

NHSGGC SGC(M)18/04
Minutes: 52 - 68

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 November 2018**

PRESENT

Ms M Brown (in the Chair)

Mrs D McErlean (Co-Chair) Mrs J Donnelly
Mrs R Sweeney Mr A Cowan (deputy co-chair)
Councillor S Mechan

IN ATTENDANCE

Mr G Archibald	Chief Officer, Acute Services
Ms S Canavan	Head of People & Change – Glasgow City HSCP
Ms F Carmichael	Co-chair Acute Partnership Forum
Mr G Capstick	Area Partnership Forum Staff Side Secretary
Mrs L Delgado	Area Partnership Forum Staff Side Secretary
Mr K Fleming	Head of Health and Safety
Mrs D Hudson	Staff Governance Co-ordinator/iMatter Op Lead
Ms MA Kane	Associate Director – Estates and Facilities (Item 57.2)
Mrs L Lauder	Head of People & Change, Organisational Effectiveness
Mrs S Leslie	Deputy Director of Human Resources and Organisational Development
Mrs M Macdonald	Learning & Education Manager (Item 60)
Mrs A MacPherson	Director of Human Resources and Organisational Development
Mr A McCready	Staff Side Co-chair – Non City HSCP Staff Partnership Forum
Mr J Pender	Workforce Planning and Analytics Manager (Item 62)
Ms E Vanhegan	Head of Corporate Governance and Admin (Items 58 & 59)
Mr D Williams	Chief Officer – Glasgow City HSCP

52. WELCOME AND APOLOGIES

ACTION BY

The Chair opened the meeting by welcoming Mr David Williams, Chief Officer – Glasgow City HSCP, and Mrs Sybil Canavan, Head of People & Change – Glasgow City HSCP, who were in attendance to provide an update on the application of the Staff Governance Standard in Glasgow City HSCP. Mr Grant Archibald, Chief Officer – Acute Services, and Mrs Sarah Leslie, Deputy Director of Human Resources and Organisational Development, were also present to provide the Committee with a presentation on the application of the Staff Governance Standard within Acute Services.

Mr Jonathan Pender, Mrs Moira Macdonald, Ms MaryAnne Kane, Mr Kenneth Fleming, and Ms Elaine Vanhegan were present to speak to specific agenda items.

Apologies for absence were intimated on behalf of Mrs Jane Grant Ms Beth Culshaw and Mr Grant Archibald for the main part of the meeting.

Ms Morag Brown informed the Committee that Mr Alan Cowan, currently deputy co-

chair of the Committee, would be taking on the role of co-chair from April 2019.

NOTED

53. DECLARATIONS OF INTEREST

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

NOTED

54. PRESENTATIONS – Local Compliance with Staff Governance Standard

54.1 Presentation by Glasgow City HSCP

The Staff Governance Committee received copies of the Glasgow City HSCP Action Plan.

Mr David Williams, Chief Officer – Glasgow City HSCP, supported by Mrs Sybil Canavan, Head of People & Change – Glasgow City HSCP, gave a presentation which described the Staff Governance structures and provided an update on key metrics including sickness absence, KSF and iMatter within Glasgow City HSCP.

It was noted that Learning & Education Plans had already been developed in Adult Services and Children & Families and that further plans are in development for other hosted services, including Health Visiting.

Mr Williams outlined the achievements, challenges and priorities highlighted in the Glasgow City HSCP Staff Governance Action Plan. It was noted that there is a clear commitment to working in partnership in the HSCP, although embedding partnership and staff side engaged processes consistently at all levels of the HSCP was proving to be challenging.

The case study provided described the recent Review of Occupational Therapy Services. Mr Williams explained that this review allowed for the creation of a single vision for Occupational Therapy across the HSCP, and the development of core competencies for all Occupational Therapists. The strong focus throughout this review was on engagement and communications.

Following discussion, the Chair thanked Mr Williams and Mrs Canavan for providing the Committee with an informative presentation, was pleased to note the OT review, and commended the work going forward as part of that review.

