NHS NATIONAL SERVICES SCOTLAND STAFF GOVERNANCE COMMITTEE

MINUTES OF NSS STAFF GOVERNANCE COMMITTEE MEETING HELD ON FRIDAY, 16 FEBRUARY 2018 IN BOARDROOM 2, GYLE SQUARE, EDINBURGH, COMMENCING 0930 HOURS

Present:  Mr John Deffenbaugh - Non-Executive Director [Chair]
          Mr Ian Cant - Employee Director
          Mr Tam Hiddleston - UNISON
          Professor Elizabeth Ireland - NSS Chair
          Mr Gerry McAteer - UNISON
          Mr Mark McDavid - Non-Executive Director
          Mr Bert Stillie - Unite

In Attendance: Ms Jane Fewsdale - HR Workforce Information, Systems & Business Support Manager [Item 7]
               Ms Mairi Gaffney - Head of Healthy Working Lives [Items1 - 6]
               Mr Scott Heald - Associate Director (Data Management & Strategic Development) / Head of Profession for Statistics, PHI [Item 10]
               Mrs Jacqui Jones – Director of HR and Workforce Development
               Ms Louise MacLennan - Head of Equality and Engagement [Item 9]
               Mrs K Nicholls – NSS (dis)Ability Network
               Mr Mike Smith - Associate Director, Facilities Management
               Mr Colin Sinclair - Chief Executive
               Mr Lee Wilson – Senior Information Analyst, PHI [Item 10]
               Mrs Lynsey Bailey - Committee Secretary [Minutes]

Apologies:  None

ACTION

1. APOLOGIES AND INTRODUCTIONS

1.1 Mr J Deffenbaugh welcomed all to the meeting and noted apologies as above. Prior to starting the formal business of the meeting, Members were asked to declare any interests in the context of the Agenda items to be considered. No interests were declared.

2. MINUTES AND MATTERS ARISING FROM STAFF GOVERNANCE COMMITTEE MEETING HELD ON 30 NOVEMBER 2017 [papers SG/18/02 & SG/18/03 refer]

2.1 Following a brief discussion, Members approved the minutes of the meeting held on 30 November 2017. Members noted the updates provided on the action list, and that all outstanding actions were either being taken forward or were covered by the agenda and papers.

3. TERMS OF REFERENCE [paper SG/18/04 refers]

3.1 Members discussed the current terms of reference and suggested the following changes:
   - Point 5a could be split into two sentences. Mrs J Jones and Mr I Cant agree to review this for the final draft.
   - Point 5i could also be re-worded to remove reference to rolling out the values programme and reflect the current focus of ensuring the values were embedded.

J Jones/ I Cant
4. GREAT PLACE TO WORK PLAN

4.1 Mrs J Jones spoke to paper SG/18/05, which contained a draft of the plan being developed for 2018/19, and invited Members’ views on what should be included.

- Members felt that the focus should be on the top areas for improvement as identified through the staff survey. They were reminded that each SBU developed their own plans based on their own local issues and this was not dictated by an overall corporate plan and the focus was on how the local plans were supported.
- One of the biggest concerns was loss of staff through retirement and how NSS could ensure good succession planning to cope with that loss of experience and knowledge.
- Members discussed the need to include a narrative which laid out the type of organisation NSS wanted to be, set out the context and environment, and the actions necessary.
- Members also discussed whether anything fundamental needed to change – particularly in respect of how management could empower staff, the overall recruitment strategy, and leadership development for the next generation. They agreed that there was a need to thoroughly review the iMatter results to identify the areas for improvement, as well as considering how to build on previously successful initiatives.
- Members suggested considering the strategy in place for attracting or developing the necessary talent for NSS. They were advised most of the pieces were in place but needed to be fine tuned and articulated better.
- Members briefly discussed additional challenges of an “aging” workforce, particularly in respect of specific roles. They recognised that succession planning was vital but so was the need to support the current cohort of staff.

