

Minute

NHS Tayside

STAFF GOVERNANCE COMMITTEE

Minute of the above meeting held at 2:00pm on **Tuesday 27 September 2016** in the Board Room, Kings Cross, Hospital.

Present

Professor John Connell, Chairman, Tayside NHS Board
 Mr George Doherty, Director of Human Resources & Organisational Development, NHS Tayside
 Mrs Judith Golden, Employee Director, Tayside NHS Board
 Mr Munwar Hussain, Non Executive Member, Tayside NHS Board
 Mr Raymond Marshall, Staff Side Representative, NHS Tayside
 Mrs Alison Rogers, Non Executive Member, Tayside NHS Board
 Professor Margaret Smith, Non Executive Member, Tayside NHS Board
 Mrs Sheila Tunstall-James, Non Executive Member, Tayside NHS Board

Apologies

Ms Jenny Alexander, Co-Chair Workforce and Governance Committee, NHS Tayside
 Dr Andrew Cowie, Area Clinical Forum Chair, NHS Tayside
 Ms Lesley McLay, Chief Executive, NHS Tayside
 Mrs Jennifer Mudie, Associate Director of HR – Resourcing, NHS Tayside
 Mr Hugh Robertson, Non Executive Member, Tayside NHS Board

In Attendance

Ms Debbie Balsham, Family Nurse Partnership, NHS Tayside (Observer)
 Ms Margaret Dunning, Board Secretary, NHS Tayside
 Ms Jenni Jones, Associate Director - Development, NHS Tayside
 Mrs Pat Millar, Head of Knowledge and Skills, NHS Tayside
 Mr Iain McEachan, HR Business Lead
 Mr Ian McLaren, Head of HR - Resourcing (Planning and Information)
 Mr Christopher Smith, Head of Human Resources, NHS Tayside

Mr Munwar Hussain in the Chair

1. Chairman's Welcome and Introduction

Mr Hussain welcomed all to the meeting especially Ms Balsham who would be observing the meeting as part of her development.

2. Apologies

The apologies were as noted above.

3. Minute of Previous Meeting

3.1 Minute of Meeting held on 21 June 2016

The Staff Governance Committee Minute of the meeting held on 21 June 2016 was approved on the motion of Mrs Sheila Tunstall-James and seconded by Mrs Alison Rogers.

3.2 Committee Chair's Assurance Report – Staff Governance Committee Minute – 21 June 2016

The Committee Chair's Assurance Report – Staff Governance Committee Minute (21 June 2016) was noted and had been submitted to the Board.

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- The Local Partnership Fora Chairs had met to discuss issues, roles, remit and responsibilities.
- Work would be undertaken to provide clear links and align the Local Partnership Fora, Area Partnership Forum and Staff Governance Committee together.
- A report had been written by Mr Marshall and Mr Smith looking at the reporting structures for the Partnership Fora. This was still to be agreed by the Area Partnership Forum.

The Staff Governance Committee:-

- **Noted the Committee Chair's Assurance Report 21 June 2016**

3.3 Action Points Update

The following was discussed:-

- **Item 6.1 Supporting Staff Who Are Carers** – an information pack had been produced for staff. The Organisation has received an award from Carers Scotland for the work carried out by Rev. Gillian Munro and Ms Jackie Bayne.
- Mrs Golden and Mr Doherty were to discuss finding the placing of a pop up sign on Level 7 signposting Staff who are Carers to areas where they could discuss Welfare Rights.
- **Item 7.1 Safe & Improved Working Environment** – it was unsure whether this action was completed. Comparative Data was not available from other Boards. Discussions following on from the Staff Survey had shown an increased concern from staff in relation to public aggression towards them by generic users and members of the public. Health & Safety now sat as a responsibility of the Chief Operating Officer and an update would be provided to the December 2016 or March 2017 meeting.

L Wiggan

4. Matters Arising

Discussion centred on the Influenza Immunisation programme. The Organisation was looking at pragmatic solutions to increase the uptake within the Organisation. An action plan for a test of change would be available October 2016

5. Declaration of Interests

There were no declarations of interest.