Mr Cowan noted the data shown in relation to the Staff Governance performance metrics in the Glasgow City HSCP action plan and reflected on whether it would be helpful to add trajectories and benchmarks for each of the measures so that progress or lack of progress could be identified. It was agreed that this would be discussed and the format be reviewed and updated for February 2019.

**Mrs A
MacPherson**

Concerns were raised in relation to the disclosure rates of staff declaring a disability, which remain low across all areas of NHS GGC. The Chair confirmed that work was

underway to improve this position and that a report will be brought to the next meeting of the committee.

Mrs J Erdman

NOTED

54.2 Presentation by Acute Services

A copy of the Acute Services Action Plan had been circulated to the Committee in advance.

Mr Grant Archibald, Chief Officer – Acute Services, supported by Mrs Sarah Leslie, Deputy Director of Human Resources and Organisational Development, presented to the Committee. Mr Archibald updated on the Staff Governance structures, highlighting the importance of the partnership arrangements in place across Acute Services in assuring robust and consistent engagement with staff at all levels. The sickness absence, KSF, iMatter, staff induction metrics and compliance with the Statutory and Mandatory training targets were also covered within the presentation.

The presentation updated on achievements and challenges within Acute Services. One major challenge is to improve participation in iMatter, which was noted as an issue across all services of NHSGCC.

The Acute Services case study highlighted the engagement and involvement of staff in transitioning inpatient paediatric services from Ward 15, Royal Alexandra Hospital to the Royal Hospital for Children, following a Cabinet Secretary decision in January 2018.

Mrs McErlean thanked Mr Archibald and Mrs Leslie on the presentation, highlighting the positive partnership work underway and the person centred approach to Staff Governance; however she highlighted the low completion of staff induction (36%) and sought reassurance of action to address this area.

Following a query from Mrs Donnelly in relation to investigating Bullying and Harassment cases, and how under-reporting could be identified, Mr Archibald confirmed that in future all Staff Governance metrics for Acute services would be reviewed together to facilitate a full picture of staff engagement and culture. This will enable identification of cultural and behavioural issues in particular services.

Mr G Archibald

The Chair again thanked Mr Archibald and Mrs Leslie for providing a helpful presentation. The Committee recognised the partnership work underway, and commended the work undertaken within Ward 15, however recognised that work is still required in relation to Statutory and Mandatory training and Bullying and Harassment.

NOTED

55. MINUTES

The Minutes of the Staff Governance Committee meeting held on Tuesday 1 May 2018 NHSGC SGC(M)18/02, and Tuesday 7 August NHSGC SGC(M)18/03 were

approved.

NOTED

56. ROLLING ACTION LIST

The Employee Director had circulated the Rolling Action List (Paper 18/41).

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

NOTED

57. MATTERS ARISING FROM THE MINUTES

57.1 Organisational Culture

The Director of Human Resources and Organisational Development had circulated a paper outlining the progress made on developing the Boards approach to culture (Paper 18/42).

Mrs MacPherson summarised the paper and recommendations in the framework developed to date. The components within a 'Better Place to Work' were identified as being critical to the development of a healthy organisational culture in NHSGGC.

Despite much engagement led by OD colleagues, a range of staff groups and the Corporate Management Team in order to agree the framework and how this can practically and operationally be taken forward, it has been challenging to finalise the way forward.

Board members discussed the paper and framework at length and expressed concern at the pace of progress being made with this issue which has been recognised as an important area for NHSGGC to address. In particular, Board members would like to see a description of the culture NHSGGC is aspiring to develop. Board members also recognised that defining the culture was also a responsibility of Board members along with the Corporate Management Team.

It was agreed that available performance data e.g., iMatter scores, KSF PDP compliance and attendance management figures, provided evidence that the culture in some areas of NHSGGC needed to develop and improve. These need to be investigated and understood, to help determine the direction needed.

Ms Brown proposed that this needed further discussion, perhaps through a Board Seminar, to agree the way forward. Mrs MacPherson also proposed that a further discussion would be helpful.

NOTED

57.2 Fire Safety Policy

**Ms M Brown /
Mrs A
MacPherson**

The Associate Director – Estates and Facilities, had circulated a paper providing an update on General Awareness Fire Safety and Fire Evacuation training; and a copy of the Board’s Annual Fire Safety Report for 2017/18 (Paper 18/43).

