

**STAFF GOVERNANCE COMMITTEE MEETING
HELD ON THURSDAY 23 FEBRUARY 2017
AT 10.30AM IN ROOM 5.2, MERIDIAN COURT, GLASGOW**

Present: Ms A Jarvis (Chair)
Ms R Dhir (until 12.15)
Ms J-C Judson (teleconference)
Ms K Donnelly
Ms I Hamilton (deputising for T King)

In Attendance: Mr D Crichton
Mr G McLaughlin
Ms C Denholm
Ms J White
Ms M Kerrigan (minute)

ACTION

1. Apologies:

Apologies were received from Michael Craig, Michele McCoy.

2 Declaration of Committee Members' Interests

No declaration of interests were declared.

3 Minute

The minute of the previous meeting held on 16 December 2016 was approved as an accurate record subject to the following amendments:

P2, item 5, second paragraph, line 1 should read The Staff Governance Committee and not the Partnership Forum.

P2, item 5, appendix 2, replace The "Partnership Forum" raised several points on what was expected from the evaluation with "The Staff Governance Committee" raised several points on what was expected from the evaluation.

ACTION

4 **Matters Arising – Action Note**

The action note will be updated.

5 Thematic discussion: **Well Informed (SGC Paper 1/17, 17a,17b)**

The Staff Governance Committee was asked to note the report on the Well Informed element of the Staff Governance Standard, the proposed focus for improvement in the 2017/18 Staff Governance Action Plan and to consider whether there are any additional areas on which the Committee requires assurance.

Ms Denholm, Director of Strategy (DoS) spoke to the paper.

Referring to Appendix 1, which is an update on progress made on improving staff communication, Ms Denholm highlighted pieces of work carried out this year:

- An internal communications timeline has been introduced;
- There had been good uptake by staff of corporate blogs (Director's Cut, Marketing Services and 60 second update);
- Corporate Cascade continues to provide monthly highlights from the main corporate meetings and links to wider information, and there has been very positive feedback;
- Weekly Public Affairs News was given a makeover.

It was indicated that resources are needed for 2017/18 to undertake technical work to the Source so that it can reflect the structural changes brought about by the Functional Realignment.

ACTION

Appendix 2 shows relevant measures from the staff survey and iMatter regarding the well-informed standard. The stats record significant improvements.

Appendix 3, Corporate Services Survey. This reflects positive feedback on a number of staff communication tools. The 42% of staff recognising the public affairs internal brief was highlighted as something to improve on.

In discussion the following points were made:

- The detail in the communications update was excellent;
- It was good to see a mix of communications methods used;
- It was good to see a clear improvement;
- There had been a significant shift in staff using technology to support agile working but there was still room for improvement, for example supporting staff to make optimum use of VC equipment
- The Public Affairs Update was excellent;
- Non-executive access to Source be further investigated.
- Ensuring that there was an effective plan and follow through for communicating with and involving staff regarding the forthcoming organisational changes was highlighted as a priority.

The Committee noted the report, the significant improvements within the Action Plan and the good work being carried out. It recorded its contentment that the Staff Governance Standard 'Well Informed' is being maintained.

6. **Workforce Planning Assumptions 2017-18
(SGC Paper 2/17)**

ACTION

The Staff Governance Committee was asked to endorse the Workforce Planning Assumptions (Financial and Policy) for 2017/18, noting that these will be included for final approval in the Delivery Plan submitted to the Board on the 24th March 2017.

Mr. Jim Carruth, Head of People & Improvement (HPI), spoke to the paper.

Each year the Workforce Planning Assumptions, which underpin the staff budget that is proposed to the Board within the annual Delivery Plan, are refreshed.

Mr Carruth explained the process, which looks at the challenges of staffing and finance and puts down a marker of intent in relation to the size of workforce we require and are able to fund to deliver the operational plan next year.

It was noted that the planning assumptions had been redrafted for 2017/18. Significant changes have taken place to organisational structures and workforce processes in the last year. It was felt that the implications of the future landscape for workforce planning could have been brought out more in the paper.

JC

The Committee was content to note the Workforce Planning Assumptions, which would be presented along with the staff budget and proposed workforce delivery commitments as part of the Delivery Plan to the Board in March. It was also noted that the separate Workforce Plan that requires to be submitted to the Scottish Government Workforce Directorate would be presented in draft to the Committee in May.