6 Presentations

6.1 Staff Appreciation and Recognition Awards

Mrs Rogers advised that the Quality Awards had run for 4 years with an honest and developed process however there were a number of reasons why it fell into abeyance.

The Star Awards were being developed with Ms. Wiggan, Mrs Tunstall-James, Mrs Golden and Mrs J Jones. This would be introduced to ensure staff felt valued and ensure the ethos and culture of the Organisations was taken

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forward. The Star Awards were meant to provide a tangible effect for the Organisation. There was a need to recognise staff work and the Awards were to be open to all. A new system would be developed which would see the benefit and recognition in place for staff to feel valued every day.

There were categories for individuals, teams, clinical and non-clinical with work concentrating on care, compassion for patients and carers. The Awards were inclusive as anyone could nominate and ensure recognition was received for every day work in making a difference for patients.

An award ceremony would be arranged for April/May 2017 with nominations being received in January 2017. A shortlist would be produced in February 2017 with judging taking place in March 2017. Judges would be required and the Group were requesting nominees from the Local Partnership Foras, Integrated Joint Boards, Spiritual Care, Area Partnership Forum and Area Clinical Forum. Various groups would take ownership and promote the awards

Mrs Rogers was asking the Committee to disseminate the knowledge of the Star Awards widely.

The following was discussed:-

- Nominations would be made electronically from Primary and Secondary Care
- Concerns were highlighted that Support Services did not have access to electronic equipment. The Group were looking at utilising a "hotline".
- Engagement should be made through the media and public. A communications plan would be implemented at the meeting taking place within the next 4 weeks. The Dundee Courier & Advertiser had declined to provide sponsorship. Other avenues were being explored.
- An update report would be provided to the December 2016 meeting

A Rogers

The Staff Governance Committee:-

- **Noted the update**
- **Supported the Star Awards and the work being undertaken**
- **Agreed to receive an update to the December 2016 meeting**

A Rogers

7. Staff Governance Standards

7.1 Taking Root – Our Collaborative Leadership Commitment

This item was deferred until December 2016

N Owen

7.2 Statutory Mandatory Training (SGC/2016/43)

Mrs Millar was seeking support to align reporting of compliance with statutory and mandatory training activity to Staff Governance, Area Partnership Forum and Local Partnership Fora's.

Work was developing around 9 core topics which were:-

1. Equality, Diversity and Human Rights
2. Health, Safety and Welfare
3. Fire Safety

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4. Infection Prevention and Control
5. Manual Handling
6. Violence and Aggression (Personal Safety Awareness)
7. Information Governance
8. Public Protection (includes Adult and child Protection)
9. Resuscitation (summoning clinical assistance)

The Staff Governance Committee highlighted:-

- Strong support for the work being carried out however there were issues in relation to uptake from staff i.e. NHS Tayside had the lowest uptake of the flu vaccination
- Concerns were noted in relation to Health & Safety training and the programmes currently running and the ongoing recording of training activity. There are 6 core training elements with the Knowledge Skills Framework (KSF) and queries were raised as to whether they were all reflected in the training. Mrs Millar reassured the committee that they were, however it is important to note that not all staff are covered by the KSF.. Appraisals should increase the percentage of those completing KSF, and reporting would move forward in the coming years. Mrs Tunstall-James requested assurance that improvements and training were being carried out at all levels. Mr Doherty highlighted that the Framework being developed would provide comprehensive detailed information. The Framework would be presented to the March 2017 meeting.

The Staff Governance Committee:-

- **Agreed to realign reporting requests via the Area Partnership Forum for Statutory Mandatory Training Compliance, KSF and iMatter.**
- **Approved the 9 core Statutory Mandatory Training Modules as priority focus for NHS Tayside.**
- **The Framework for Statutory/Mandatory Training would be provided to the March 2017 Staff Governance Committee**

P Millar

7.3 NHS Tayside Board Members Input into Programme of “Welcome Events” for New Employees (SGC/2016/44)

Mrs Jones advised that discussions had taken place at Board Level to explore the potential for developing “Welcome Events” for Medical, Nursing, Allied Health Professionals, students and new recruits joining the Organisation with Board Membership participation.

