

**STAFF GOVERNANCE COMMITTEE MEETING
HELD IN ROOM 23, GYLE SQUARE, EDINBURGH
ON FRIDAY, 12 AUGUST 2016**

Present: Ms A Jarvis (Chair)
Ms R Dhir
Mr M Craig
Ms McCoy
Ms K Donnelly

In attendance: Mr D Crichton
Mr G McLaughlin
Ms C Denholm
Ms D Thomas
Ms J White
Mr J Salgueiro (Items 1 to 5)
Mr D Robertson (Item 7)
Ms M Riordan (minute)

ACTION

Welcome

The Chair welcomed Ms Michele McCoy to her first meeting of the Staff Governance Committee.

1. Apologies

Apologies were received from Ms Jane-Claire Judson and Ms Theresa King.

2. Declaration of Committee Members' Interests

No meeting specific interests were declared.

**3. Minutes of previous meeting held on the 13 May 2016
(SGC Min 3/16)**

The minute of the meeting held on the 13 May 2016 was approved as an accurate record.

4. Matters Arising

The Committee noted that the only outstanding action from the previous meeting related to Item 6, Thematic Discussion: Treated Fairly and Consistently – update on Flexitime guidance. Ms White informed the Committee that this had been discussed at the Partnership Forum meeting on the 30 June and would be incorporated in to the next thematic discussion paper for the Committee meeting to be held on the 21 October.

5. Thematic discussion: Appropriately Trained and Developed (SGC Paper No 14/16)

The Chair explained the purpose of the discussion and said that it was important to use the opportunity to discuss the paper in the context of the new Strategy and Board discussions earlier this week on the Strategy. Ms White then gave a short introduction to the paper. She explained that the paper provided evidence of progress made on priority areas identified by the Committee in September 2015 and also pointed to what the future focus was likely to be.

A discussion on the paper then took place. The Chair said that the discussion should reflect on the progress to date and whether further work was required.

In response to a question on whether staff felt that they were getting the training and development they required, Mr Craig said that as funding had decreased, training and development opportunities were now more specific. He felt staff were quite clear on this and the fact that it was important to have the skills and capabilities they required to deliver in their current posts.

Mr Craig said that it was important to look at the discussions held with line managers and what was actually contained within Personal Development Plans (PDPs). He said it would be useful to explore this further. Mr Craig then asked if there was an increase in capability processes related to staff having the skills to develop into new posts following functional alignment. In response it was agreed that there were some cases of this, some at least likely to be directly

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related to the functional realignment. This was discussed and agreed that this should not necessarily be seen as a concern, providing we were assured that managers were applying such processes well and primarily in order to help staff in their development. Ms White reflected that the impact of Management Essentials was generally that managers were increasingly comfortable and skilled in having performance discussions with staff.

In response to a question as to whether staff were seeking development opportunities in respect of promoted posts, Mr Salgueiro said that the focus of PDPs had changed to what was expected of staff, with staff taking ownership for their own learning. The Committee noted that new performance indicators in place were picking up on the quality of the conversations between staff and line managers. The Committee agreed that significant work had gone into ensuring the quality of PDPs, while recognising some issues could still be improved.

There was a discussion about whether there was an over emphasis on academic qualifications for posts which was potentially deterring some staff for applying for promotion and also leading to some misconceptions where an attempt to gain a promotion had been unsuccessful. It also potentially helped sustain perceptions amongst staff that 'knowledge' was more important than, for example, communication, influencing or team working skills. Ms White pointed out that both the new job descriptions and person specifications were designed to help with this. However, it was agreed that cultural aspects of how staff perceived these still got in the way. It was agreed to explore ways of communicating these points more effectively through, for example, the recruitment and PDP processes.

In relation to training for staff in pay bands 3 to 5, Mr Craig said that this had been discussed by the Partnership Forum on the 30 June. The Committee noted that a half day development session for administration staff would be held on the 2 November and asked for feedback from this session.

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It was felt that in future years it would remain important to find creative ways of resourcing development for staff and that funding courses would not always be the best or most affordable option. Future workforce development strategies must be focused on what the organisation needs to have in place to deliver the new Strategy.

A query was raised about the role of the coaching service. It was noted that work was being carried out on evaluating the link between coaching and how this could help staff to develop to work towards strategic aims. Ms Thomas added that there was additional work being done to make sure that staff who have done leadership training were supported to make the most of it.

