision Implementation Plan for 2016-17. The five priorities outlined in the original 2014/15 plan have not changed, however there are 2 key actions which the Board focused on within 2016-17, alongside completing actions continuing from 2015-16.
- 5.8 The focus in the 2016/17 plan was on identifying workforce actions to help tackle health inequalities across Scotland and developing a workforce to deliver integrated health and social care services across NHS Boards, local authorities and third party providers.
- 5.9 The five Priorities of 2020 Vision are:
- Healthy Organisational Culture
 - Sustainable Workforce
 - Capable Workforce
 - Integrated Workforce
 - Effective Leadership & Management
- 5.10 NHSGGC is working with staff, stakeholders and staff side partners using the Board Organisational Development Strategic Forum, the Staff Governance Committee and the Area Partnership Forum to ensure strategic focus and alignment with existing workstreams.

6. Service Presentations to the Staff Governance Committee

- 6.1 This year the Committee has received regular updates from all service areas, including the Health and Social Care Partnerships. At each Committee meeting, two presentations are delivered, usually by the Director, Head of People & Change and staff side representatives.
- 6.2 In 2016-17, the Staff Governance Committee was pleased to receive updates from the following service areas:
- Renfrewshire HSCP
 - Corporate Functions - eHealth
 - Inverclyde HSCP
 - Acute Services
 - West Dunbartonshire HSCP
 - East Renfrewshire HSCP

- Corporate Functions - Board Medical Directorate

- 6.3 The presentations enable service areas to provide assurance that the structures and processes are in place to meet the Staff Governance Standard. Achievements and challenges are highlighted, and an overview of Staff Governance structures and local workforce statistics for each area are provided.
- 6.4 During 2016-17, the templates used for local Staff Governance Action plans and service presentations were updated to ensure consistency across each service area, and to incorporate iMatter activity and progress.
- 6.5 Managing attendance and implementation of the Knowledge & Skill Framework continue to require improvement in a number of areas, and work is underway with Heads of People & Change and staff side colleagues to monitor and improve performance in both areas.

7. Workforce Information

- 7.1 A report on NHSGGC Workforce Information is presented at each Staff Governance Committee. This enables the Committee to review workforce information and trends throughout the year. Generally the Committee will discuss an aspect of the statistics paper in some depth and seek further information on any areas of concern. In particular, during 2016/17 the Committee sought assurance regarding the recruitment process relating to the employment of individuals with a disability.
- 7.2 This report has developed over the past year through a Partnership sub group of the Area Partnership Forum, who continue to review the information covered by the paper and suggest improvements as required.

8. The Staff Governance Standards: Progress Towards Achievement

8.1 Well informed

Employers will ensure that:

- *All staff regularly receive accessible, accurate, consistent and timely information about their organisation.*
- *All staff have access to communication channels which offer the opportunity to give and receive feedback, either directly or via their trade union/professional organisation, on organisational and service delivery issues at all levels.*
- *All staff have access to a range of communication mechanisms. This will include IT systems and staff will be provided with appropriate training, and adaptation if appropriate, to use them.*

NHSGGC is committed to the Well Informed Standard and communicates with all staff through a range of mechanisms including Core Brief, Team Brief, Staff News and increasingly the use of Social Media. At local level Managers are supported and encouraged to supplement Board briefings with more local information and to actively seek feedback from staff.

The implementation of iMatter within NHS GGC presents opportunities for teams across all services to review their strengths, areas for improvement and more generally, methods and effectiveness of communications

A number of questions asked within the iMatter continuous improvement tool, measure the level and efficacy of communication within teams and across the organisation. Taking account of responses from 12,950 members of staff, the 2016 overall iMatter Board report indicated a Weighted Index Value of 80% against the Well Informed Strand, a highly positive result. This is an increase of 2% from 2015, and early indications show 2017 results are showing a similar trend.

8.1.1 HRConnect

As part of the review of Human Resources, HRConnect was launched in 2016 to provide an online platform of support to managers and staff. The site provides information on all areas of Human Resources and is available 24/7. The site has an average of 32,420 hits per week.

8.1.2 Communications Strategy 2016-17

The main aim of the NHSGGC Communications team is to ensure that all NHSGGC staff are well informed and kept up to date on national and local NHS developments. Good communications support positive culture change and modernisation. The details of their activities can be found in the [2016/17 Communications Plan](#)

This year a new system for distribution of Core Briefs was introduced, which has enabled us to refine and develop Core Brief content further. Other actions in progress are as follows:

➤ **Review of the Team Brief system in light of the development of Health and Social Care Partnerships.**

The Director of Communications has met with the Chief Officers of the HSCP's and it was agreed that the current format was useful and would remain.

