

Minutes (APPROVED)

NHS NATIONAL SERVICES SCOTLAND STAFF GOVERNANCE COMMITTEE

B/17/95

MINUTES OF NSS STAFF GOVERNANCE COMMITTEE MEETING HELD ON THURSDAY, 16 FEBRUARY 2017 IN BOARDROOM 2, GYLE SQUARE, EDINBURGH, COMMENCING 0930 HOURS

- Present:** Mr Douglas Yates, Non-Executive Director [Co-Chair]
 Mr Ian Cant, Employee Director
 Mr John Deffenbaugh, Non-Executive Director [Chair – Items 1-8]
 Professor Elizabeth Ireland, NSS Chair
 Mr Gerry McAteer, UNISON
 Mr Bert Stillie, Unite
- In Attendance:** Mr John Fox-Davies, Director of Strategy and Governance [Observer]
 Ms Mairi Gaffney, Head of Healthy Working Lives [Items 8 & 9]
 Mrs Jacqui Jones, Director of HR and Workforce Development
 Ms Louise MacLennan, Head of Equality and Engagement [Item 11]
 Mr Colin Sinclair, Chief Executive
 Ms Aileen Stewart, Head of Organisational Effectiveness
 Mrs Lynsey Bailey, Committee Support Officer [Minutes]
- Apologies:** Mr Adam Bates, UNISON

ACTION

1. APOLOGIES AND INTRODUCTIONS

1.1 Mr J Deffenbaugh welcomed all to the meeting and noted apologies as above. Members were asked to declare any interests in the context of the Agenda items to be considered but no interests were declared.

2. MINUTES OF STAFF GOVERNANCE COMMITTEE MEETING HELD ON 27 SEPTEMBER 2016 [paper SG/17/02 refers]

2.1 Following a brief discussion, and pending correction of Mrs Lynn Morrow’s job title, Members approved the minutes of the 27 September 2017 meeting.

3. MATTERS ARISING FROM MEETING HELD ON 27 SEPTEMBER 2016 AND PREVIOUS MEETINGS

3.1 Members discussed the action list [paper **SG/17/03**] and noted that the majority of actions were either completed or covered by the agenda. Members discussed whether the action list should contain entries around the manager support and training being mentioned in the minutes since, even though this was not work generated by (or for) the NSS Staff Governance Committee, they could potentially have a role in influencing or overseeing some of the outcomes. Mrs J Jones agreed to consider this going forward. With regard to the eEmployee Support System (eESS), Members were advised that there were no immediate plans to move data more quickly from payroll to the Scottish Workforce Information Standards System (SWISS) although it was hoped that a new interface being introduced between ePayroll and eESS would help speed things up. If not, Members suggested that there may be a need to develop a dedicated solution to the issues with sickness absence information.



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Chair Professor Elizabeth Ireland
 Chief Executive Mr Colin Sinclair

4. NSS STAFF GOVERNANCE COMMITTEE (SGC) TERMS OF REFERENCE [paper SG/17/04 refers]

- 4.1 Members considered the proposed Terms of Reference and extensively discussed what the SGC's aims were and how to maximise its impact. Members recognised the importance of process, and getting that right. However, there was a need to take a more proactive approach through staff engagement and empowering staff to shape their environment, which also linked in with the Healthy Working Lives team's work supporting staff with particular health issues. NSS was in a good position regarding staff governance but more challenging times were ahead. Therefore, in addition to the usual financial concerns, NSS would also need to focus on its workforce and the support required. Members suggested bringing the processes to life by inviting SBUs to SGC meetings to discuss their specific staff governance challenges and/or successes. Members asked Mrs L Bailey to update bullet point 5b) to refer more generally to "staff engagement mechanisms" and add a reference in bullet point 5c) about receiving and acting on feedback. Mrs L Bailey agreed to circulate the updated draft via e-mail for approval.

**J Deffenbaugh/
L Bailey**

L Bailey

5. SCOTTISH GOVERNMENT NATIONAL ANNUAL STAFF GOVERNANCE MONITORING RETURN 2015-16

- 5.1 This item was brought forward from the "For Information" section of the agenda as Members wished to take time to discuss it rather than simply note the paper, Members discussed the contents of paper **SG/17/14**, which contained the feedback from Scottish Government regarding NSS's 2015/16 National Annual Staff Governance Monitoring Return. The main focus was on "Involved in Decisions" and the need to ensure communications were pitched appropriately, addressed the real issues and managed staff expectations. While there was great partnership working in place within NSS, managers would also need to be reminded to engage with their staff since not all staff were trade union members. Members were assured that this would be considered at both NSS and SBU/local level. Members wished to invite Ms Anna Gilbert, Head of Staff Governance in Scottish Government's Health Workforce and Strategic Change Directorate, to the 12 May 2017 SGC meeting to discuss her feedback further.