Ms Kane covered the main points raised within the Report in relation to the training undertaken to date, highlighting the progress made during 2017/18.

The revised Fire Safety Policy was yet to be ratified at the Corporate Management Team, however it will recommend a change in the approach to and frequency of fire safety training and introduce a Train the Trainer approach to evacuation training.

Mrs Sweeney expressed concern that, whilst figures were encouraging, the target of 90% had not yet been achieved, and sought reassurance as to the work underway to meet this target. It was recognised that local areas needed to take responsibility for the compliance and participation within their own areas. Comprehensive information is now provided to services, by Workforce Analytics, to support this approach which includes lists of those employees who have not completed their statutory training.

Following a detailed discussion, the Chair recognised the progress made, but asked for a further update at the next Committee meeting.

Ms MA Kane

NOTED

57.3 Staff Governance Monitoring Framework – Scottish Government Feedback

The Head of People & Change – Organisational Effectiveness had circulated a paper which provided the Committee with the NHSGGC response to the NHS Scotland Staff Governance Standard Monitoring Framework 2017/18 feedback letter (Paper 18/44).

Scottish Government had recognised several positive aspects of NHSGGC’s initial submission, but had requested further information/clarification on key areas including iMatter action planning rates; continuous improvement processes; the Health and Sport Committee report; NHSGGC culture; Whistleblowing; Health & Wellbeing; and Healthy Working Lives.

The Committee were asked to note this response, which was submitted to the Scottish Government on 30th October 2018.

NOTED

58. WHISTLEBLOWING MONITORING REPORT AND UPDATE

The Board Complaints Manager had circulated a paper which presented information on the Whistleblowing cases considered in the first six months of 2018/19 (Paper 18/45). The Head of Board Administration and Corporate Governance presented the paper.

Ms Vanhegan presented key aspects of the paper, including, the draft National Whistleblowing Standards, expected to be issued for consultation to all Health Boards shortly; the appointment of a National Whistleblowing Officer in 2019; and, an update

on the number of Whistleblowing cases raised between April and September 2018 in NHSGGC.

Ms Brown presented the information outlined within Appendix 4, identifying that there had been an increase in cases during this period, perhaps indicating increased awareness of the Whistleblowing policy and greater confidence and willingness to raise concerns.

Ms Brown expressed thanks to all who had supported the whistleblowing process, and to those who had raised concerns and given evidence. It was noted that the NHSGGC policy and procedure would be refreshed on receipt of the National Whistleblowing Standards.

NOTED

59. REMUNERATION COMMITTEE REMIT

The Head of Board Administration and Corporate Governance had circulated a paper on the revised remit of the Remuneration Committee (Paper 18/46).

Ms Vanhegan highlighted the three changes made to the remit, namely:

- Ensuring implementation and maintenance of the electronic performance management system TURAS Appraisal for the Executive and Senior Manager cohorts;
- Ms Vanhegan's job title change; and
- A change to the way feedback from the Remuneration Committee is provided to the Staff Governance Committee.

APPROVED

60. STAFF GOVERNANCE WORKPLAN: APPROPRIATELY TRAINED & DEVELOPED

The Director of Human Resources and Organisational Development had circulated the Staff Governance Workplan 2018/19 (Paper 18/47). The update focuses on the Appropriately Trained and Developed strand of the Staff Governance Standard.

The Director of Human Resources & Organisational Development provided a general overview and then handed over to Mrs Moira MacDonald, Learning & Education Manager. Mrs MacDonald provided an update on Turas implementation and the continued support available to staff and managers.

Additionally, whilst Statutory & Mandatory training would be discussed in detail within Paper 18/50, Mrs MacDonald added that the Learning & Education team were supporting staff to 'self-serve' on the e-learning system and working with subject experts to increase the awareness of topics.

Mrs MacPherson added that the boardwide Learning & Development Plan had been approved and was now available on HR Connect. Further work was underway with Mr William Edwards, Director - eHealth, to ensure that Learning and Education priorities and plans reflect the changing digital environment and the NHSGGC Digital Strategy.