➤ **Organisation of online and face-to-face feedback sessions on current staff communications channels**

Sessions with a range of staff are being arranged and will take place during November and December 2017.

➤ **Development of linkages between staff communications portal and HR Connect**

A member of the Corporate Communications team now attends the HRConnect Steering Group meeting.

➤ **Adoption of a consistent approach to evaluating StaffNews and measure its reach**

We monitor the staff magazine through Google Analytics. The online magazine has a regular up-take reaching over 14,000 users per edition.

➤ **Continue to build Twitter as a channel for staff communications and explore other social media for similar opportunities.**

Twitter has levelled out and is maintaining a following of over 8,500. We will continue to use this medium to promote business messages.

A Facebook page has been established and this has grown exponentially with over 12,000 followers in the first year. This page has a significant staff following.

e-Health have widened PC access across the Board.

8.1.3 Evaluation of Transfer of Services post On the Move

The Acute Partnership Forum previously agreed that any significant changes undertaken within the Acute Services Division would be subject to a formal evaluation process to assess organisational effectiveness in managing and implementing change.

In November 2016 a questionnaire was developed in consultation with management and staff side, to seek views from all staff affected by the transfer of services from the Victoria Infirmary, the Mansion house, the Southern General Hospital, Gartnavel General Hospital, Yorkhill hospital and the West ACH to the Queen Elizabeth University Hospital and the Royal Children's Hospital. Further audits were undertaken in the South Sector in the Women and Childrens' Directorate and within the Pharmacy and Prescribing Support Unit.

The questionnaire was distributed in a phased approach beginning in November 2016 and continued into May 2017. Various approaches were taken such as huddles, email and walk rounds in agreed accessible areas, with encouragement provided from Senior Managers and OD to complete. The questions focussed on ensuring communication and engagement had been sufficient to inform staff of the upcoming changes.

The feedback has been extremely valuable, and consistent themes were identified:

- Improved Communications
- Improved recruitment process
- Improved staff involvement
- Improved Team Integration
- Improved migration
- Improved Training
- Improved consideration of impact on lifestyle

The collated findings and suggested areas for improvement will be used to inform improvements to the implementation of future change management initiatives across the Board.

Findings have recently been presented to the relevant management teams and staff governance committees for local action.

8.2 **Appropriately trained and developed**

Employers will ensure that:

- *All staff have a regular, effective Personal Development Plan (PDP) and review discussion, in order to appraise past performance and identify any necessary learning and development opportunities.*
- *There is a workforce learning and development strategy in place which has been developed in partnership, includes mandatory training, reflects the outcomes of PDP discussions, and identifies actions for implementation, monitoring and evaluation. This strategy should be reviewed and updated regularly.*
- *All staff should have equity of access to training, irrespective of working arrangements or profession, and without discrimination on any other grounds.*
- *Resources, including time and funding, are appropriately allocated to meet local training and development needs taking into account the current priorities of both the service and service users.*

8.2.1 Learning & Education Activities

During 2016-17, the key outcomes for Learning & Education noted in the last Annual Report, alongside 'business as usual' activity were:

➤ **Providing Learning & Education which supports the Care Assurance System and the delivery of person centred care:**

A multidisciplinary group led by the Head of Organisational Effectiveness undertook scoping activity to develop a universal and multidisciplinary approach to Communications Skills Training for all NHS GGC staff. The draft proposal recognises the critical importance of effective communication skills for all health care professionals and also recognises the wide variety of context/settings in which these skills are applied. The principles of the approach, though focusing on communication skills will incorporate the principles of inequalities sensitive practice and the need to reflect organisational values and person centred care in all staff attitudes and behaviours.

The Director of Human Resources and Organisational Development led the development of the People Management Programme to support frontline managers with the new operating model for Human Resources & Organisational Development. This programme delivers a series of modules focussing on workforce related policy and practice. The topics include Managing Attendance, Dignity at Work, Managing Conduct, Recruitment and Selection and Developing Your Staff. A further module on Difficult Conversations is being introduced to the programme framework. All of these modules connect the principles of person centred care and the importance of good people management to the delivery of frontline services to patients and their families. The modules are supplemented by additional information on HR Connect and the guidance and support available via the HR Support and Advice Unit (HRSAU).

➤ **Continued work to improve KSF compliance and the quality of the KSF/PDP&R**

The annual personal development plan & review meeting (PDP) provides time for a quality conversation between a member of staff and their KSF reviewer. It gives the member of staff time to talk about what matters to them in their job, to be clear about what is expected of them in their role and to have feedback on what has gone well and what might have been better.

Improving quality of the KSF PDP Review conversation

The focus on the quality of the development conversation between reviewer and staff continues with the delivery of People Management Programme - Developing your Staff, the Foundation Programme for Managers and online resources via the NHS Scotland KSF website. Access to these resources is available via HR Connect.