Work would centre on supporting individuals during the early stages of their career. This would create a shared understanding of the Organisations vision, values and expectations.

The Staff Governance Committee:-

- **Approved the adoption of Developing Our Culture discovery phase**
- **A report regarding Board Member involvement to “Welcoming New Starts” is provided the Staff Governance Committee March 2017**

JJones

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8. Governance Risks

8.1 Strategic Risks Board Assurance Framework

- **Medical Workforce – Strategic Risk 95 (SGC/2016/46)**

The risks have been reviewed and template has been framed for Doctors in training. Section 5 of the report provides information relating to further action being taken to mitigate risks. Risk would be reframed for the wider Organisation as all areas were looking to reshape the workforce.

The Staff Governance Committee noted the following steps which had become or were being implemented to mitigate the risk:-

- **New Deal Monitoring for each rota twice per year, with support to Lead Clinicians, managers and doctors in training in relation to the understanding, management and individual responsibilities to comply with the regulations, e.g. monitoring guidelines for each rota for each Trainee pre-monitoring talks to all trainees, non-compliance rotas reported to Rota master and an identified consultant.**
- **Local Workforce Plans developed by General Managers and Lead Clinicians to redesign models of service delivery to reduce the reliance on doctors in training**
- **The Corporate Workforce Plan and Projections to inform Scottish Government in relation to training numbers.**
- **Intelligence gained through and contribution to influencing power of the North of Scotland Medical Workforce Planning Group.**
- **Adjustment of consultant on-call rota to ensure adequate senior clinician decision making is available when the more ST grades are unified.**
- **Employing Speciality Doctors and Locums without training numbers to minimise gaps in service delivery as well as Agency Doctors**
- **Piloting the introduction of Physicians Associates to gauge impact on rostering compliance.**
- **Engagement in social media, media network advertising to target the passive talent market.**

8.2 Strategic Risks Board Assurance Framework

- **Workforce Optimisation – Strategic Risk 58 (SGC/2016/47)**

Mr Doherty highlighted that risk reporting was due to be refreshed in December 2015. Page 2 of the report provide information mitigating the steps being taken for future reporting. Concerns were highlighted in relation to the shortage in training doctors.

The Staff Governance Committee:-

- **Noted the contents of the report**

8.3 Strategic Risks Board Assurance Framework

Nursing & Midwifery Workforce – Strategic Risk 58 (SGC/2016/48)

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Mr Doherty advised the report had not been received and would discuss this with the Nurse Director to ensure reporting was received for each meeting.

The Staff Governance Committee:-

- **Noted no update report had been received**
- **Agreed the approach for future reporting**

9. Monitoring Reports

9.1 Workforce Information Quarter 1

- **Future Assurance Reporting (SGC/2016/49)**

It was noted that information being mapped would provide a comprehensive insight in future years using job families.

Concerns were highlighted that there had been significant increase in the number of whole time equivalents (WTE) for the Integrated Joint Boards. However, this could be attributed to recoding.

A meeting has been undertaken with Staff Side representatives in relation to the concerns around the accuracy of reporting regarding disciplinary cases, grievances, bullying and harassment. The Local Partnership Fora would be provided information to discuss this at a local level. Further discussion on supporting the Local Fora around this work would take place out with the meeting.

The Board had requested information on how future assurance would be achieved. A methodology would be developed and future reports would be shared with the Board.

Mr Rogers advised that Whistleblowing reporting has changed. Communications and engagement had to be meaningful.

The Staff Governance Committee:-

- **Noted the content of the report**

9.2 Promoting Attendance at Work (SGC/2016/50)

The following was discussed:-

- Queries were raised as to how to manage the rate drops shown in Quarter 1 across the year. Possible seasonality monitoring could provide positive news for the Organisation.
- Stress, Anxiety and Depression was highlighted as an area of concern. Questions were asked as to how NHS Tayside compared to other Boards. Mr Smith advised that work was being carried out to combat stress in the workplace however so far no significant inroads had been made.

