

Please note any items relating to Board business are embargoed and should not be made public until after the meeting

STAFF GOVERNANCE COMMITTEE

Minute of the above meeting held at 2:00 pm on **Tuesday 22 June 2017** in the Board Room, Kings Cross, Hospital.

Present

Ms Jenny Alexander, Co-Chair Workforce and Governance Committee, NHS Tayside
 Professor John Connell, Chairman, Tayside NHS Board
 Dr Andrew Cowie, Area Clinical Forum Chair, NHS Tayside
 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
 Ms Lesley McLay, Chief Executive, NHS Tayside (left meeting at 1510)
 Mr Hugh Robertson, 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 Margaret Dunning, Board Secretary, NHS Tayside
 Mr Raymond Marshall, Staff Side Representative, NHS Tayside
 Mrs Alison Rogers, Non Executive Member, Tayside NHS Board

In Attendance

Mrs Gillian Costello, Director of Nursing, NHS Tayside
 Ms Jenni Jones, Associate Director of HR and OD- Development, NHS Tayside
 Mr Daniel Courtney, Associate HR Business Lead, NHS Tayside
 Mrs Jennifer Mudie, Associate Director of HR and OD - Governance, NHS Tayside
 Mr Christopher Smith, Associate Director of HR and OD - Relations, NHS Tayside

Mrs Judith Golden in the Chair

1. Chairman's Welcome and Introduction

Mrs Golden welcomed all to the meeting. She advised that Mr Alex McMann may be in attendance during the meeting. She asked that those providing reports to the Committee note that the Staff Governance Committee had read the reports.

Mr Golden further advised that due to the length of the agenda Item 16.1 would be discussed first under Reserved Business.

2. Apologies

The apologies were as noted above.

ACTION

3. Minute of Previous Meeting

3.1 Minute of Meeting held on 14 March 2017

The Staff Governance Committee Minute of the meeting held on 13 December 2016 was approved on the motion of Mr Hugh Robertson and seconded by Mr Munwar Hussain.

3.2 Committee Chair's Assurance Report – Staff Governance Committee Minute – 14 March 2017

Mrs Golden advised that this report had been presented and noted by Tayside NHS Board.

The following was highlighted: -

The eKSF performance had been flagged by Internal Audit for low performance and compliance rates. An action for eKSF performance would be submitted to the September 2017 meeting.

The rating for the Staff Governance Committee has been downgraded from a B to a C.

Mr Doherty advised that concerns had been raised around the changes in dates for the Staff Governance Committee and highlighted that as Lead Officer he had amended the dates.

The Staff Governance Committee:-

- **Noted the Committee Chair's Assurance Report 14 March 2017**

3.3 Action Points Update

The Action Points Update was approved by the Staff Governance Committee.-

4. Matters Arising

There were no matters arising

5. Declaration of Interests

There were no declarations of interest.

6 Presentations

6.1 Young Scotland Presentation

Mrs Millar introduced: -

Amy Jamieson – Medical Secretary
Robyn Glennie – Procurement
Amy Devenie – Perth Royal Infirmary
Josh Myer – Procurement

As the representatives from NHS Tayside for the Young Scotland Programme. They provided a presentation and a copy is available on request.

The Staff Governance Committee:-

- Agreed the work carried out was exceptional and were pleased to give support from NHS Tayside
- The stories provided by the Group were excellent and obviously the Young Scotland programme was helpful in providing the staff with the tools to attend the meeting to provide a presentation.
- Noted there were key challenges in encouraging young people to join the Organisation and enter a career within the NHS.
- Thanked those presenting and noted they should be very proud of their achievements.
- Queried whether any of those on the Young Scotland programme would consider being an ambassador for the Organisation.
- Queries were raised as to what further training and education could be implemented to continue the good work. Mrs Millar advised that on job training continued however there was still the need to have more personal development.
- Were inspired to hear the Young Scotland stories and it was important for NHS Tayside to take pride in supporting the Programme.

The Staff Governance Committee:-

- **Thanked the Staff for their Presentation**
- **Were inspired by the work carried out for the Young Scot Programme**
- **Noted the update and requested that further presentations on the Young Scotland Programme**

7. Staff Governance Standards

7.1 Involved in Decisions Which Affect Them (SGC/2017/19)

The Committee were advised that Mr Marshall would be taking this forward with Mr Smith.

Work was being undertaken to build from the report in December 2016 in 3 key areas which were: - iMatter, Culture and Local Partnership Fora.

Mr Smith would provide a report to the Area Partnership Forum around concerns raised around the low number participating in iMatter

CS

The Staff Governance Committee:-

- **Agreed Mr Smith to provide a report on iMatter to the Area Partnership Forum**
- **Noted the activity being undertaken**

CS

7.2 Public Sector Equality Duties Measures (SGC/2017/20)

Mr Hussain indicated there was no reference to Islam under the religious section. The number of staff disclosing disabilities has been improving however there were still issues around culture. Work would be undertaken to look at further initiatives to improve culture.