The simplified wording for the 6 KSF core dimensions is now published on the [KSF website](#) and is now widely used. This new version has provided a clearer understanding of what is expected in the role and a common language to support improved PDP discussion.

In addition to the above resources, the current training session - KSF for New Managers and Reviewers has been updated in discussion with KSF staff side colleagues. The consistent aim of KSF training and support is to encourage reviewers and employees to focus on the quality of the conversation rather than the mechanisms/technical aspects of eKSF.

Improving quantity of KSF PDPs and Reviews

Currently 71% of Agenda for Change staff have had a KSF PDPR in the last 12 months. This is an improvement on the position at the end of March 2016 which was 65%. Using detailed reports produced on MicroStrategy has helped target areas that are not achieving the 80% compliance target. All services now have improvement plans and trajectories in place to support progress towards the 80% target. The Staff Governance Committee is clear that this is an area for improvement.

e-KSF replacement 2017-2018

e-KSF is the current system used for recording and monitoring of the outcomes of KSF PDP&R meetings. The current contract for e-KSF ends on 31st March 2018 and from 1st April 2018 e-KSF will be replaced with Turas Appraisal has been developed by NHS National Education Scotland's Digital Team. An NHSGGC implementation plan has been developed to facilitate the change of system and support during the implementation of Turas will continue to be provided from the Learning and Education Support Team.

- **Increase the number of Young People in the workforce through a range of initiatives including the Work Experience and Modern Apprenticeship Programmes**
- In partnership with Local Authority Education Department colleagues and DYW (Developing the Young Workforce) Regional Groups, the Employability Team continue to support individual school events, with specific activity to target under-represented groups and address the gender bias in careers (STEM - Science Technology Engineering & Maths - and Care) agenda.
 - The school work experience programme in NHSGGC is very popular and demand continues to rise. To meet the rising demand, NHSGGC have implemented a pilot career insight programme. This programme provides an insight into the broad range of careers within NHSGGC, both registered and un-registered. New pilot programmes for work experience in Physiotherapy and eHealth job roles have recently been developed and more Careers Insight programmes are planned for 2017/18.
 - Skills Development Scotland commenced the delivery of Foundation Apprenticeships in 2014/ 2015 to support young people in gaining real world work experience and access to work based learning while still in the senior phase of school in S4 – S6. At the time of the launch the focus of NHSGGC was on Modern Apprenticeships and now these are firmly established in the organisation, NHSGGC is engaging with our partners in Skills Development Scotland, Local Authority Education Departments and colleges in the Glasgow and West Regions to scope how best to support the emerging Social Services and Healthcare framework. We have offered support to the Glasgow and West Region colleges through the provision of an intensive work placement period in a clinical environment. Arrangements covering the detail and timeline for the offered placement activities are currently being explored.
 - A pre-employment programme model was implemented in partnership with the Prince's Trust to support young people entering the NHS GGC workforce as healthcare support workers. The pilot programme, linked to guaranteed interviews, supported all 12 trainees who completed into HCSW roles. A second programme (8 trainees) has just successfully concluded.

- The Modern Apprenticeship programme continues to grow with 101 trainees recruited in Phase 1 (2013) and Phase 2 (2015) and an additional 60 trainees recruited in 2017 for a third intake. NHSGGC is currently offering apprenticeships in 14 different occupational areas/frameworks: accounting, business admin, engineering, plumbing, health & safety, procurement, healthcare support (clinical and non-clinical), pharmacy, life sciences, social services and healthcare, social services children and young people, printing, IT & telecoms. To date, 72 trainees have completed training with the majority moving into a permanent post within the organisation. NHSGGC's commitment to the apprenticeship pathway and the retention of trainees on completion has been recognised on a national level with the organisation being shortlisted a finalist in the Skills Development Scotland MA Awards in the Public Sector Employer Category.
- The focus for the year ahead will look beyond youth employment including projects with Clyde Gateway.

➤ **Other work/projects in this period include:**

- The Statutory and Mandatory Training Group was established to review the current provision of statutory and mandatory training in NHSGGC and develop clear guidance on the training requirements that all staff must meet in order to be compliant with legal obligations for the organisation. The Group made a series of recommendations which were accepted and are being implemented. This requires to be a key area of focus for the Staff Governance Committee.

8.3 Involved in Decisions

Employers will ensure that:

- *Staff are engaged and involved in decisions that affect them with the opportunity to influence such decisions.*
- *Staff are engaged and involved in strategic developments.*
- *Partnership working is embedded and mainstreamed within each NHS Board.*
- *Partnership Forums are in place in all Boards to reflect local structures.*
- *Service development and organisational changes are planned and implemented in partnership, and with effective staff engagement.*
- *A comprehensive workforce plan, based on these developments and changes, is developed in partnership.*

NHSGGC has a comprehensive workplan in place designed to ensure that all our employees feel involved in decisions that affect them and the opportunity to influence such decisions.