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- A report would be provided in March 2017 on how the Organisation approach supporting individuals with stress/anxiety. This would be part of the work of the Wellbeing.
Work on ensuring Policies were being applied carefully across different Directorates. Mr Doherty advised that this work could be taken forward by the Local Partnership. Mr Doherty and Mrs Golden would discuss out with the meeting and take matters forward.
- Did not Attend rates within Occupational Health appeared high and a report looking into this would be provided in December 2016. Work was being undertaken by Dr Lethwaite to remind managers on the referral system.

The Staff Governance Committee:-

- **Noted the progress and seek reassurance through the Area Partnership Forum and Local Partnership Fora that the iMatter issues highlighted in the paper are considered and reported.**

9.3 Recruitment Activity (SGC/2016/51)

Mr Doherty advised that the overall staff turnover rate for the period had dropped. Vacancies within Mental Health were noted and a report requested for December 2016 meeting. A recruitment strategy refresh was underway and would also be provided to a future meeting of the Committee.

All available newly qualified practitioners from Dundee University had been offered posts. Work was being undertaken to improve the process for NHS Tayside. Recruitment undertaken in other Boards was being reviewed to assess learning. It was highlighted that other Boards did not undertake similar interview processes. Work would be done to actively recruit from other Universities such as Edinburgh and Glasgow. Mrs Mudie and Ms Wiggins were currently looking at the recruitment process. Mr Marshall would link into this as lead partnership representative. There was also a meeting with the Chief Executive to discuss planning around student numbers and recruitment.

There were concerns around Mental Health recruitment and this would be included in future reporting.

The Staff Governance Committee:-

- **Noted the content of the report**
- **Agreed Mental Health recruitment would form part of future reporting**

9.4 Staff Experience & Engagement – Embedding iMatter as a Vehicle to Underpin an Improvement Culture (SGC/2016/52)

Mrs Jones highlighted that from January 2017 implementation of iMatter across the Organisation would be complete with Directors, Chief Officers and the Chairman being responsible for continuous improvement within their Directorates. Local Partnership Forums would have overall governance around the continuous improvement.

Positive evidence of engagement had been through the rates of returns received

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from Support Services which was around 51%. This was a significant increase from the National Staff Survey responses.

The Staff Governance Committee:-

- **Noted the content of the report**
- **Noted the comparison with the national report**
- **Noted the support available to Directorates**
- **Noted the strategic group encourage and support the message**
- **Noted the role of the Local Partnership Forum**
- **Noted the consideration of the requirement of the Local Partnership Forums Progress Reports**
- **Celebrated the achievements to date**
- **Noted the exit strategy for “business as usual”**

9.5 Equality & Diversity Employment Measures Update (SGC/2016/53)

Mr Smith highlighted the measures for monitoring previously agreed:-

1. Equality & Diversity Learnpro Module
2. Percentage of panels which have a panel member who attended Certificate to Recruit Training
3. Change the percentage of staff who indicate “declined” or “Unknown” against protected characteristics information

Mr Smith told the Committee that there had been an increase in the number of staff completing the Learnpro Module. The numbers of staff completing the training for the Certificate to Recruit was excellent in Angus, Perth & Kinross however figures for Dundee indicated a need for further work.

The Organisation had to recruit fairly across all areas. Areas of risk required a focused approach which had been carried out; for example within the Medicine Directorate where current uptake figures showed an improvement.

A decision would be made in December 2016 to decide whether recruitment panels could be undertaken without a member holding a Certificate to Recruit being on the Panel.

C Smith

A strategy for improvement would be presented to the December 2016 meeting.

The Staff Governance Committee:-

- **Noted the work of the Public Sector Equalities Group and endorsed the improvement measures detailed in the Report**
- **Agreed a Strategy of improvement be provided to the December 2016 meeting**

C Smith

9.6 Exit Questionnaire (SGC/2016/54)

Mr Doherty advised that an electronic version of the exit questionnaire had been developed to provide better understanding of why staff were leaving the Organisation.