JW

7. **Personal Objective Setting and Corporate Objectives (SGC Paper 3/17)**

ACTION

The Committee was asked to note the findings of the recent personal objectives pilot and to endorse the Partnership Forum decision to not require staff to use the Corporate Objectives as the framework for setting their personal objectives for 2017/2018.

Mr Carruth spoke to the paper, which provided background information on the evaluation of a recent pilot to test out an approach to improving the line of sight between personal objectives and AFHS.

The review of this pilot showed some benefits to this approach, but not sufficient evidence to show that this was improving the 'line of sight' for staff between their own work and organisational goals.

The proposal was not to continue with this approach, but to ensure that the relevant and useful parts of the corporate objectives (for example the financial targets that required all staff to work to the same timelines for budget spend) were incorporated into different forms of guidance for staff and managers.

The Committee noted the findings and endorsed the decision of the Partnership Forum to not use Corporate Objectives for personal objective planning in 2017/18, on behalf of the Board.

8. **iMatter
(SGC Paper 4/17)**

Mr Carruth spoke to the paper which asked the Staff Governance Committee to discuss and note the approach taken to identify priority issues for the organisational and directorate iMatter results for 2016. They were also asked to endorse the decision on the annual timing for the running of iMatter in the future.

iMatter has now been signed off as the national measure of Staff Experience for NHS Scotland. It has been rolled out in phases to all directorates and will now be synchronised into one annual timeline for the whole organisation.

ACTION

The Committee discussed, noted and supported the approach, which will focus on internal variance between teams and directorates. It also endorsed the proposal on the annual timing of iMatter in the future.

9. **Review of Committee Effectiveness
(HGC Paper 5/17)**

The Committee was invited to review the 2015/16 effectiveness of the Committee using the 30 questions in Appendix 1 of the paper. They were asked to endorse the proposed responses to questions 1 – 27 and to discuss any further improvements required, particularly in relation to questions 28-30.

The DoS said that there was also an outstanding recommendation from the Health Governance Committee to use the same assurance framework as that Committee used to frame the papers brought to the Committee. The DoS agreed to send this framework to the Chair of the Committee for consideration.

CMD

It discussion it was felt:

- there should be a mechanism to ensure the appropriate accountability and governance work is carried out from the Board Chair's perspective as well as the Committee's;
- it was important to keep working to ensure that duplication between the Partnership Forum and the Staff Governance Committee is minimised;
- the Committee was satisfied that there was appropriate attendance and input from staff and the CEO was invited to not feel obliged to attend every meeting unless he chose to.

The Committee concluded that the Committee had been effective during 2016/17.

It was agreed to continue to schedule a members' only closed session at this time this year and at the same meeting as Review of Effectiveness was on the agenda.

		ACTION
10.	Terms of Reference	
	(SGC Paper 6/17)	
	The Staff Governance Committee was asked to review the Terms of Reference to ensure they are up to date and so that they can be made available to the Audit Committee and Board as part of year end processes.	
	The Committee was largely content with the Terms of Reference as stand. It was agreed to strengthen the statement on the role of the Committee with regards to its outward looking and change focus. Ms Jarvis will draft and circulate a proposed amendment.	AJ
11.	Staff Governance Committee Workcycle 2017-18	
	The workcycle was agreed.	
12.	Partnership Working (including Partnership Forum) update (verbal)	
	An update was given. No issues of concern were raised.	
13.	Workforce Updates	
	(SGC Paper 7/17)	
	Staff Governance Committee was asked to note this paper which highlights key points and risks from the following routine reports which are attached as Appendices.	
	<ol style="list-style-type: none"> 1. Workforce Risks 2. Workforce Statistics 3. Workforce Plan Q3 update 4. Workforce Policy 	
	Under the two workforce risks highlighted (Web & Digital team and Functional Realignment), it was noted these risks are not considered to be ongoing into 2017/18 and should be regarded by the Committee as closed.	
	The Committee noted the paper.	

ACTION

14 Partnership Forum Minutes:

The following minutes were noted.

- 11 October 2016
- 1 December 2016

15. Any other business

There were no items to discuss.

16. Date of next meeting: 22 March 2017 (Joint SGC/PF),
Teacher Building, Glasgow.