NHSGGC is committed to a formal Partnership model of engagement with trade unions and professional organisations. There is a comprehensive and well established structure in place to ensure continuous communication and consultation with staff side representatives. The main group is the NHSGGC Area Partnership Forum, where senior management and staff representatives meet on a monthly basis to discuss strategy and workforce issues.

The Area Partnership Forum is supported by similarly constituted groups at local and service level who meet to consider issues of Board and local relevance. All policies relating to staff are developed and signed off in partnership using a formal and agreed process through the Area Partnership Forum.

The Director of Human Resources & Organisational Development and the Employee Director recognise that 2016/17 was challenging for partnership working as local areas evolved new models of engagement. Actions to refresh partnership working are underway for 2017/18.

8.3.1 Involved in Decisions Short Life Working Group in Acute Services

The Involved in Decisions: Short Life Working Group was established to focus specifically on the Staff Governance Standard: Involved in Decisions within Acute Services. Analysis of the NHSGGC Staff Survey outcomes and iMatter results consistently showed that this is the area where staff have most concerns and where there is scope for improvement.

At the first meeting of the group, the overall aims and objectives were agreed as follows:

- Describe the structures, processes and methods in place across NHSGGC for involving and engaging staff in the decisions which affect them in the workplace.
- Identify and promote best practice relating to staff engagement and involvement across Acute Services.
- Analyse outcomes from the NHS Staff Survey at Acute and local sector/directorate level in order to identify key themes and develop an action plan going forward which will strengthen staff involvement and decision making at all levels.
- Build on extant initiatives and programmes (such as iMatter and CAAS) to further support the groups aims and develop actions, which support the Staff Governance Standard.
- Promote and encouraging adoption of best practice examples for involving staff in decisions.

The group met 6 times between October 2015 and September 2016 to discuss and develop an action plan.

The group gathered / collated information on the existing methods of NHSGGC communication at local, service and Board level. Through discussions and sharing of experience, the group agreed a set of guiding principles for use by managers and services, which will improve and strengthen the involvement and engagement of staff at all levels in the decision making process.

The group then commissioned the Public Involvement, Patient Experience and Quality team to carry out a small audit/survey with staff in the Acute Sector, to measure the reach and efficacy of the existing involvement, engagement and communication methods.

This took place between 23rd May 2016 and the 3rd June 2016, covering 14 sites and involving 202 staff. Data from this audit was shared amongst the group and overall, the results were encouraging showing a good level of engagement with the communication tools currently in place. The group discussed the data and the themes emerging from the audit, and how these could be incorporated into an overall Involved in Decisions action plan.

The summary report from the audit, guiding principles developed by the group, and an action plan (arising from the audit, principles and group reflections) were shared with the Acute Partnership Forum, Area Partnership Forum and Staff Governance Committee. The Acute Partnership Forum are now delivering the plan.

8.3.2 iMatter

iMatter continues to be rolled out within NHSGGC, with 24 Directorates, teams or HSCPs having implemented an initial run of the continuous improvement tool by 31st March 2017. This has resulted in 20,218 staff having the opportunity to have their voice heard during 2016.

All Services have identified iMatter Champions who lead iMatter locally and represent that service at the Board Steering Group. The NHSGGC is represented at national level by the Board iMatter Lead.

Action plan completion rates vary across Directorates, and evidence suggests that engagement with the action planning process encourages further staff engagement in the anniversary run of iMatter.

Current response rates across NHSGGC fell from 2015/16, with the average Board response rate sitting at 64% at the end of 2016 and regular updates are provided to the Staff Governance Committee. The Head of People & Change, Organisational Effectiveness, on behalf of the Director of Human Resources and Organisational Development is reviewing the action plan completion rate.

8.4 Treated fairly and consistently, with dignity and respect, in an environment where diversity is valued

Employers will ensure that:

- *The Staff Governance Standard is embedded at all levels of the organisation and across all staff groups to ensure consistency of approach from all managers towards their staff.*
- *Workforce policies exist which meet or exceed the minimum standards set out within national PIN Policies and current legislation. Where policies are developed locally, this must be undertaken in partnership.*
- *Workforce policies must be implemented fairly and consistently. They must be monitored and evaluated and subject to regular review to ensure their ongoing fitness for purpose.*
- *Staff have security of employment where a contractual relationship exists and experience no detriment through any organisational change policy.*
- *Pay and terms and conditions for all staff are applied fairly and equitably (including Agenda for Change, Medical and Dental and Executive & Senior Manager pay).*
- *A clear strategy and supporting policies are in place for the effective management of the workforce equality, diversity, human rights and dignity at work agendas.*
- *They identify and embed a core set of values and behaviours which are expected of all staff at every level, so as to ensure that staff are treated, and treat others, fairly, professionally and with dignity and respect.*
- *All staff are and feel valued as individuals, have trust placed in their ability and capability and are appreciated for their effort and contribution.*
- *The work environment and culture encourages individuals to treat each other with respect.*
- *NHSGGC promotes and encourages a culture which values every employee's contribution and ensures that each individual is treated with dignity and respect.*

8.4.1 Workforce Equality Plan

The Workforce Equality Plan supports the delivery of NHSGGC's equality scheme- A Fairer NHSGGC: Meeting the Requirements of Equality Legislation 2016-2020. The plan commits to the following actions:

- To collect, analyse and produce a range of workforce equality metrics on existing workforce;
- To ensure all staff are treated fairly and consistently as part of the Staff Governance Standards;
- To continue to build and develop the Equality and Diversity Learning and Education Plan to reduce discrimination in the workplace;
- To implement culture change which will create an inequalities sensitive workforce;
- To recruit and retain a diverse workforce which reflects the population of Glasgow and the West of Scotland.

The Workforce Equality Group supports the implementation of the plan and includes Human Resources and members of the Equality and Human Rights Team.

In support of the above actions the Workforce Equality Group has commissioned and/or delivered:

- A guide for Managers on supporting staff transitioning.
- An audit of pay related gender, ethnicity and disability and an action plan which begins to address some of these inequalities.
- A refreshed eModule on Equality and Diversity for the Induction programme.
- 'Human Library' sessions for staff to access. This helps to identify unconscious bias.

In addition the Workforce Equality Group has:

- Promoted the NHSGGC Modern Apprenticeship programme to a wide variety of organisations and communities in order to increase the diversity of our intake.
- Encouraged and facilitated the work of the Staff Disability Forum including the development of a Managers' Guide to supporting disability in the workplace, creating an equality and human rights portal for HR Connect, and working with Stonewall Scotland to benchmark NHSGGC against other organizations on Lesbian, Gay and Bisexual issues in the workplace.

8.4.2. A Fairer NHS Staff Survey 2016

The second Fairer NHS Staff Survey was carried out in March 2016 to monitor NHSGGC's progress on: staff attitudes to and knowledge of inequalities; progress in implementing key actions to tackle inequality; and patient and staff experience of discrimination.

The survey form consisted of 31 questions in 3 sections:

- Your views on inequality and its impact on our patients
- Practical Action to Tackle Inequality
- About You

3161 members of staff responded to Survey 2. This was an increase of 554 (21%) from Survey 1 which had 2607 respondents. 70% (2203) of the responses were from acute, corporate and public health and 30% (958) were from HSCPs.

The survey was highlighted in Staff News and has informed NHSGGC's equality plan:- A Fairer NHS Greater Glasgow and Clyde 2016-19, Meeting the Requirements of Equality Legislation. In addition, a leaflet went to all staff summarising the equality plan and highlighting the message- "We all want the same things, it's our needs that are different".

The third Fairer NHS Staff Survey will be carried out in 2019 and be reported on in 2020. NHSGGC has a range of activity to address discrimination, advance equal opportunities and

foster good relations between equality groups which can be found [here](#). The Workforce Equality Group update on specific actions for staff can be found at Section 8.4.1 of this report.

8.5 Provided with a continuously improving and safe working environment, promoting the health and wellbeing of staff, patients and the wider community

Employers will ensure that:

- *The personal health, safety and wellbeing of patients and staff should be paramount in the design and operation of services.*
- *There are appropriate monitoring and audit arrangements in place and appropriate risk assessment and management arrangements are also in place.*
- *They proactively inform and support staff to manage and maintain their health, and to manage ill health.*
- *They ensure that it is safe and acceptable for staff to speak up about wrongdoing or malpractice within their organisation, particularly in relation to patient safety.*
- *They continue to work to attain Healthy Working Lives (HWL) awards for all acute services, working towards the Gold Award and attainment of the HWL Mental Health Commendation Award as set out in CEL 01(2012).*
- *All staff have equal access to comprehensive, confidential and high quality occupational health and safety advice services as a means of improving the health and wellbeing of staff and promoting attendance.*
- *Resources, including time and funding, are appropriately allocated to implement the Occupational Health and Safety Strategic Framework at local level.*

8.5.1 Health & Safety Forum update

The recommendations contained within the Safe and Well at Work framework have been incorporated into various workstreams currently underway in NHSGGC. The focus of this is the Health and Safety Strategy 2016-2019 and Action Plan 2017/18. The Action Plan for 2017/18 went to the Health and Safety Forum for approval in April 2017.