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A number of areas were of concern such as 2.9% of the total completed forms indicating they were leaving the Organisation due to bullying and harassment issues. Further work would continue to be carried out to better understand the emerging trends and improve exit questionnaire response rates.

The Staff Governance Committee:-

- **Noted the information outlined in the Exit Questionnaire Report**

10. Annual Reports/Work Plans/Plans

10.1 Staff Governance Committee Terms of Reference and Workplan (SGC/2016/55)

Mr Doherty advised:-

- The Terms of Reference were to be further re-aligned to the current priorities
- A full review was to be undertaken with a full discussion to be held at the December 2016 meeting.
- A Sub-Group would be set up to discuss "People Matter" which would provide a more informed discussions

The Staff Governance Committee:-

- **Noted the updated Terms of Reference**
- **Mrs Rogers would provide amendments to Mrs Owen**

A Rogers/N Owen

*11. *For Noting* - If Items Required Discussion Please Raise with the Chair

11.1 Area Partnership Forum Board Report 25 May 2016 (SGC/2016/56)

The Staff Governance Committee:-

- **Noted the Area Partnership Forum Board Report 25 May 2016**

11.2 Area Partnership Forum Board Report 27 July 2016 (SGC/2016/57)

The Staff Governance Committee:-

- **Noted the Area Partnership Forum Board Report 27 July 2016**

11.3 Internal Audit Review (SGC/2016/58)

The Staff Governance Committee:-

- **Noted the Internal Audit Review**

12. Items for Adoption

12.1 HR Policies (SGC/2016/59)

- **Fixed Term Policy**

The Staff Governance Committee:-

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- **Endorsed the Fixed Term Policy**

13. Items for Information

13.1 Area Partnership Forum Minute 25 May 2016

The Staff Governance Committee:-

- **Noted the Area Partnership Forum Minute 25 May 2016**

13.2 Area Partnership Forum Minute 27 July 2016

The Staff Governance Committee:-

- **Noted the Area Partnership Forum Minute 27 July 2016**

13.3 Joint Negotiating Committee Minute 6 April 2016

The Staff Governance Committee:-

- **Noted the Joint Negotiating Committee Minute 6 April 2016**

13.4 Workforce & Governance Forum Minute 4 May 2016

The Staff Governance Committee:-

- **Noted the Workforce & Governance Forum Minute 4 May 2016**

13.5 Record of Attendance

The Staff Governance Committee:-

- **Noted the Record of Attendance for information**

14. Any Other Competent Business

Mrs Tunstall-James highlighted the length of time taken in relation to disciplinary hearings in relation to Medical staff. Mr Doherty advised that strict terms and conditions had to be adhered to however Mr Christopher Smith would discuss any concerns relating to specific cases with Mrs Tunstall-James outside of the meeting.

C Smith/S Tunstall
James

15. Date and time of the next meeting

The next meeting of the Staff Governance Committee will take place on Tuesday 13 December 2016 at 2pm in the Board Room, Kings Cross.

16. For Governance Reasons, it was proposed that the following items be taken in reserved business.

In Accordance with the Freedom of Information (Scotland) Act 2002 Exemption 27(1)

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16.1 Reserved Minute of the Staff Governance Committee 21 June 2016

The Staff Governance Committee Minute of the meeting held on 21 June 2016 was approved on the motion of Mrs Sheila Tunstall-James and seconded by Mrs Alison Rogers subject to the following amendments:-

Corporate Workforce Plan 2016 Workforce Projections – Page 3 Paragraph 9 3rd line should read:- //...Employee Director and the workforce plan and projections had not been agreed in partnership.

Subject to any amendments recorded in the Minute of the subsequent meeting of the committee, the foregoing Minute is a correct record of the business proceedings of the meeting of the Staff Governance Committee held on Tuesday 27 September 2016 and was approved by the Committee at its meeting held on Tuesday 13 December 2016.

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Chair

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Date