

**STAFF GOVERNANCE COMMITTEE MEETING
HELD ON FRIDAY 16 DECEMBER 2016
IN ROOM 23, GYLE SQUARE, EDINBURGH**

Present: Ms A Jarvis (Chair)
Ms McCoy
Ms R Dhir
Ms K Donnelly (staffside rep)
Ms A Allan (staffside rep deputising for Teresa King)

In attendance: Mr G McLaughlin
Mr D Crichton
Ms C Denholm (via teleconference)
Ms J White (via teleconference)
Mr J Carruth (via teleconference)
Mr D Robertson (Via teleconference) (item 7)
Ms D Thomas
Ms M Kerrigan (Minute)

ACTION

1. Apologies

Apologies were received from Ms J.C. Judson, Mr M Craig, Ms T King.

2. Declaration of Committee Members' Interests

No members' interests were declared.

**3. Minute
(SGC Minute 4/16)**

The minute of the meeting held on 21 October 2016 was agreed as an accurate record with the additional text to item 8 on Workforce Updates tabled at the meeting.

4. Matters Arising (Action Note)

The Action Note will be updated.

**5. Involved in Decisions
(HGC Paper 16/16)**

The Staff Governance Committee was asked to note the report on the Involved in Decisions theme within the Staff Governance Standard and the proposed focus for improvement in the 2016/17 Staff Governance Action Plan and to consider whether there were any additional areas on which the Committee required assurance.

The Staff Governance Committee supported the sign off of the previous Staff Governance Action Plan and the points within the new Staff Governance Action Plan.

It was noted that the body of the paper was formatted similar to the other themes. There were examples within the appendices against the key criteria in relation to Involved in Decisions.

Appendix 1 - Staff are engaged and involved in decisions that affect them with the opportunity to influence such decisions

The most recent perception data is provided at organisational level through iMatter and the data is as at October 2016. To provide some idea of how Health Scotland compares to the national picture the overall NHS current performance is also given in appendix 1.

Appendix 2 – Staff are engaged and involved in strategic developments

The example given was in relation to functional realignment. The Staff Governance Committee raised several points on what was expected from the evaluation. Currently the experience of staff of the process of change is being evaluated directorate by directorate as they complete the process. An overall evaluation of impact of the realignment is planned for the summer of 2017. Cath Denholm confirmed that the process had taken from 2013 to the end of 2016 to complete. This was well beyond original expectations and there was learning to be had about some aspects of the process, but equally the evaluation results to date reflected the care that had been taken to do the process well – particularly from the perspective of involving staff effectively.

In discussion the following points were made:

- It was good to see the new Workforce Resourcing Group being used as an example of Partnership Working.
- Appendix 2, page 6, Functional Realignment Review Update. The first line under 'Background' should read March 2013 and not 2014.

CMD

Appendix 3 (Partnership working is embedded and mainstreamed within each NHS Board)

The example given highlighted the work outwith the formal Partnership Forum which looks at the relationship between HR and staffside staff.

A review discussion was carried out between HR and staffside colleagues looking at the relationship and effectiveness of the joint working outwith the Forum. There was very positive feedback around the relationship between staffside and HR. Meetings will now take place quarterly with two or three specific agenda items. It was noted that the paper did not capture behind the scenes discussions.

Appendix 4 (Partnership Forums are in place in all Boards to reflect local structures)

Appendix 4 provides a list of the workcycle for dealing with the Staff Governance Committee themes. It was noted it had been 10 months since this theme was last discussed.

Appendix 5 (Service development and organisational changes are planned and implemented in partnership, and with effective staff engagement)

This relates to the recent work on engaging with staff in relation to the proposed changes to the Workforce Planning Group (WPG).

The WPG is currently responsible for making staffing resource decisions for NHS Health Scotland.

As a result of recent staff engagement the WPG had a Development Day to discuss the current terms of the WPG and the improvements that could be made.

The issue of environmental and macro changes likely to be coming in 2017 and 2018 was discussed. It was proposed that an action should be taken forward in relation to maintaining staff involvement in decisions on future change. The management team would consider whether this is best included under the Involved in Decisions or Well Informed theme.

ACTION

It was agreed:

- To look at future change in light of the review of CAG
- To have all the different Governance Standard Action Plans incorporated into one spreadsheet under separate headings; and to bring this back to the next meeting, which would include revisions to the draft Action Plan as agreed at this meeting.

DOS/DHE

OLP&W

The Committee noted the report in Involved in Decisions and the proposed focus for improvement in the 2016/17 Staff Governance Action Plan, and considered whether there were additional areas on which the Committee required assurance.

6. Partnership Working (including Partnership Forum)

It was reported that the PF continued to be a positive forum. A major effort had been made to involve the Partnership Forum in decision making within the organisation.

iMatter had been discussed at the last PF meeting. An issue had been raised concerning some managers apparently unilaterally preparing iMatter Action Plans rather than involving the whole team. It had been agreed to take steps to encourage full participation.

7. Workforce Updates (SGC Paper No 17/16)

Risk

Since writing the paper, a Freedom of Information request had been received on the cost of severance packages which had included confidentiality clauses. Cath Denholm confirmed that she would be reviewing the response and was alert to the potential reputational risks of this particular FOI.

Regarding risk generally, the Director of Strategy confirmed that the Corporate Risk Register needed reviewing in light of changing circumstances and that the Board would be updated on this at its next meeting.

DoS

Statistics

This has been presented in a different way to make it easier for committees looking at monthly vacancies/turnover. Page 9 gives a breakdown on the vacancies and page 10 shows where in the process the vacancy sits.

Policy

The protocol for non-executive Board members was taken to the last Staff Governance Committee meeting, signed off at the Partnership Forum and went back to the Staff Governance Committee for approval.

The Committee was happy to note the paper on behalf of the Board. The Committee was also happy to note the additional 8 policies which have been signed-off by the Partnership Forum.

Workforce Plan Update

iMatter – under appendix 3 Aim 1, Healthy Organisational Culture
It was felt it was helpful having a level of structure around discussing and facilitating comment on the results; it was important to have dialogue between teams; there was a specific tool kit and guidance for team managers on how to have the conversation; examples were given on how people have gone about creating the priority for the actions; there should be consistency, not just setting in place the process and the tools but ensuring that the culture and the skills matches the resources.

The Promoting Attendance Policy PIN will be agreed in early 2017. The Committee was assured that we remain compliant with the current PIN in the meantime and the Committee will be updated on developments.

8. Response letter to Scottish Government

This item was noted.

9. Any other business

Policies

The 8 policies were noted.

Joint SGC/PF, March 2017

ACTION

The Director of Strategy invited suggestions for the joint meeting with the PF in March. The following suggestions were noted:

- How are we setting ourselves up for going forward?
- Partnership working
- Strategic development priorities
- Review of the organisation
- Confident leadership through change
- Resilience (at an organisational and personal level)
- Development of coaching service
- Managing expectations
- What we do and what we do really well

It was agreed that the draft Workforce Plan would be presented to the February meeting.

OLP&W

10 Date of next meeting:

23 February 2017, Room 5.5, Meridian Court, Glasgow.