

**Staff Governance Committee Meeting  
Friday 18 August 2017  
Rooms G1/2, Gyle Square, Edinburgh**

**Present:** A Jarvis (Chair)  
M McCoy  
R Dhir  
K Donnelly  
M Craig  
A Allan

**In attendance:** C Denholm  
G McLaughlin  
D Crichton  
J White  
E Stewart-Jones (item 5)  
M Kerrigan (Minute)

**1. Apologies**

Apologies were received from Ms J-C Judson and Ms T King.

**2. Declaration of Committee Members' Interest**

No members' interests were declared.

**3. Minute of the previous meeting**

The minute of the previous meeting held on 12 May 2017 was agreed as an accurate record.

**4. Matters Arising (Rolling Action Note)**

All actions are now complete.

The Committee was updated on the following:

- iMatter: The survey went live in May and is now complete with teams actively working on their action plans, which must be complete by 1 September. We are now moving into the 'out of

the implementation' phase across NHS Scotland. A national report on iMatter is being prepared and all 22 Boards have been asked to provide case studies on Impact. An Organisational Action Plan for iMatter was discussed at the Partnership Forum.

In discussing action 7, Equal Pay Audit and Statement, it was agreed:

- CMD to feed equal pay into the development process in relation to the new public health body; **(Action: CMD)**
- DC to take the opportunity to talk at the Chairs' Group and Cabinet Secretary meeting around the values of the new public health body. **(Action: DC)**

## **5. Appropriately Trained and Developed (SGC Paper 15/17)**

The paper was presented by Ms Erica Stewart-Jones, People Development Team Manager (PDTM) and provided an update on progress with activities in relation to the 'Appropriately Trained and Developed' staff governance standard and its four key indicators:

- All staff have a regular, effective Personal Development Plan (PDP) and review discussion;
- There is a workforce learning and development (L&D) strategy in place;
- All staff have equity of access to training;
- Resources, including time and funding, are appropriately allocated to meet local training and development needs.

The workforce strategy for 2014-17 focuses on four priority areas:

- Healthy organisational culture
- Sustainable workforce
- Effective leadership and management
- Capable workforce

Since the previous thematic discussion on the Standard in August 2016, specific work in response to the Staff Governance Action Plan (SGAP) has been:

- Support processes have been further developed to improve the quality of PDP, PDR and objectives conversations as part of KSF. These supports have included KSF inductions, drop in sessions focussed more broadly on L&D support rather than simply KSF, Your Learning Journey

(incorporating guidance on developing learning needs), team meeting visits and 1-2-1 support from the People Development Team and peer support from the L&D Network.

- Development of an evaluation framework for the leadership development work and completion of a commissioned project to assess the current state of leadership within the organisation and make recommendations for improvement. Development of a plan for increasing leadership development and talent management at senior levels.
- Increased support to the Admin Leadership Group to help target learning opportunities for Bands 3 to 5. This has been achieved by working with NES offering Scottish Vocational Qualifications from the Borders College. Use of the Learning Programme and Learning Journey to ensure all staff, including Bands 3 to 5 are able to access appropriate learning opportunities.

At the Partnership Forum on 29<sup>th</sup> June 2017 the view was that the Standards were being appropriately met. It was agreed that the development of a new Competency Framework and Learning Strategy would be put on hold, in favour of feeding this development into the formation of the new body. As preparation for that, the focus of the work this year would be on behaviours and preparation for change.

Despite high completion rates for KSF review and development this year, there was a need to plan and communicate carefully for continued staff engagement as we approach the transition from the old eKSF system to the new interim solution (NES Digital TURAS) in March 2018.

iMatter results indicate strong relationships between staff and line managers. Ongoing support will continue with managers.

A study has recently been completed around leadership approaches taken over the last few years; the report and summary will be finalised shortly. It was agreed to share the summary report with the Committee, with the fuller report also being available if requested. **(Action: CMD)**

Health Scotland has contributed this year to the development of the Shared Services approach to Organisational Development (OD) across the national boards. Additionally, Health Scotland contributes to the national OD Leads Group which reports into HRDs and the CEOs and is working on a number of areas around efficiency and best practice for OD across the boards.

Going forward the 5 key areas being focussed on are:

- Line Management training offerings
- coaching

- building capacity for OD within the system
- talent management and succession planning
- digital approaches.

It was agreed the Organisational Lead for People and Workplace (OLPW) bring back a short paper to the next SGC setting out the broad timescales that the staff change preparatory work for the new body will follow. **(Action: OLPW/Admin)**

The Committee noted the report and the proposed focus for improvement in the 2017/18 Staff Government Action Plan and considered whether there were any additional areas on which the Committee required assurance.

