

NHSGGC SGC(M)18/01
Minutes: 1- 18

NOT YET ENDORSED AS A CORRECT RECORD

NHS GREATER GLASGOW AND CLYDE

**Minutes of a Meeting of the
NHS Greater Glasgow and Clyde
Staff Governance Committee
held in the Boardroom, JB Russell House,
Gartnavel Royal Hospital, Great Western Road, Glasgow,
on Tuesday 6 February 2018**

PRESENT

Ms M Brown (in the Chair)

Mrs D McErlean (Co-Chair) Mrs T McAuley
Councillor S Mechan Mrs R Sweeney

IN ATTENDANCE

Mr J Best	Interim Chief Officer, Acute Services
Mrs S Canavan	Head of People and Change, Glasgow City HSCP
Mr G Capstick	Area Partnership Forum Staff Side Secretary
Ms F Carmichael	Co-Chair, Acute Staff Partnership Forum
Mrs L Delgado	Area Partnership Forum Staff Side Secretary
Ms J Erdman	Head of Equality and Human Rights
Mrs J Grant	Chief Executive
Mr B Greene	Head of People & Change, Renfrewshire HSCP (Item 3.1)
Mrs G Hardie	HR Administrator
Mrs B Howat	Head of People & Change, Corporate Services (Item 3.2)
Mrs D Hudson	Staff Governance Lead/iMatter Ops Lead
Mrs L Lauder	Head of People & Change, Organisational Effectiveness
Ms L Long	Chief Officer, Inverclyde Health & Social Care Partnership (Item 3.1)
Ms E Maconachie	Audit Scotland (Observer)
Mrs A MacPherson	Director of Human Resources and Organisational Development
Ms M McCarthy	Co-Chair, HSCP Staff Partnership Forum
Ms D McCrone	Co-Chair, Inverclyde HSCP Joint Staff Partnership Forum
Mrs J McQueen	Head of Organisational Development, Corporate Services (Item 13)
Mr J Pender	Workforce Planning and Analytics Manager (Item 7)
Ms H Watson	Head of Strategy & Support Services, Inverclyde HSCP (Item 3.1)
Mr D White	Co-Chair, Inverclyde HSCP Joint Staff Partnership Forum (Item 3.1)
Ms L Yule	Audit Scotland (Observer)

1. WELCOME AND APOLOGIES

ACTION BY

The Chair opened the meeting by welcoming Ms Louise Long, Chief Officer, Inverclyde Health and Social Care Partnership, who was in attendance to provide an update on the application of the Staff Governance Standard in the HSCP. Ms Long was supported by Mr Brian Greene, Head of People and Change, Ms Helen Watson, Head of Strategy and Support Services, and Ms Diana McCrone and Mr Drew White, Co-Chairs of the Inverclyde HSCP Joint Staff Partnership Forum.

Mrs Bridget Howat, Head of People and Change, Corporate Services, was in

attendance to support the Human Resources and Organisational Development presentation on the application of the Staff Governance Standard in the Directorate. Jonathan Pender and Juli McQueen were present to speak to specific agenda items and Louisa Yule and Liz Maconachie from Audit Scotland were in attendance as observers.

Apologies for absence were intimated on behalf of Dr Jennifer Armstrong, Mr John Brown, Councillor Jim Clocherty, Mrs Jeanette Donnelly, Ms Sarah Leslie, Councillor Jonathan McColl, and Mr Andrew McCready.

NOTED

2. DECLARATIONS OF INTEREST

No declarations of interest were raised in relation to any of the agenda items to be discussed.

NOTED

3. PRESENTATIONS – Local Compliance with Staff Governance Standard

3.1 Presentation by Inverclyde Health & Social Care Partnership

The Staff Governance Committee received copies of the Inverclyde Health and Social Care Partnership (HSCP) Staff Governance Action Plan.

Ms Louise Long, Chief Officer, Inverclyde HSCP, gave a presentation which set out the Staff Governance Infrastructure and provided details of absence, KSF and iMatter metrics. Ms Long then outlined the achievements and challenges highlighted in the Inverclyde Staff Governance Action Plan.