All organisations are required to manage health and safety, and have a specific management system in place for doing so. This is required under the Management of Health and Safety Regulations 1999. The NHSGGC health and safety management system for managers is the Health and Safety Management Manual. This is an auditable health and safety system based on the Health and Safety Executive Guidance HSG65, which has risk assessment and control as the key features. All managers within NHSGGC are required to operate this system which is accessed through HR Connect. Particular attention must be to focus on statutory/mandatory training. All health and safety related policies can be accessed through HR Connect.

The headings within the Strategy and Action Plan document include Health and Safety Policies audit and review, Health and Safety Committees and Consultation, Key Performance Indicators, Violence and Aggression Reduction, Musculoskeletal Injury Reduction, Stress Management, Health and Safety Management Manual Audit, Health and Safety Training Programmes. The end of year report for the 2016/17 Strategy and Action Plan is available for information, and will be sent for approval to the Health and Safety Forum in April 2017.

The Health and Safety Service undertake regular monitoring of health and safety performance which is normally reported at the end of each financial year. The most recent Health and Safety audit data indicated average scores in excess of 80% compliance from 179 Management Manual audits which were completed.

In terms of RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) reports there were 283 RIDDORS that have been reported during 2016/17. 175

RIDDORS were from within Acute Services, 79 from HSCPs and 29 from Facilities. RIDDORS are reported to the Health and Safety Executive by the Health and Safety Service and an associated investigation is undertaken. RIDDORS which are reported can relate to staff, patients or visitors, and normally link to a 'major injury' or an over 7 day absence of staff related to an incident/ accident.

Incident data is monitored through the Health and Safety Forum. The incident data is collated via the Datix incident reporting system. Datix is accessed through any PC within the organisation. The Datix team and the Health and Safety Service have now agreed a number of standardised reports which can be utilised by managers to produce localised data for analysis. The data can be broken down by a number of specific fields including staff type, injury type, injury severity and related absence. These reports are now available on the Datix system. Standardised reports are also produced for a number of specialist groups such as the Needlestick Injury Reduction Group, Violence Reduction Group and Falls Strategy Group – data can be produced on a quarterly or monthly basis, as required by the group. Data can also be provided for National Review or Compliance groups in addition to the range of Enforcing Authorities. The Health and Safety Strategy and Action Plan for 2017/18 states that Datix incident data will be reviewed by the Forum twice per year.

8.5.2 Staff Health Strategy

A Staff Health Strategy and Action Plan has been developed and launched for 2017-2020. The SHS highlights the overarching aim, strategic priorities and strategic programmes, with more detail being provided within the Action Plan. The Strategy and Action Plan have been developed by the Staff Health Governance Group in partnership with stakeholders from HSCPs, Health Improvement, Human Resources, Staff-side, Public Health and Healthy Working Lives.

The Strategy has five key priority areas which are;

- increasing workforce awareness of health and equality issues;
- improving the health and wellbeing of our staff;
- adoption and co-ordination of evidence based practice to support fair work;
- supporting staff with long term conditions or impairments to remain at work;
- understanding the health needs of an ageing workforce.

The plan is supported by Alan Cowan as Board Champion.

8.5.3 Healthy Working Lives Award Update

In December 2016, NHSGGC was awarded the Health Working Lives gold award for the third year in a row in recognition of our ongoing commitment to improving the health, safety and wellbeing of our employees.

A number of groups are involved in planning and delivering healthy activities for our staff. Our staff have also benefitted from initiatives including:

- stop smoking incentives
- mentally healthy workplace manager training
- money management support
- team participation in pedometer challenges
- development of various occupational and health & safety procedures.

The Acute Employee Health and Wellbeing Group continues to meet to ensure maintenance of the gold level award.

A Healthy Working Lives survey has just been completed and we received responses from over 2,000 staff. Early analysis of the responses indicates that focus in 2017/18 will be on stress/mental health, obesity and supporting staff with long term conditions.

8.5.4 Working Longer Agenda

Changes to the NHS pension scheme and to the national retirement age have resulted in NHS GGC staff working longer. It is acknowledged that the health needs of staff will change accordingly and the NHS is likely to see an increase in the number of staff developing health conditions while continuing to remain at work. A review of the roles and responsibilities of staff will be required alongside issues such as shift patterns, physically demanding roles and opportunities for redeployment.