The Staff Governance Committee:-

- **Noted the work of the Public Sector Equalities Group**
- **Endorsed the improvement measures detailed in the report**
- **Requested that Islam be included in religious section**

MH

8. Governance Risks

8.1 Assurance Report on Medical Workforce Strategic Risk (SGC/2017/)

Mrs Mudie advised that an overlap of risks had been identified. Mrs Mudie has drafted a proposed change to exclude contracted GP Workforce as it was covered by a specific risk around Primary Care provision. The national shortages in the Medical Workforce was a strategic risk. The Organisation had to endeavour to ensure they were attracting the future workforce.

It was noted that the Medical Director should be a joint owner of this risk. Mr Doherty would take this forward to Tayside NHS Board for discussion.

The Staff Governance Committee:-

- **Agreed the amendments regarding the removal of the GP contracted workforce**
- **Mr Doherty to discuss the joint ownership of this risk with the Board Medical Director with Tayside NHS Board**

JM

GD

8.2 Assurance Report on Workforce Optimisation Strategic Risk (SGC/2017/22)

Mrs Mudie advised the changes in the description of this risk centred around the Director of HR and OD's ownership to create an environment within NHS Tayside to support managers to plan, recruit, deploy and retain its workforce effectively and efficiently to provide safe and sustainable patient care.

The Staff Governance Committee:-

- **Noted the content of the Workforce Optimisation Strategic Risk**

8.3 Assurance Report on Nursing and Midwifery Workforce Risk (SGC/2017/23)

It was highlighted there were a number of action points within the report. The application of the Nursing and Midwifery workforce and workload tool and effective rostering were showing ongoing improvement. Staff redeployment was working well. A review was being progressed around the Nurse bank.

19 applicants were interviewed for Nursing and Midwifery posts and all were offered full time employment. Work was continuing around staffing levels within Perth Royal Infirmary as there was a significant risk in this area.

The Staff Governance Committee noted the significant gaps in the workforce which required management. If the Organisation was not able to recruit then service redesign needed to be taken forward as an urgency.

Issues around shift patterns and recruitment retention were prevalent and required to be performance managed through line managers.

Mr Hussain indicated that a Job Fair had taken place in Glasgow and noted how

competitive the job market was from the information presented to the Committee.

The Staff Governance Committee:-

- **Noted the content of the Assurance Report on Nursing and Midwifery Workforce Risk**

9. Monitoring Reports

9.1 Corporate Workforce Dashboard Staff Governance Committee and The Finance and Resources Committee (SGC/2017/24)

Mrs Mudie highlighted that this new Dashboard had been slightly amended and that reporting was now over 2 sheets. The current format would be used for a time to ensure it provided the information required for the Committee. It was highlighted that feedback would be required from the Finance and Resources Committee.

JM

The Staff Governance Committee:-

- **Agreed to use the current format for a trial period**
- **Agreed feedback was required from the Finance and Resources Committee**
- **Noted the content of the Report**

JM

9.1.1 Workforce Information Report Quarter 4 and Annual Report 2016 – 2017 (SGC/2017/25)

Mrs Mudie advised there were no significant changes from the previous report in the change to the workforce profile. However, she advised that significant work was being undertaken on the Workforce Planning Projections around the Corporate Services Review which was looking at a reduction in the Admin and Clerical staff.

The Staff Governance Committee:-

- **Noted the content of the Workforce Information Report Quarter 4 and Annual Report 2016 - 2017**

9.1.2. Promoting Attendance At Work Quarter 4 and Annual Report 2016 – 2017 (SGC/2017/26)

Mr Smith indicated that relative to other Boards, performance within NHS Tayside had improved with the Organisation trying to actively manage Attendance.

It was highlighted that there was an increase in the absence levels reported against stress related, anxiety and depression category. There was also an increase in the number of absences with an unknown reason. There were concerns that the Organisation was not getting to the crux of the issue in relation to work related stress as this had been an ongoing challenge.

Mr Smith advised that there was an increase in the number of staff coming forward with stress-related issues and the Organisation is making use of Occupational Health, the Wellbeing Service and Live Positive. There was the

possibility of work being undertaken to look at wellbeing within the workplace.

CS

The Wellbeing Strategy would be presented to the Staff Governance Committee in September 2017. There was also a need to build resilience looking at leadership and culture in society. There was still a stigma attached to mental health issues and the Organisation was looking to provide as much support and help in regard to this problem.

It was noted that NHS Tayside was not an outlier in relation to work related stress and further discussion would be required to look at whether stress was work related. Mr Smith advised that staff were sent a Stress Questionnaire during the Promoting Attendance at Work process.

The Staff Governance Committee:-

- **Agreed the Wellbeing Strategy be provided to the Staff Governance Committee**
- **Noted the content of the Promoting Attendance at Work Quarter 4 and Annual Report 2016 - 2017**

CS

9.1.3 Recruitment Activity Quarter 4 and Annual Report 2016 - 2017 (SGC/2017/27)

Mrs Mudie advised that the table on page 2 of the report for Dundee Integrated Joint Board should read a reduction of 14% and not an increase of 14%.

Appendix F highlighted an increase of 379 staff. Over all job families including Junior Doctors.