Two case studies were provided. The first of these outlined the Inverclyde HSCP People Plan which included Council and NHS HSCP staff, unpaid carers and volunteers and third sector staff. The second case study outlined the successful development and implementation of the Medication Policy.

After some discussion the Chair thanked Ms Long and her colleagues for providing the Committee with a focused and informative presentation and commended the HSCP on its work on improving attendance and culture.

3.2 Presentation by Human Resources & Organisational Development

A copy of the Human Resources and Organisational Development Directorate Action Plan had been circulated to the Committee in advance.

Mrs Anne MacPherson, Director of Human Resources and Organisational Development, supported by Bridget Howat, Head of People and Change, Corporate Services, presented to the Committee. Mrs MacPherson explained the Staff Governance structure and the current attendance, KSF and iMatter metrics. The presentation also provided details of achievements and challenges within the Human Resources and Organisational Development Directorate.

The Human Resources and Organisational Development case study focused on ‘Our HR House’ which sets out the vision for the Human Resources and Organisational Development Directorate and has been developed by staff within the Directorate.

Ms Brown thanked Mrs MacPherson and Mrs Howat for a succinct and informative presentation and highlighted the level of performance against targets achieved within the HR & OD Directorate. The work on culture within the Directorate under the Our HR House banner was also commended.

NOTED

4. MINUTES

The Minutes of the Staff Governance Committee meeting held on Tuesday 7 November 2017 NHS GC SGC(M)17/04 were accepted as a correct record.

NOTED

5. ROLLING ACTION LIST

The Employee Director had circulated the Rolling Action List (Paper 18/01).

Mrs McErlean provided a brief update on the items on the list which were not on the current Agenda and highlighted those items which had been actioned and were now marked as completed.

NOTED

6. MATTERS ARISING FROM THE MINUTES

6.1 Fire Safety Training Update

The Interim Chief Officer for Acute Services had circulated a paper which provided an update on General Awareness Fire Safety and Fire Evacuation training (Paper 18/02).

The paper provided an update on the completion of General Awareness Fire Safety Training at 22 January 2018. The data showed that Acute had achieved 71.55%, Partnerships 65.15% and Corporate 63.75%, with an overall Board compliance rate of 68.47%. A range of measures have been put in place to achieve 90%+ completion by 31 March 2018.

Staff who require to undertake Fire Evacuation Training have been identified and the overall number of staff is estimated at 17,800. Of this figure, 8,113 staff (46%) have already undertaken training. Completion of this training will continue to be prioritised in 2018.

The Committee noted the improvement in General Fire Safety Awareness training compliance and recording methods. Further detail was requested on the exact number of staff requiring Evacuation Training and numbers trained by area, along with a timescale for completion.

J Best

NOTED

6.2 Remuneration Committee - Governance

The Director of Human Resources and Organisational Development had circulated a paper on Remuneration Committee Governance (Paper 18/03).

Mrs MacPherson advised that at a previous meeting a query had been raised regarding the role of the Staff Governance Committee in overseeing Remuneration Committee decisions. The Remuneration Committee Governance paper referred to the Staff Governance Standard Paragraph 5.5, which set out the role and responsibilities of the Remuneration Committee in providing assurance through the Staff Governance Committee.

The Committee noted the current governance arrangements in place for the Remuneration Committee and agreed with the proposal that the Employee Director would provide the Staff Governance Committee with a summary of the key issues discussed and decisions made at Remuneration Committee meetings.

D McErlean

AGREED

6.3 Dignity at Work Survey

The Head of People and Change, Organisational Effectiveness, provided a verbal update on the Dignity at Work survey which had been undertaken across all NHS Boards from 6 to 27 November 2017.

The survey complements the iMatter questionnaire and addresses questions relating to dignity and respect, whistleblowing, and bullying and harassment. NHS Greater Glasgow and Clyde had achieved a response rate of 33%. The survey report would be available mid February 2018 along with a full iMatter Report for 2017.