The Working Longer Short life working group was formed to address the following:

- To identify implications for staff who will be working longer in line with Government pension changes
- To consider workplace adjustments that could be made to support staff.
- To identify an action plan with clear outcomes and recommendations

The Group are taking forward the following:

- To access current research on population health and link to the demographics of the workforce of NHS GGC
- To identify any specific trends that are likely to impact on the health and wellbeing of the workforce.
- To access local data from Human Resources, Occupational Health and Health and Safety regarding age profiling and risk assessment
- To develop an Action Plan which will explore anticipated health trends and implement measures to reduce adverse impacts.
- Provide updates to the Staff Governance Committee / links to other related structures

8.5.5 Attendance Management update

Following the implementation of the Acute Services structure and the establishment of Health and Social Care Partnerships, the Board has raised concerns with regard to the achievement of NHS Scotland Staff Governance targets including the continued achievement of a sustained absence rate of 4%.

In January 2017, the Acute Operational Management Group (OMG) commissioned a joint piece of work with the Acute Partnership Forum to review absence within the Acute Sector and develop recommendations and a programme for improvement. An Attendance Management Working Group was established which included representatives from the Acute Partnership Forum and was chaired by the Acting Chief Operating Officer for Acute. The group agreed a joint terms of reference which would form the basis of joint priorities for implementation and these included:

- Using absence statistics for performance improvement
- Emphasising early intervention in managing absence by highlighting the importance of Return to Work Interviews
- Managing the ageing workforce and supporting staff who may require to work longer
- Improving awareness on the Disability and equalities agenda and the duty of managers to consider reasonable adjustments
- Mainstreaming of Healthy Working lives
- Identifying good practice and sharing good practice

The Attendance Management Working Group were keen to understand staff experience of the attendance management process and to identify how staff experience could be improved with regard to attendance management. A range of focus groups were held Board wide which provided helpful feedback to the group in terms of priority actions. The themes included:

- Improving line manager and employee relationships
- Helping staff feel respected and valued during the absence process
- Helping staff return to work through reasonable adjustments and flexibility
- Better help for staff who experience mental health issues including stress, anxiety and depression
- Taking a personal centred approach in managing attendance

In recognition of differing levels of performance improvement across services, a bespoke review of absence within in patient Mental Health and Learning Disability was also commissioned by the Director of Human Resources and Organisational Development. This review focuses on:

- Training Needs identification and development of bespoke sessions for Health and Social Care Partnerships which reflect managers needs and capabilities
- Focused work on health promotion, stress identification and prevention in hot spot areas
- Developing return to work plans and scoping reasonable adjustment support for staff on long term absence and where there is potential for a return to work
- Governance review on bank authorisation and line management arrangements where there is a familial or personal relationship
- Review of vacancies and establishments
- Implementation plans for each Health and Social Care Partnership on the Staff Health Strategy

A similarly focused programme of activity is being led in Property, Procurement and Facilities Management to improve attendance at work and ensure a person centred approach to managing absence.

➤ **Other Related Initiatives**

Parallel to the Attendance Management Working Group, the Director of Human Resources and Organisational Development established an Attendance Management Performance Group. The remit of this group was to ensure effective performance management of absence Board wide and to provide a forum for good practice to be developed and implemented across Acute, Health and Social Care and Corporate functions.

➤ **Interventions March to September 2017**

Since March 2017 there have been a series of performance improvement initiatives implemented across NHS Greater Glasgow and Clyde to managers in the achievement of the 4% target.

- In March 2017, a new upper trigger absence report was implemented Board wide which provides Human Resources data on staff who are reaching key trigger points and where absence intervention is required. The report highlights individuals where there is no recorded intervention and stimulates discussion with Human Resources, line management and the employee to ensure appropriate absence support.
- Following a comprehensive evaluation of the Attendance Management Programme, Board wide training on attendance management has been refreshed with increased provision of training each month. The Session content is more focused on the practical application of the policy, concentrating on the Return to Work discussion; decision making when employees are approaching or reaching a trigger point and some

interactive role play on the formal absence review meeting. The session emphasises the importance of early intervention and sign posts managers to the Health and Wellbeing strategy and self-help materials now available via HRConnect. The revised sessions commenced in August 2017 and 73 managers have attended to date. The initial feedback from delegates (Webropol Survey) remains very positive in terms of the overall value of the session.

- A review of attendance management templates and staff communications. In recognition of the need to ensure person centred approach in communicating with staff, absence templates are being reviewed to ensure the style and content is consistent with person centred values
- Improved accessibility of staff support materials from September 2017 via HR Connect including guides and resources on managing key life issues The HRConnect site has now been updated to include staff support materials which include guides on key issues affecting staff such as stress and anxiety, carer support, finance and depression. Improved awareness of support materials will enable managers to support staff in creating a Healthier workplace and help staff deal with life issues which impact on their well being.