## **6. Partnership Working (including Partnership Forum)**

There had been a good level of engagement and attendance at the Partnership Forum between management and staff side. In discussion the Partnership Forum felt there was no need to have a full day development session on 22 August 2017 but instead hold a half day session focused on the draft leadership report. However, it was hoped to revisit this again once the new landscape became clearer.

There were some concerns over staff side involvement in the establishment of the new body. The Employee Director indicated that discussions had taken place with Robert Skey exploring how staff side should be involved in the process along the programme management and governance aspect of the establishment of the new body.

In relation to shared services, it was noted there were a number of up streams running, some of which have programmes of work which will impact on staff.

The Committee was clear about the importance of partnership working in formation of the new public health body and will continue to seek assurance from members of the Committee that this is progressing in a way that matches Health Scotland's standards and expectations.

It was agreed the Committee receive regular updates.  
**(Action: Employee Director)**

## **7. Change & Transition**

The Director of Strategy (DoS) updated the Committee on our internal work in supporting Change and Transition within the context of the new public health landscape:

- the next meeting of the Public Health Overview Board (PHOB) will be held on 27 September. It is anticipated that some useful decisions will be reached at that meeting which will help progress planning.
- Health Scotland is contributing in various ways to papers for that meeting.
- Work has started on due diligence.
- A letter for all staff in ISD, Health Protection Scotland and NHS HS has been drafted by Scottish Government and the Chief Executive in both NSS and HS have been asked for comment and sign off.
- A programme and project management infrastructure will be created to sit alongside PHOB to deliver the establishment of the new body. More detail of that will be confirmed after the next PHOB meeting.
- An internal Change Oversight Group (COG) has been established and will be chaired by the Director of Strategy (DoS). Members of the group include representatives from each directorate and the Employee Director. The Terms of Reference (ToR) will be finalised at the September meeting.  
A Change Hub has been developed on the intranet for staff communication and involvement.

The Chief Executive informed the meeting that he had met with NSS Chief Executive on several occasions and a further meeting with Senior staff within NHS Health Scotland and NSS will take place on 11 September.

## 8. Workforce Updates

(SGC Paper 16/17)

- **Workforce Risk**  
CR176 continues to be monitored
- **Workforce Statistics**  
The layout has not changed and this continues to be monitored
- **Workforce Policies**  
The Staff Governance Committee is asked to approve a number of new policies on behalf of the Board. These policies have been signed off by the Partnership Forum. In addition, the tobacco policy sent on 18 August requires approval on behalf of the Board.
- **Workforce Plan**  
This is presented in a different format from last year. All output reports are drawn directly from the Corporate Planning Tool (CPT).

***IT policy***

It was noted that HR/Staff side are looking at policy on the management of email accounts whilst staff are on sick leave.

***Social Media policy***

This has yet to be finalised.

The Staff Governance Committee approved all policies on behalf of the Board.

- Maternity Leave Policy
- Parental Leave Policy
- Annual Leave Policy
- Special Leave Policy
- Adoption Leave and Fostering Policy
- Tobacco Policy

**9. NHS Scotland National Staff Experience Measure 2017**

A letter had been received from Scottish Government on NHSScotland National Staff Experience Measure 2017.

In discussion it was noted a Dignity at Work Survey will be launched on 6 November 2017. Some concerns were expressed about the number of surveys staff are asked to complete and the potential for confusion, particularly between this and iMatter and noting an earlier reference in the meeting to the low response rate to the Learning and Development survey. The Employee Director agreed to have a discussion with Mr Peter Watson around the survey and he encouraged teams to discuss the results. **(Action: Employee Director)**

**10. EU Citizens Working in NHS Scotland**

Correspondence from Scottish Government in relation to EU Citizens Working in NHS Scotland was noted.

**11. Any Other Business****Black Minority Ethnic people work and the NHS in Scotland 2017 an summary**

A report carried out by an external researcher had been received. The scope of the report deals with the data made available by the NHS in Scotland as at 2017 on the employment of people from BME

communities. The author provides a critique of the evidence provided by boards in each area. It was noted that the report did not cross refer to other documents describing our broader work or intended actions on equality, but it was agreed that it was in our gift to make it clearer when reporting on data such as the ethnic makeup of our workforce that we sought to continue to support and improve the diversity of our workforce and what actions we were taking. The Director of Strategy undertook to review how the various data and reports are currently presented on the website. **(Action: CMD)**

12. **Date of next meeting:** 20 October 2017, Room 18, Gyle Square.