A report on the survey with analysis and an action plan would be presented to the Staff Governance Committee on 1 May 2018.

L Lauder

NOTED

7. WORKFORCE STATISTICS

The Head of People and Change, Organisational Effectiveness, had circulated Paper 18/04 which provided Workforce Statistics for the quarter ending December 2017.

Mr Jonathan Pender, Workforce Planning and Analytics Manager, spoke briefly on the workforce dataset, HR Activity and workforce equality data and highlighted points of interest.

Ms Carmichael requested that in future disciplinary information should be broken down by conduct or absence. Mr Pender confirmed that this data would be included in the next report to the Area Partnership Forum, and Staff Governance Committee.

L Lauder

Discussion took place on other aspects of the report and it was agreed that the next report should include:

- Further detail on the Corporate Services disciplinary and grievance figure in Appendix 4 which seemed high compared to other areas
- Information on the current position with respect to the Executive and Senior Manager cohort – gender and pay gap breakdown.
- An update on the Recruitment shared services project and some of the risks attached.

L Lauder

A MacPherson

A MacPherson

NOTED

9. AREA PARTNERSHIP FORUM REPORT

The Employee Director had circulated a report comprising the Area Partnership Forum Report and minutes of the meetings of the Forum held on 28 June 2017, 16 August 2017, 25 October 2017 and 22 November 2017 (Paper 18/05).

Mrs McErlean updated on recent issues discussed by the Area Partnership Forum including the Transformational Agenda, the Local Delivery Plan/Financial Plan, and Regional Planning and Policy Development. It was noted that the Mediation Framework had now been approved and training sessions would be delivered in March and April of this year. In addition, an Area Partnership Forum development session had taken place on 31 January 2018 to explore how the APF can best support delivery of the Board's objectives.

The Forum is also involved in a large and varied range of workstreams including implementation of eESS, Everyone Matters: 2020 Workforce Vision, Workforce planning, the Staff Health Strategy, eKSF/Turas, and development of the Workforce Statistics Report.

NOTED

10. STAFF GOVERNANCE WORKPLAN

The Director of Human Resources and Organisational Development had circulated the Staff Governance Workplan 2017/18 (Paper 18/06). The Workplan had been updated and at this meeting would focus on the 'Continuously Improving and Safe Working Environment' strand.

Mrs MacPherson provided an update on each of the areas within the Continuously Improving and Safe Working Environment section of the Workplan. It was noted that an update on the results of the Healthy Working Lives Survey would be available to the May 2018 Staff Governance Committee.

A MacPherson

A copy of the Health and Safety Action Plan, which was developed as a result of the visit of the Health and Safety Executive in May 2017, was provided for information. Constructive discussions continue with the Health and Safety Executive and updates would be reported through the Health and Safety Forum. The Head of Health and Safety would provide an update to the Staff Governance Committee as part of his regular report at the meeting on 1 May 2018.

K Fleming

NOTED

11. ORGANISATIONAL CULTURE UPDATE

The Director of Human Resources and Organisational Development had provided the Short Life Working Group Position Paper on Cultures and Behaviours in relation to medical staff (Paper 18/07).

It was reported that this work formed part of the overall culture review and was supported by the Medical Staff Forum, with the aim of promoting team working, improving communication, and creating a deeper understanding of the impact of behaviours in the context of organisational culture. Mrs MacPherson advised that the

actions outlined in the paper would be taken forward during 2018.

Mrs MacPherson confirmed that the medical staff process would fit with the overarching organisational culture framework and confirmed that concerns raised by junior doctors had been taken into account as well as intelligence available from disciplinary, grievance or dignity at work cases.

Organisational culture updates would be provided at future meetings.

A MacPherson

NOTED

12. RELEASE POTENTIAL UPDATE

The Head of Equality and Human Rights had circulated a paper providing an update on the NHSGGC Staff Forums (Paper 18/08).