The Staff Governance Committee:-

- **Noted the content of the Recruitment Activity Quarter 4 and Annual Report 2016 - 2017**

9.2 Staff Governance Monitoring Framework (SGC/2017/28)

Mr Courtney highlighted the Framework provided a more balanced approach than in previous years however further work was required. The overall Framework provided an improving picture.

Mrs Alexander agreed there had been improvement in Partnership working and this had been reflected in the Framework provided

The Staff Governance Committee:-

- **Noted the Staff Governance Monitoring Framework**
- **Agreed an update would be provided to the December 2017 meeting**

DC

9.3 Whistle Blowing Update (SGC/2017/29)

Succession planning had to be implemented as Mrs Rogers, who is the current Board Champion for Whistle Blowing was leaving her Non-Executive post in March 2018. Discussions would have to take place for a replacement from the Staff Governance Committee. A further update would be provided to the September 2017 meeting.

GD

The Staff Governance Committee:-

- **Noted the update**
- **Agreed a Non-Executive member of the Staff Governance Committee would need to undertake the work carried out by Mrs Rogers. An update would be provided at a future meeting**

GD

10. Annual Reports/Work Plans/Plans

10.1 Staff Governance Committee Terms of Reference 2017 – 2018 (SGC/2017/30)

Mr Doherty advised that amendments had been made to the Staff Governance Terms of Reference for 2017 – 2018 and there were included with the update The Staff Governance Committee:-

- **Approved the Terms of Reference 2017 - 2018**

10.2 Staff Governance Committee Annual Report 2016 – 2017 (SGC/2017/31)

The Staff Governance Committee:-

- **Approved the Staff Governance Committee Annual Report 2016 - 2017**

10.3 Partnership Annual Report 2016 – 2017 (SGC/2017/32)

It was noted that the Terms of Reference of Workplan for the Area Partnership Forum had not been approved by the Area Partnership Forum and this would be discussed at the next Area Partnership Forum in September 2017.

The Staff Governance Committee:-

- **Noted the Partnership Annual Report 2016 - 2017**

10.4 Youth Employment Annual Report (SGC/2017/33)

Mr Doherty advised that work had been carried out by Alison Smith, HR Lead, Employability Services and Caroline Hay, HR Lead, Workforce Planning Services. Thanks were given for all their hard work in relation to Youth Employment.

The Staff Governance Committee:-

- **Noted the Youth Employment Annual Report**

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

11.1 Health & Safety Annual Report (SGC/2017/34)

Mr Doherty advised that the report highlighted the associated risks as the Organisation did not currently have a robust Health & Safety Strategy.

The Staff Governance Committee discussed:-

- **Concerns around cladding after the Grenfell Tower fire in London. It was**

noted that the appendix of the report had a checklist around the fire risk. Mr Doherty added that Ms Wiggan would provide an update and circulate this to the Staff Governance Committee.

GD/LW

- Queries were raised as to whether violence and aggression should form part of the Health & Safety Report. The Communications Team were leading on this matter and were working to provide information for the report.
- Mr Robertson highlighted that any building with the Organisation that had staff and patients should be looked at to ensure safety and a report presented to the Tayside NHS Board and the Staff Governance Committee. It was noted that in relation to building safety this was currently reported through the Audit Committee.

The Staff Governance Committee:-

- **Agreed to circulate an update on the Fire Risk for the Organisation**
- **Agreed a report on Building Safety would be reported through the Audit Committee with an information update to Tayside NHS Board and the Staff Governance Committee.**
- **Noted the Health & Safety Annual Report**

LW/GD
LG

LW

11.2 Area Partnership Forum Board Assurance Report (SGC/2017/35)

The Staff Governance Committee:-

- **Noted the Area Partnership Forum Boar Assurance Report**

12. Items for Adoption

12.1 Items for Adoption – Policies (SGC/2017/34)

The following policies were endorsed by the Staff Governance Committee:-

- **Adverse Weather Policy**
- **Flexi-time Policy**
- **Gender Based Violence Policy**
- **Grievance policy**
- **Job Sharing Policy**
- **Long Service Awards policy**
- **Lone Working Policy**
- **Management of Capability Policy**
- **Reserved Forces Training & Mobilisation**
- **Retirement Policy**
- **Shared Parental Leave Policy**
- **Working at Home Policy**

It was noted that the **Special Leave Policy** was removed from the agenda.

13. Items for Information

13.1 Area Partnership Forum Minute 29 March 2017

The Staff Governance Committee:-

- **Noted the Area Partnership Forum 29 March 2017**

13.2 Workforce and Governance Committee Minute 1 March 2017

The Staff Governance Committee noted:-

- **The Workforce and Governance Committee Minute 1 March 2017**

13.3 Culture & Collective Leadership

The Culture & Collective Leadership Document was noted by the Staff Governance Committee.

13.4 Record of Attendance

The Staff Governance Committee:-

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

14. Any Other Competent Business

There was no other competent business

15. Date and time of the next meeting

The next meeting of the Staff Governance Committee will take place on Tuesday 26 September 2017 at 2pm in the Board Room, Kings Cross Hospital.

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 22 June 2017 and was approved by the Committee at its meeting held on Tuesday 26 September 2017.

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Chair

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Date