The Committee thanked Mrs MacDonald and Mrs MacPherson for the detailed overview and requested the Learning & Development Plan be circulated to members.

Mrs L Lauder

NOTED

61. STAFF GOVERNANCE COMMITTEE ANNUAL REPORT TO NHS BOARD

The Head of People and Change, Organisational Effectiveness, had circulated Paper 18/48 which provided the draft Staff Governance Annual Report to the Board.

Mrs MacPherson advised that this draft report had been developed by the Co-chairs and the Head of People and Change, Organisational Effectiveness. The report represented activity for 2017/18. Committee members were asked to provide any comments or further changes.

The following changes were requested by Committee members:

- Removal of Ms T McAuley within the membership (Appendix 1)
- Paragraph 2.2 – consider outlining that the Service Presentations facilitate scrutiny as well as assurance
- In relation to Dignity at Work outcomes, more attention should be focussed on the 35% of staff who did not feel it was safe to speak up and action taken to address these concerns.
- Princes Trust and Project Search had been highlighted in previous Annual Reports and fresh examples should be provided.
- Within Future Priorities, the culture framework should be added

Mrs L Lauder /
Mrs D Hudson

The Committee thanked the Organisational Effectiveness team for their work and were content to approve the Report, subject to the above changes.

APPROVED

62. WORKFORCE STATISTICS

The Head of People and Change, Organisational Effectiveness, had circulated Paper 18/49 which provided Workforce Statistics for the quarter ending September 2018.

Mr Jonathan Pender, Workforce Planning and Analytics Manager, spoke to the workforce dataset, HR Activity, and workforce equality information and highlighted points of interest. Mr Pender highlighted changes to the paper, which include incorporating data relating to suspensions and time to conclude cases within the main paper, which had previously been provided within appendices.

The Committee were asked to note the information provided on NHSGGC recruitment timelines which would now be a standing item within the Workforce Statistics paper.

Following a query in relation to the suspension data, Mrs MacPherson assured the Committee that she regularly reviewed cases of suspensions over 8 weeks or more, to determine issues and action required, and, if necessary, in discussion with the Chief Executive.

Mrs MacPherson agreed to review the recruitment timeline with the recruitment team, as the target set for this is 12 weeks, however current data shows an average of 16 weeks. Therefore action would be considered to reduce this.

Mrs A
MacPherson

NOTED

63. STATUTORY AND MANDATORY TRAINING REPORT

The Head of People and Change, Organisational Effectiveness, had circulated a paper on Statutory and Mandatory Training (Paper 18/50).

The paper provided overall Board compliance for each of the nine Statutory and Mandatory topics, and a breakdown by Directorate/HSCP. It was noted that whilst progress had been made, compliance still fell short of the 90% target in all modules, including Fire Safety, however work continued to drive up compliance.

Mrs Lauder highlighted the additional work underway in respect of role specific training and microstrategy updates.

The Committee acknowledged the work undertaken to date to improve compliance, however requested a further report at the next Committee meeting.

Mrs L Lauder

Mrs McErlean expressed concern in relation to the compliance within Acute Directors, and asked that this be highlighted at the Corporate Management Team as a priority.

Mrs A
MacPherson /
Mrs D McErlean

NOTED

64. TURAS APPRAISAL UPDATE

The Head of People and Change, Organisational Effectiveness, circulated an update in relation to Turas implementation in NHSGGC (Paper 18/51).

Mrs Lauder advised that performance had dropped during the 2 months following implementation as NHS Scotland staff were unable to access the system to enter PDP data. This was in line with the experience of all NHS Scotland boards, and work was underway in NHSGGC to return to the 80%+ performance which had been achieved at the end of December 2017.

The Chair thanked Mrs Lauder for the report.

NOTED

65. AREA PARTNERSHIP FORUM REPORT

The Employee Director had circulated the Area Partnership Forum Report and minutes of the meetings of the Forum held on 23rd May 2018, 20th June 2018 and 22nd August 2018 (Paper 18/52).