5. HR PEOPLE REPORT

5.1 Members noted the content of paper SG/18/06, which provided an update on HR case management, the management of employee capability, sickness absence figures and workforce issues:

- Sickness absence rates had seen a slight rise but NSS was on track to meet its overall year-end target.
- Members were still concerned by the number of sickness absences being reported with an “Unknown” reason but were assured improvements had been made and it was the result to a process issue in the recording rather than staff not disclosing information.
- Members requested a breakdown of the absence reasons by SBU to help identify the extent of the “Unknown” reporting issue. They also requested a percentage column in these tables as well.
- Members were keen to have Hazel MacKay report on lessons learned from the project and the BAU model – at the next meeting on 11 May 2018 if possible.
- Members were pleased to note the statement regarding being an attractive organisation to work for in respect of disabled people.
- Ms M Gaffney gave a high level update of Health and Safety and Members were pleased to note that the action plan was broadly on track.
  - Only one Red status risk had been reported which was being investigated. The Amber status risks were also being addressed
  - The key activity in respect of the Jack Copland Centre had been ensuring all H&S issues were addressed.
  - Mandatory training was on track.
  - Incidents reportable under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) would be looked
6. PROCUREMENT, COMMISSIONING AND FACILITIES INCIDENTS REPORTABLE UNDER THE REPORTING OF INJURIES, DISEASES AND DANGEROUS OCCURRENCES REGULATIONS (RIDDOR)

6.1 This was taken as a discrete item. Members noted the contents of paper SG/18/07, which provided a high level overview of the Short Life Working Group’s review of the vehicle and pedestrian separation controls in the National Distribution Centre Warehouse:

- Members were pleased to note the recognition of the cultural issues contributing to the issues experienced and that consideration was being given to how these could be addressed.
- Members were advised that the upcoming Executive Management Team meeting would be held at Canderside to give more visibility.
- Members were mindful that re-training staff was not always the answer and more consideration needed to be given to a wider “human factors” approach.

7. NSS RESOURCING OVERVIEW [paper SG/18/08 refers]

7.1 Members noted the contents of the paper which provided an overview of NSS’s workforce planning statistics and any associated risks or issues. Members were assured:

- Redeployment numbers had decreased which reassured members that the redeployment process was managed robustly.
- Members received an overview of the type of work that individuals in the Workforce Resource Team were engaged in to provide reassurance that they were given meaningful work.

8. STAFF RISKS – RED AND AMBER [paper SG/18/09 refers]

8.1 Members considered the contents of the paper, which provided details of the staff-related risks appearing on the Corporate and Strategic Business Unit Risk Registers.

- Overall, staff risks within NSS continued to be well managed.
- HR would be looking at the outcomes of the Resource Allocation Meetings and the impact of the workforce plans emerging from that.
- Members expressed concerns about the long-standing local risks appearing within the paper. While they recognised that this was sometimes the result of process, Members queried the appropriateness of raising these risks at this level and briefly discussed the Integrated Risk Management Approach.
- Members were assured that there was a focus around the mitigating actions in place and relating it to the downstream impact of upstream work.


9.1 Members noted the paper, which summarised of the number and nature of feedback received relating to staff and how it had been responded to:

- NSS continued to maintain a high rate of response within the set timescales (96%).
- Staff related complaints had reduced significantly through customer care training and Model Complaints Handling Procedure training.
- Members discussed the number of complaints relating to opportunity to donate, and the sensitivities involved. Members were assured that all reasonable efforts were being made, through the training and
communication strategies in place, to reduce the potential for these complaints to arise.

- Members requested longer-term trend data on complaints.

10. SBU SPOTLIGHT: PUBLIC HEALTH AND INTELLIGENCE (PHI)

10.1 Mr S Heald and Mr L Wilson spoke to a presentation which covered the remit, membership and recent work of the PHI Staff Governance Delivery Group:

- Members were pleased to see the level of work done in respect of Equality and Diversity and the detail of the PHI’s Equality and Diversity strategy.
- Members recognised that there was much that could be applied on an NSS-wide basis, particularly in respect of improving levels of self-reporting. Ms L MacLennan and Mrs J Jones had arranged to meet and plan how to take this forward.
- Members sought assurance on PHI’s strategies in respect of upcoming organisational change – particularly focusing on ensuring that staff felt well informed and involved in decisions. They were provided with an overview of the managing change training in place, the breadth of communication channels that would be used and other initiatives being considered.