Ms Erdman updated on the last meeting of the Staff Disability Forum in December 2017 and outlined the range of issues discussed. It was noted that disability disclosure rates within NHSGGC were consistently below 1%. Currently this data was collected at point of entry to the organisation and there is currently no opportunity to request this information from existing employees. This will change when the Electronic Employee Support System (eESS) is fully implemented. An event is being arranged to take place in the spring of 2018 which aims to raise employee confidence about disclosing disability and to communicate the support available to employees with a disability.

The LGBT Forum met in December 2017 and held an open lunchtime meeting in January 2018 to encourage other staff to join the Fora. Consideration is currently being given to a rainbow lanyard campaign and NHSGGC will shortly be meeting with Stonewall to discuss areas for improvement.

In relation to progress with establishing the Black and Minority Ethnic Forum, it was noted that focus groups were being held during February 2018 to obtain the views of BME staff on how they wish to engage and have their voices heard.

The Chair was pleased to note the range of activity underway and looked forward to receiving further updates on progress across all areas.

J Erdman

NOTED

13. SUCCESSION, CAREER AND DEVELOPMENT PLANNING FRAMEWORK

The Head of Organisational Development for Corporate Services had circulated Paper 18/09 on Succession, Career and Development Planning Framework.

Mrs MacPherson advised that the work on the succession, career and development planning framework was part of the work being led by the OD Strategic Forum. Mrs McQueen provided a brief presentation highlighting key aspects of the paper including the key drivers for the organisation and the employee, activities and outcomes to date, two areas of focus - career and development planning framework and guidance for managers, a mock up of the HR Connect page, and plans for engagement and implementation.

Members were impressed with the work which had been undertaken and the proposed way forward and approved the Framework.

AGREED

14. DUTY OF CANDOUR UPDATE

The Head of People and Change, Organisational Effectiveness, had circulated a paper on Duty of Candour (Paper 18/10).

The Committee were asked to note the draft NHS Greater Glasgow and Clyde policy which outlined the procedures and processes in place to support the Board and its staff to meet the legal obligations known as Duty of Candour which come into effect on 1 April 2018. Particular attention was drawn to Section 5, phase 4 which focuses on the support required by staff involved in Duty of Candour events and Section 7 which described the training and awareness available to support staff.

Members were asked to submit any comments on the policy to the Head of Clinical Governance by 9 February 2018.

NOTED

15. STATUTORY AND MANDATORY TRAINING UPDATE

The Head of People and Change, Organisational Effectiveness, had circulated Paper 18/11 which provided an update on the implementation of the Statutory and Mandatory training review within NHS Greater Glasgow and Clyde.

The recommendations of the Statutory and Mandatory Training Review Group were approved in June 2017. These included streamlining the number of training modules from 12 to 8, improving the online delivery of modules and a refresh of the NHSGGC Induction portal. A new performance monitoring system is now available through MicroStrategy and this will make it much easier for managers and services to track progress and take action on areas which are failing to meet training requirements.

It was noted that a full report on Statutory and Mandatory training compliance will be prepared for the May 2018 Staff Governance Committee

L Lauder

NOTED

16. STAFF GOVERNANCE MONITORING FRAMEWORK 2017-18

The Head of People and Change, Organisational Effectiveness, had circulated Paper 18/12 which was the annual request from the Scottish Government Health Directorate for submission of the Staff Governance Standard Monitoring Framework for 2017-18.

Mrs Lauder would lead the completion of the national template for NHS Greater Glasgow and Clyde and bring a draft for approval to the Staff Governance Committee on 1 May 2018. The final template would be signed by the Chief Executive and SGC Co-Chairs and submitted to SGHD by the deadline of 31 May 2018.

NOTED

17. ORGANISATIONAL DEVELOPMENT STRATEGIC FORUM MINUTES

A paper from the Director of Human Resources and Organisational Development (Paper 18/13), enclosing the Organisational Development Strategic Forum minutes of

22 September 2018, had been circulated for information.

NOTED

18. DATE & TIME OF NEXT MEETING

The next meeting of the Staff Governance Committee would be on Tuesday 1 May 2018 at 1.30 pm in the Boardroom, JB Russell House, Gartnavel Royal Hospital.

The meeting ended at 5.00 pm.