



Approved Minutes 03/18

Staff Governance Committee

Minutes of Staff Governance Committee meeting

Friday 17 August 2018 at 10.30a.m.
Room 5.5, Meridian Court, Glasgow

Members present:

Ali Jarvis (Chair)
Michael Craig
Karen Donnelly
Jane-Claire Judson
Michele McCoy

In attendance:

David Crichton
Steven Daire on behalf of Theresa King
Cath Denholm
Josephine White
Catherine Combe (minute)

Apologies:

Rani Dhir
Theresa King
Gerry McLaughlin

Welcome

The Chair welcomed Steven Daire, who attended the meeting on behalf of Staff side.

1. Declaration of Committee Members' Interest

No members' interests were declared.

2. Minute of previous meeting: 11 May 2018

The minute of the previous meeting held on 11 May 2018 was agreed as an accurate record subject to the following amendment:

- **Item 8 Partnership working**

Michael Craig clarified that it was the National Board Collaborative Programme Board to which he had submitted a paper regarding the model of partnership working.

3. Matters Arising (Action List)

All actions from the meeting held on the 11 May 2018 were confirmed as having been completed.

4. Change and Transition Update Report

(paper 14/18)

Josephine White (Organisational Lead for People and Workforce), spoke to the paper explaining that the aim of the report is to pull together into one place relevant information /updates on change and transition that relate to workforce. She highlighted that the report has a number of annexes which comprise of the SGAP composite, workforce graphs and workforce plan update.

The Chair advised that the committee would consider each area in turn:-

- **Due Diligence**

It was noted that a sub group led by Andrew Patience (Head of Finance and Procurement) has been set up to ensure close management of due diligence and appropriate governance overviews. The group has had met to establish the communication structure. Cath Denholm (Director of Strategy), said that she envisages that the activity will increase rapidly as the structure for Public Health Scotland emerges.

- **Future Landscape**

Michael Craig (Employee Director) explained that the Public Health Reform Programme Board and Oversight Board have both put forward their recommendation for Public Health Scotland to be formed as an NHS Special Board. It is anticipated that this will be approved by COSLA on the 24 August and then put forward for ministerial approval.

Cath Denholm said that she had met with Andrew Patience and the Finance Project Manager from the Public Health Reform Team to discuss due diligence activity. We have some queries about the range of information which is being requested and how this information will be used. While reassurance had previously been given of Health Scotland's involvement in decisions, we are still not clear how this will done and have concerns about releasing information into decision processes where it is less clear how the data we provide will be interpreted.

Cath Denholm is in conversation with the PHR team on this point that we would like to see more clarity and transparency on how data is provided but also how staff are involved in decisions around that data in a parallel process.

Michael Craig, advised that whilst there is partnership involvement with the Commissions, this has not yet extended to all of the projects around HR, IT etc. He also noted the potential risk of staff side resources being spread very thinly.

The Chair said that we need to safe guard resources to ensure that the functions that Health Scotland addresses within public health continue. David Crichton acknowledged that this is not an area in which the

Public Health Oversight Board (PHOB) has had much discussion, but that it is important that it does. It was agreed that we want to be assured of proper engagement with the correct people at the right level and that the moment there would appear to be a gap in communication. Two steps were agreed:

- To raise these issues within the formal agenda for PHOB.
- To create an internal single page note of the key gaps the Committee has identified it would like to see raised at PHOB, the Programme Board and through other opportunities

It was agreed that these should be utilised to ensure consistency and measurable actions.

The Chair queried if governance of the new public health body is being sufficient covered. Cath Denholm advised that Della Thomas, Executive and Governance Lead is connected into this work stream. This commission has just commenced and the breadth of this has not been established yet. The Chair highlighted the recently published Health and Sport Commission findings as it is important that the lessons learned for this are applied.

(<https://sp-bpr-en-prod-cdnep.azureedge.net/published/HS/2018/7/2/The-Governance-of-the-NHS-in-Scotland---ensuring-delivery-of-the-best-healthcare-for-Scotland-1/HSS052018R07Rev.pdf>)

Action:

- **Michael Craig and Cath Denholm** to develop first version of the single page note of concerns. This should be in the form of a gap or risk analysis and ideally available to share with the Board as part of the SGC's update report at the next Board and made available to board members and officers acting on Health Scotland's behalf to influence as appropriate meeting. It was agreed that this paper should be circulated electronically first to the Chair and then the whole Committee for agreement.
- **Michael Craig and Cath Denholm** to discuss concerns with their respective colleagues and try to establish common ground.