[Secretary's Note: The following item was brought forward]

11. PUBLIC HEALTH BODY

11.1 Mrs J Jones spoke to paper SG/18/12 which provided an overview of the high-level workforce actions for the formation of the Public Health Body. Members agreed that, in the course of these actions, care should be taken to ensure that staff who would not be transferring did not feel as if they were being “left behind”.

12. NSS PARTNERSHIP FORUM UPDATE

12.1 Members considered the contents of paper SG/18/11, which summarised activities at the recent NSS Partnership Forum meetings. The January 2018 Partnership Forum had focussed on strategy, financial planning, the formation of the Public Health Body and National Boards' Collaboration. The level of discussion had been good and resulted in a clear direction being agreed.

13. NSS STAFF GOVERNANCE COMMITTEE ANNUAL REPORT TO THE BOARD [paper SG/18/13 refers]

13.1 Members discussed the draft version of the report presented:

- Members suggested that section 3.1 could be clarified regarding how the strands of the Staff Governance Standard were covered within the Great Place to Work and briefly discussed ways of doing this.
- Members also felt there could be more reference to the impact of "upstream" work.
- Mrs L Bailey agreed to liaise with Mrs J Jones and Mr J Deffenbaugh to incorporate these points along with additional content from this meeting.

14. OTHER RELEVANT COMMITTEE GOVERNANCE ISSUES

14.1 Members received updates on items of relevance discussed at recent meetings of the other NSS Sub-Committees:

- The Remuneration and Succession Planning Committee had covered the Directors’ mid-year performance reviews and succession planning at their meeting on 8 December 2017.

15. ITEMS FOR THE SUB-COMMITTEE HIGHLIGHTS REPORT

15.1 Members agreed the key points for the Sub-Committee Highlights report to the next formal NSS Board meeting on Friday, 6 April 2018. Mrs L Bailey agreed to send a draft of the report to Mr J Deffenbaugh as soon as possible.
16. ANY OTHER COMPETENT BUSINESS

16.1 Members received an update from Mrs K Nicholls on behalf of the NSS (dis)Ability Network:

- Membership of the network was growing exponentially and had links with LGBTI network to pick up on good practices they had developed.
- Representatives of the network would be appearing in a new video by the Central Legal Office on managing sickness absence and disabled employees.
- On the other hand, the network had found that there was a huge reputational and financial risk to NSS as treatment of disabled staff was inconsistent across departments/areas and training was not in place. Specific examples were provided and potential contributory factors were discussed.
- The raising of these issues had led to the emergence of some good work to address them (e.g. development of a reasonable adjustment passport to reduce the need for repetition of justification when changing line managers). However, there was more that still needed to be done.
- Members expressed concerns that this contradicted the earlier statement about NSS being an attractive organisation for disabled staff, and disappointment that it had not come up through other channels before now.
- Members agreed that Equality and Diversity should be added as a standing agenda item for future meetings, and they would consider reflecting this in the Committee’s Terms of Reference.
- Members were assured that Mr C Sinclair would be raising the issues discussed here with the Executive Management Team at their meeting on Monday, 19 February 2018. This would then be subsequently picked up with Mrs J Jones, Ms L MacLennan and Mrs K Nicholls.
- Members requested that an action plan be developed and fed back on within the next two weeks.

16.2 As it was his last meeting, Members wished to record their thanks to Mr B Stillie for all his work and wished him all the best for his retirement.

17. DATE OF NEXT MEETING

17.1 The next meeting was scheduled for Friday, 11 May 2018 in Boardroom 2, Gyle Square, Edinburgh at 0930hrs.

There being no further business, the meeting finished at 1243hrs.