**J Deffenbaugh/
L Bailey**

6. NSS PARTNERSHIP FORUM UPDATE [paper SG/17/05 refers]

- 6.1 Members noted the paper, comprised of the available approved and draft NSS Partnership Forum minutes. Mr C Sinclair and Mr I Cant had reflected on the length of meetings, as the role of the local Partnership Forums meant the NSS Partnership Forum did not need to spend as much time on certain items. The recent Resource Allocation Meetings had fed into the agenda, with Shared Services emerging as a priority (especially in respect of HR) and Members were pleased to see the agenda becoming more strategic. British Medical Association representation had also been secured which meant all Trade Unions within NSS were now represented. Members asked for a summary paper to accompany the minutes in future, directing their attention to the highlights. Mr C Sinclair and Mr I Cant agreed to do this for the next SGC meeting scheduled for 12 May 2017.

**C Sinclair/
I Cant**

7. HR PEOPLE REPORT [paper SG/17/06 refers]

- 7.1 Members noted the paper, which reported on HR case management, sickness absence figures and workforce issues. The reported increase in sickness absence aligned with seasonal trends and was not significantly higher than the same period in the previous year. A "deep dive" analysis of sickness absence was underway and a report on this would be ready for the 12 May 2017 SGC meeting. The number of accidents reportable under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) was a cause of major concern and mandatory training uptake also remained of concern so both were being monitored closely.

HR

- 7.2 Members were advised the Sickness Absence Short-Life Working Group had identified a trend in long-term sickness absence of older staff with health issues requiring care but, in the main, this was successfully managed. The challenging cases were those where the main barrier to returning to work was stress and/or anxiety directly relating to work. More was still being done to fully understand and define this issue and predictive/preventative work was needed, with full engagement of managers and staff, to identify what needed to change and how. Members agreed processes needed to be solutions focussed and implemented effectively to benefit both employees and the organisation. Mrs J Jones and Mr C Sinclair agreed to bring an update on the preventative and predicative work to the next SGC meeting on 12 May 2017.

**J Jones/
C Sinclair**

8. NSS RESOURCING OVERVIEW [paper SG/17/07 refers]

- 8.1 Members noted the contents of the paper which provided an overview of NSS staff seeking redeployment, the status, of staff within the NSS Workforce Resources Team, the status of formal applications for Voluntary Redundancy/Voluntary Early Retirement and any associated risks or issues. Members received an update on the responses to the particular workforce challenges posed by the Scottish Blood Transfusion Service's (SNBTS) move to the Jack Copland Centre (JCC) and the case management of any resulting redeployment. Members were assured that all necessary measures were in place to ensure the JCC would meet its staffing requirements.

9. iMATTER UPDATE

- 9.1 Members briefly discussed paper **SG/17/08**, which summarised the position for the iMatter project across NSS for Quarter 3 of 2016/17. 60% of team action plans had now been submitted and local iMatter champions were following up on the remaining 40%. NSS was due to begin a lessons learned review of the project in the latter half of March 2017 to identify a "Business As Usual" model to take forward. The Scottish Workforce and Governance Committee had asked to include additional questions for future iterations of iMatter in a separate questionnaire, but the format this would take, or how it would be managed, had not yet been decided. The eEmployee Support System (eESS) National Group was undertaking some work to allow downloading of team information from eEES to improve the accuracy of records in iMatter. The timescale for this was currently uncertain but Ms M Gaffney agreed to bring an update to the next SGC meeting on 12 May 2017. Members asked whether all staff were covered by iMatter and were assured that any gaps in the information were due to newcomers or organisational change and this was being actively worked on.

M Gaffney

10. OCCUPATIONAL HEALTH, SAFETY, WELL-BEING AND FIRE 2016/17 QUARTER 3 REPORT [paper SG/17/09 refers]

- 10.1 Members noted the contents of the paper, which informed Members of the key work completed and progress made by NSS within Occupational Health, Safety, Wellbeing and Fire in line with current legislative and Government requirements/recommendations. Three RIDDOR incidents involving moving vehicles (all from the same Strategic Business Unit) had been thoroughly investigated and the issues were being addressed. Increased demand for the Healthy Working Lives team's services had also caused slight slippage in the workplan for achieving the UK recognised quality award for occupational health services. However, extra resource had been identified to get it back on track.
- 10.2 Overall uptake of the flu vaccination had increased although uptake was still low among particular groups of staff. Members acknowledged there was little more NSS could do in this respect other than continuing to ensure all information provided was relevant. Finally, a recent Meridian Court fire evacuation drill had shown improvement following a concerted effort on fire training. However, there were still areas for improvement which would be addressed.

