

Staff Governance Committee Report to Grampian NHS Board

Committee Meeting on 22 April 2021

Purpose of Report

This report highlights to members of NHS Grampian Board the key issues arising from the Committee meeting on 22 April 2021.

Recommendation

The Board is asked to note the following key points:

1. Interim Workforce Plan

The Committee approved the Interim Workforce Plan for submission to the Scottish Government on 30 April 2021. Feedback is expected within four to six weeks with actions as required taken thereafter to produce a final plan.

The Committee was informed that the Interim Workforce Plan, had on request of the Scottish Government followed a different approach on this occasion, covering only a one year period, rather than three years.

The Committee gave thanks for the quality and helpfulness of the Plan. 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.

Board members will have received a copy of the interim Plan for their information, accompanied with an explanation of the stage of development. The final Plan will be shared with the Board more formally in the later stages of development.

2. National Staff Governance Standard monitoring

The Committee was informed that the national annual Staff Governance Standard monitoring process, paused last year was recommencing this year. Communication from the Scottish Government is expected in 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.

The Committee has a duty to oversee the process of completing the return for sign off by the Chair of the Committee, Chief Executive and Employee Director.

Once the formal request has been received from the Scottish Government a timeline will be developed and distributed to the Committee, which would include giving maximum time for local partnership forums to respond, given their reduced opportunity over the last year, to collate in advance good examples.

3. Developing Workforce Management Information that contributes to assurance

The Committee received a presentation on the strategic direction to aid the Committee discussion on the dataset of workforce management information.

The Strategic direction and principles for the People & Culture portfolio has three outcomes, reflected in the remobilisation plan of:

- 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

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.

The Committee was informed of the gaps and opportunities of people & culture management information. For each of the three clusters the measurement gaps, defined as not obtained from iMatter data and currently not reviewed by the Committee, are listed below with a potential initial dataset, which would provide insight accompanied by analysis.

- 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 initial dataset of stability (attrition and turnover); posts taken up by internal candidates; and apprenticeships within system.
- 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.

It was considered that 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. Triangulation was important to ensure a depth to the context which should be forward looking.

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.

An agile approach to the development of management information within available capacity and system functionality, building up over time was agreed by the Committee with the intention to present an initial dataset for the Committee's next meeting in July 2021.

The Committee was assured of the progress noting it was important that the management information linked to the Staff Governance Standard and the wider NHS values, incorporating learning.

Joyce Duncan
Chair
Staff Governance Committee
21 April 2021