It was agreed that in the future career progression opportunities for staff within the organisation may become less rather than greater. It will be important to manage this. Training and development may not always bring increased salaries but would develop new skills that can enrich jobs.

In concluding the discussion, the Chair noted the Committee's assurance that Health Scotland had met the governance standard over the year. The Committee noted the report on the Standard and discussed and agreed the areas that should be focused on for the 2016/17 action plan as:

- Continuing to encourage and focus on the quality of the PDP process
- Help managers to support staff to develop and remain motivated in a climate where promotion opportunities may be more scarce
- Help staff to understand the nature of the range of skills and experience required for a post
- Review and ensure that workforce planning and strategic development processes are fit for purpose within the context of the new Strategy.

An updated Staff Governance Action Plan reflecting these changes will be circulated electronically to the Committee.

OLP&W

ACTION**6. Partnership Working**

Mr Craig informed the Committee that a Partnership Forum Development Session would be held on the 15 August 2016. The purpose of the session was to reflect on the way that both management and staff side work as a group.

The Chief Executive added that, at the Forum meeting in June, a member of staff, deputising for a staff side representative, had remarked on the high level of engagement and detail discussed at the meeting.

He extended an invitation to all Non Executive Board Members, particularly those who had recently joined the Board, to attend Partnership Forum meetings. He said that feedback from Non Executives who attended meetings in the past had been very positive.

It was agreed to circulate dates of future Partnership Forums to Committee Members.

EA**7. Workforce Updates
(SGC Paper 15/16)**

Ms J White spoke to the paper. The Committee were asked to note the paper which highlighted key points and risks from the following routine reports attached as appendices to the paper.

- Workforce Risks
- Workforce Statistics
- Workforce Plan Quarter 4 update
- Workforce Policy

Ms White said that the paper reflected the newly agreed approach to governing the Corporate Risk Register through the governance committees. The Staff Governance Committee had responsibility for two risks in the CRR which were detailed in the paper, along with the relevant workforce risks from the Master Risk Register (MRR).

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In relation to Risk CR16-8, the Web and Digital Team, Mr Craig asked for confirmation on the analysis of issues related to delivery delays by the team. Ms White confirmed these were from output performance monitoring information gathered in the Corporate Planning Tool. She said that the People Development Manager had been meeting with the Digital Team and will meet with them again on the 17 August to look at issues within the team.

There was a discussion around the extent to which the issues related to recruitment and retention in the team were a general feature of the sector. Managers responded that this was likely to be one factor, but the evidence also pointed to a number of other contributing factors which were in the control of the organisation. The DoS said that the point we needed to reach was to get beyond monitoring retention and delivery problems and achieve a situation where we would deliver what we said out to do in our delivery plans. Whether the solution lay in identifying and solving current issues within the team, or coming up with a different business model, were options to which we needed to be open. The Chair summarised by saying that the role of the Committee was to support the executive team in finding a resolution to this issue.

In response to a query, it was noted that the MRR risk relating to e-KSF/Oracle platform had been closed off as the system will be used for a further year.

Appendix 2

In relation to the percentage monthly turnover figures, particularly the trend of a spike in high turnover in March each year, it was noted that this could be accounted for as a result of voluntary redundancy, retirements and fixed term contracts often tending to be concluded at that point.

Mr Craig asked for more detail on how long vacancies took to fill. Ms White agreed to provide a break down to the next Committee of the length of time posts were vacant by type of vacancy.

OLP&W

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Workforce Plan Quarter 4 Update

The paper was noted.

The following policies which had minor or mandatory changes made to them, circulated to the Committee by e-mail, were approved on behalf of the Board.

- Whistleblowing Policy
- Data Protection Policy

Flexible Working Policy

Ms White said that the policy document which had been circulated was ready for approval. However, additional guidance in relation to changes to flexitime arrangements had been agreed in partnership and implementation plans were being finalised. This would be presented to the Partnership Forum in September and then brought to the Committee for information in October.

The Committee approved the policy on behalf of the Board.

8. Minutes for Noting

The minutes of the Remuneration Committee meeting held on the 6 May 2016 were noted.

9. Date of next meeting

21 October 2016, Room 5.5, Meridian Court, Glasgow.

Ms Dhir submitted her apologies for the meeting.

Signed: _____ (Chair)

Date: _____