Mrs McErlean updated on recent matters discussed by the Area Partnership Forum including the Financial Improvement programme, Moving Forward Together, the

Mental Health Strategy, Pay Protection, Child Poverty Strategy, Culture Development and the flu campaign. In order to support this year's flu campaign, a dedicated flu clinic was available to the Joint Organisation Committee (JOC) at their regular meeting.

Following a discussion in relation to the improving, but still slow, flu vaccine uptake, the Chair requested a paper for the next meeting setting out details of the flu vaccine campaign.

**Mrs A
MacPherson**

The Chair thanked Mrs McErlean for her update.

NOTED

66. HEALTH AND SAFETY REPORT

The Head of Health and Safety had circulated a paper relating to an update on the Health and Safety Executive Implementation Plan (Paper 18/53).

Mr Fleming highlighted the issues to be considered, including an update on the previously issued improvement notices; manual handling training; management of sharps and, in particular, medical staff compliance with skin health and sharps training.

The Committee was concerned about the level of sharps training compliance, particularly amongst nursing and medical staff and it was agreed to seek the input of the Board Nurse Director and Medical Director in rapidly improving compliance by December 2018, and establishing systems to ensure compliance going forward.

Mr K Fleming

The matter would also be highlighted to the Chief Executive and wider Board, to raise awareness of this continuing concern.

It was agreed that a further update would be provided at the next meeting.

Mr K Fleming

The Chair thanked Mr Fleming for the comprehensive report.

NOTED

67. RISK REGISTER

The Director of Human Resources and Organisational Development, had circulated Paper 18/54, which provided an extract from the Corporate Risk Register related to risks coming under the remit of the Staff Governance Committee.

Mrs MacPherson highlighted the principal risks set out in the Corporate Risk Register. Discussion centred on additional risks that the Committee members noted were not recorded, and concern that Staff Governance Committee members must be assured that all appropriate workforce risks are highlighted if they are to discharge their responsibilities fully. Mrs MacPherson assured the Committee members that other risks were identified covering workforce and it was only the high risks that were presented to the Staff Governance Committee. It was agreed that Mrs Rona Sweeney,

Mrs Sarah Leslie, Mr Graham Capstick and Mrs Anne MacPherson would meet to discuss this further and bring recommendations back to the Committees.

A further update would be provided at the next Committee meeting.

**Mrs A
MacPherson**

NOTED

68. STAFF HEALTH STRATEGY UPDATE

The Director of Human Resources and Organisational Development had circulated a paper providing an update on the achievements of the first year of the staff health strategy (Paper 18/55).

Mrs MacPherson highlighted the principal elements within the paper, outlining the 5 priority areas and activities underway within each section.

The Chair thanked Mrs MacPherson for her report, commending the work to date within the Strategy, and sought a further report at the next Committee meeting setting out year 2 activities and priorities.

**Mrs A
MacPherson**

NOTED

69. MEETING/PRESENTATION SCHEDULE 2019

The Head of People and Change, Organisational Effectiveness, had circulated Paper 18/56 which outlined the meeting and presentation schedule for 2019.

The meeting schedule was agreed, recognising that the August meeting is still to be rescheduled and this would be picked up with Board Administration.

Mrs E Vanhegan

NOTED

70. NHSGGC WORKFORCE PLAN

The Head of People and Change, Organisational Effectiveness, had circulated Paper 18/57, the NHSGGC Workforce Plan 2018/19.

This plan was developed in line with the guidance set out in the Scottish Government CEL 32/10 and the local NHSGGC development processes.

The final version of the Plan was published on the NHSGGC website in September and was noted by the Committee.

NOTED

71. HEALTH AND SPORT COMMITTEE REPORT: THE GOVERNANCE OF THE NHS IN SCOTLAND

Mrs Brown, Co-chair had circulated Paper 18/58, the Health and Sport Committee Report, on the Governance of the NHS in Scotland.

Mrs Brown asked the Committee to take note of the points set out in the report.

NOTED

72. DATE & TIME OF NEXT MEETING

The next meeting of the Staff Governance Committee would be on Tuesday 5 February 2019 at 2pm in the Boardroom, JB Russell House, Gartnavel Royal Hospital.

The meeting ended at 5pm.