- **Engagement**

Josephine White confirmed that some staff information sessions are going to take place with joint sessions with Public Health Intelligence scheduled for 30 August and 5 September. These events will be coordinated via Event Brite to ensure accurate attendance data. Online software that enables staff to pose anonymous questions will be utilised as part of these events. Michael Craig highlighted that there have been concerns regarding venue capacity.

Concerns were raised about staff disengagement and it was agreed that it is imperative that staff are kept informed when decisions are a reality rather than when they are speculation. It has been agreed with NSS that key staff communications will have the same content and will be issued at the same time.

- **Additional workforce information updates**

- **Annex A – Composite SGAP**

It was noted that under appropriately trained two actions have been closed, with an additional action relating to resilience for all staff added. As with all actions, there is a short sprint cycle as discussed earlier in the year.

- **Annex B – sickness absence**

There were no concerns to highlight.

- **Annex B – Turnover**

The chart illustrated that turnover since April 2015 has continued to fluctuate, as expected.

- **Annex C – Workforce plan update**

No issues regarding delivery were highlighted.

Action:

- **Josephine White** agreed to provide a breakdown of staff (by A4C band) who have attended resilience training.

The Staff Governance Committee noted the contents of the report and agreed that this had prompted a productive discussion. The Chair highlighted the UK Financial Reporting Council reissuing of governance guidance in July 2018 and requested that the contents of this be noted.

It was explained that the revised Financial Reporting Council (FRC) Corporate Governance Code (July 18) <https://www.frc.org.uk/news/july-2018/a-uk-corporate-governance-code-that-is-fit-for-the> - places additional emphasis on organisational culture and engagement with stakeholders and staff as essential elements of Board effectiveness. Although this Code and guidance is primarily focused on a corporate context, these issues are directly relevant to the concerns of SGC in relation to the ongoing establishment of Public Health Scotland.

5. Partnership working (including Partnership Forum update)

The Staff Governance Committee noted the minutes of the Partnership Forum held on 26 April 2018.

Michael Craig confirmed that a proposal for staff side representation has been put forward to the Public Health Reform Programme Board. It has been difficult to get a handle on the health and social care board collaborative activity, but progress is being made.

**6. Workforce Policy
(paper 15/18)**

The Staff Governance Committee were asked to approve the following reviewed policies:-

- Support for Qualifications and Courses Policy
- Accessible Information Policy
- The Standards of Business Conduct Policy

The policies were approved on behalf of the Board. The following policies which were previously circulated via email were also approved on behalf of the Board:-

- Data Protection Policy
- Dealing with Employee Grievances Policy
- Flexible Working Policy
- Management of Employee Capability Policy
- Management of Employee Conduct Policy
- Recruitment and Selection Policy and Appendix 2 and 3
- Volunteer Policy

It was agreed that it would be useful to include in this paper a brief bulleted summary of what substantive changes had been made to the policies presented to the Committee in full, as is already the case with policies circulated electronically.

Action:

- **Josephine White** will contact Duncan Robertson and request that a brief bulleted summary of substantive changes be produced to accompany future policy approval requests.

**7. iMatter Report for noting
(paper 16/18)**

Josephine White presented the report which had previously been considered by the Partnership Forum in July. The Staff Governance Committee were asked to note the iMatter Board results and the organisational priority actions and approach which has been agreed by the Partnership Forum.

It was explained that development of the organisational action plan is being led by Michael Craig and Jim Carruth.

David Crichton noted this was a strong report which the organisation should be proud of. It was agreed that the response rate of 91% was a great example of staff engagement. However, it was acknowledged that the structure of the report does not always facilitate useful discussions. Michael Craig and Josephine White advised that they are looking into pulse surveys to expand on understanding of certain

points. It is also envisaged that there will be sharing of profile reporting with PHI in the future.

8. Once for Scotland Workforce Policies

The contents of the circulated letter were noted. It was agreed that the proposed timeline may be challenging. Further guidance from the Scottish Governance is expected regarding the review of PIN (Partnership Information Network) policies. Michael Craig expressed concern that the Once for Scotland policies could become less pioneering and may settle for a minimum standard.

Action:

- **Josephine White** to contact Susan Russell at SG and advise SGC if the current HR/Staff side Policy Process Workshops will no longer be required.

9. Any other business

Nil.

10. Items for the reporting to the next Board

It was agreed that the aforementioned one page report on concerns on staff involvement should be presented by Ali Jarvis at the next Board meeting on 28 September 2018 as part of the SGC update

11. Draft SGC Agenda – 19 October 2018

The draft agenda for the next meeting on the 19 October 2018 was agreed.

12. Date of next meeting:

19 October 2018 at 10.30 a.m. in Room 23, Gyle Square, Edinburgh.

Approved by: _____



(Chair)

Date: _____

19-10-18