Attendance management, which is the responsibility of local managers, remains an ongoing matter for the Staff Governance Committee to consider and will be subject to continued performance monitoring and evaluation of work to ensure absence performance is improved and best practice applied across NHS Greater Glasgow and Clyde. The interventions adopted since March 2017 will be subject to continuous improvement.

8.5.6 Whistleblowing

Whistleblowing Champions were introduced in each NHS Board in Scotland in November 2015 to provide oversight and assurance for the Whistleblowing arrangements and to support staff who raised concerns using this process.

Within NHSGGC. the Joint Chair of the Staff Governance Committee (Ms Morag Brown) undertakes this role, reviews the management and outcome of cases, and generally provides assurance that whistleblowing cases are being handled in line with good practice standards. The Staff Governance Committee receives six monthly reports on the numbers, handling and outcome of Whistleblowing cases for consideration. Similar reports are also submitted to the Audit Committee and the Area Partnership Forum.

Following a public consultation on proposals for the establishment of a new Independent National Whistleblowing Officer role, the Scottish Government concluded that it would seek to introduce this role, and associated arrangements, including where this role would be hosted. An appointment is yet to be made and it is anticipated that there will be a national announcement in early 2018.

While awaiting the appointment of the Independent National Officer and National Launch, the NHSGGC Whistleblowing Champion, together with colleagues from Board Administration, Human Resources and Communications, have continued with awareness raising and publicity including an article in Staff News and a message on payslips. The publicity campaign continues and managers will be supported with posters, briefing materials and roadshows during 2017.

During 2016/17 a range of training programmes have been available to stakeholders including a half day training session organised by the Scottish Government, and internal refresher training for NHSGGC Corporate Directors who are responsible for investigating whistleblowing complaints.

9. **Staff Governance Committee Achievements**

The Staff Governance Committee has made good progress in promoting and supporting the implementation of the Staff Governance standard across NHSGGC in 2016/17. In particular the Committee has:

- Renewed the focus on Performance Management with a particular emphasis on the provision of accurate workforce statistics/data which helps inform decision making
- Highlighted and agreed actions on aspects of the equality data which have given cause for concern
- Completed a comprehensive Annual return for 2016/17 to the Scottish Government which showcases Board and local good practice.
- Refreshed the Staff Governance Reporting template so that the presentations from Services at the Staff Governance Committee are given in a consistent, clear and concise format which enables benchmarking of performance across the Directorates and HSCPs of NHSGGC.
- Engaged with local areas to seek assurance around the Staff Governance Standard.

10. **Staff Governance Committee Future Priorities**

The Staff Governance Committee will continue to monitor the performance of the organisation in meeting the Staff Governance Standard through the integrated Workplan. In 2017/18 NHSGGC will particularly focus on the following priorities:

- strengthening workforce planning and development, ensuring effective recruitment and retention, supporting multi-professional working, promoting the health, wellbeing and resilience of all staff and ensuring that leaders and managers have the necessary skills to lead change in complex environments.
- Working with local Directorates and Health & Social Care Partnerships to identify and address common themes and actions arising from iMatter response rates;
- Planning for the publication of the National Staff Experience report, in early 2018, which will incorporate both the Dignity at Work survey and iMatter results, at Board and NHS Scotland level.
- Taking forward key actions identified through the NHSGGC Culture Short Life Working Group.
- Continue to focus on Attendance Management and statutory/mandatory training.
- Receive regular updates on the implementation of TURAS, the replacement for eKSF.

The Committee has welcomed the opportunity to explore critical workforce issues, supported by Human Resources and Organisational Development and the Area Partnership Forum, and to champion initiatives which will improve the staff experience.

Lyndsay Lauder, Head of People & Change – Organisational Effectiveness
Diana Hudson, Staff Governance Co-ordinator

References & Links:**1. Everyone Matters: 2020 Workforce Vision**

<http://www.staffgovernance.scot.nhs.uk/improving-employee-experience/2020-workforce-vision/>

2. iMatter Continuous Improvement model

<http://www.staffgovernance.scot.nhs.uk/monitoring-employee-experience/imatter/>

3. Workforce Plan

<http://www.nhsggc.org.uk/media/238937/nhsggc-workforce-plan-2016-17.pdf>

4. Staff Governance Standard

<http://www.staffgovernance.scot.nhs.uk/what-is-staff-governance/staff-governance-standard/>

5. HR Connect

<http://www.nhsggc.org.uk/working-with-us/hr-connect/>

6. Scottish Terms and Conditions Committee

<http://www.stac.scot.nhs.uk/>

7. Scottish Workforce and Staff Governance Committee

<http://www.staffgovernance.scot.nhs.uk/partnership/groups-and-committees/scottish-workforce-staff-governance-swag-committee-agenda-and-minutes/>