11. STAFF RISKS – RED AND AMBER [paper SG/17/10 refers]

- 11.1 Members considered the paper, which provided details of the Red and Amber risks relating to staff which appeared on the Corporate and Strategic Business Unit Risk Registers. Members asked about the relevance of the risks reported from Procurement, Commissioning and Facilities (PCF), as it was not clear from the wording, and were advised that the HR Business Partners were working on building the context into the narrative provided. There was a potential need to review the IT Developer job description to ensure its accuracy and allocation of the appropriate grade. Members were assured that the specific people risks would be looked at in more detail to ensure that they were covered.

12. QUARTERLY COMPLAINTS REPORT (STAFF) - 2014-15 QUARTER 3: OCTOBER-DECEMBER 2015 [paper SG/17/11 refers]

- 12.1 Members noted the paper, which summarised the feedback received relating to Staff and how it had been responded to. The report highlighted the positive feedback received in addition to the complaints, and that NSS had a high complaint response rate (98% of complaints responded to within 20 days). The number of complaints generated within SNBTS regarding opportunity to donate seemed high and Members requested that future reports include more information about the actions being taken to ensure it does not become a reputational risk. Members queried the inclusion of Third Party Complaints from PCF and were advised that, while PCF was not directly responsible for the complaints, they were required to take some ownership in finding the solutions. Members also noted the good progress being made with the Model Complaints Handling Procedure, and the element of preventative work it introduced.

L MacLennan

13. SCOTTISH GOVERNMENT NATIONAL ANNUAL MONITORING RETURN 2016/17 – UPDATE [paper SG/17/12 refers]

- 13.1 Members were advised that the Scottish Government National Annual Monitoring Return was not required for 2017/17 although NSS's Staff Governance Action Plan would still be developed as usual.

14. DRAFT 2016/17 NSS STAFF GOVERNANCE COMMITTEE ANNUAL REPORT [paper SG/17/13 refers]

- 14.1 Members considered the draft version of the report presented and were content. Mrs L Bailey agreed to liaise with Mr J Deffenbaugh and Professor E Ireland regarding the information to include from this meeting.

15. OTHER COMMITTEE GOVERNANCE ISSUES

- 15.1 Members noted that there was little to update on which would not have already been covered at the NSS Board meetings. Members were updated on discussions from the 17 January 2017 ad-hoc NSS Clinical Governance Committee meeting relating to the impact of the Scottish Breast Screening Programme incident review on the staff involved. Members were also advised that the NSS Remuneration and Succession Planning Committee had agreed to Mr I Cant joining as a member.

16. ITEMS FOR THE SUB-COMMITTEE HIGHLIGHTS REPORT

- 16.1 Mrs L Bailey agreed to identify the key points for inclusion in the Sub-Committee Highlights report to the next formal NSS Board meeting 7 April 2017 and send a draft of the report to Mr J Deffenbaugh and Mr D Yates as soon as possible.

17. ANY OTHER COMPETENT BUSINESS

- 17.1 Members commented that there were a number of items for noting which, in retrospect, may have required discussion. On this occasion, any particular feedback etc, could be managed outside of the meeting but this was something to consider for future meetings. Mr I Cant confirmed that he expected to

continue as a Non-Executive Director for another four year term. Members also wished to thank Mr D Yates for his work over his term as Non-Executive Director as this would be his last NSS Staff Governance Committee meeting before he demitted office on 30 April 2017.

18. DATE OF NEXT MEETING

- 18.1 Members noted their next meeting was scheduled for Friday 12 May 2017 in Boardroom 2, Gyle Square, Edinburgh at 0930hrs.

19. DOCUMENTS CIRCULATED FOR INFORMATION ONLY

- 19.1 Model Complaints Handling Procedure [paper **SG/17/15** refers]
19.2. NSS Equality Mainstreaming Report [paper **SG/17/16** refers]
19.3 NSS Pay Gap Report [paper **SG/17/17** refers]

20. POLICY OVERSIGHT

- 20.1 NSS Tobacco (and Tobacco Substitutes) Policy [paper **SG/17/18** refers]
20.2. NSS Information Security Policy [paper **SG/17/19** refers]

There being no further business, the meeting finished at 1245hrs.