Minutes (DRAFT FOR APPROVAL)

NHS NATIONAL SERVICES SCOTLAND STAFF GOVERNANCE COMMITTEE

MINUTES OF NSS STAFF GOVERNANCE COMMITTEE MEETING HELD ON FRIDAY, 11 MAY 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

In Attendance: Mr Bill Connolly, National Fire Safety Officer [Item 10]
Ms Lesley McNeil - Healthy Working Lives [Item 10] (Depute for Ms Mairi Gaffney – Head of Healthy Working Lives)
Mrs Jacqui Jones – Director of HR and Workforce Development
Ms Louise MacLennan - Head of Equality and Engagement [Item 9]
Ms Hazel Mackay, HR Services Manager
Mrs K Nicholls – Interim Business Intelligence and Performance Monitoring Lead [Minutes]
Mr Colin Sinclair - Chief Executive
Ms Aileen Stewart, Head of Organisational Effectiveness

Apologies: Mr Mark McDavid - Non-Executive Director

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.

1.2 Mr J Deffenbaugh advised that for future meetings all those who were presenting a paper should plan on attending the whole meeting so that they could understand how their papers fit into the work of the Committee and see the bigger picture. Also authors of papers to present their paper, which will include a summary at the start which will form the basis of presentation.

2. MINUTES AND MATTERS ARISING FROM STAFF GOVERNANCE COMMITTEE MEETING HELD ON 16 FEBRUARY 2018 [papers SG/18/22 & SG/18/23 refer]

2.1 Following a brief discussion, Members approved the minutes of the meeting held on 16 February 2018. 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.

2.2 Members also discussed the range of papers received and the amount of overlap between items. For future meetings it may become necessary to combine items so that this duplication was eliminated, e.g. updates on RIDDORs etc.

2.3 Mr J Deffenbaugh asked for clarification on item 4.1 relating to a short narrative on the Great Place To Work Plan (GPTW). Mrs J Jones advised that work on...
this was being undertaken by herself and Ms Aileen Stewart and would be reported back to a future meeting as part of the GPTW report. Members also discussed the iMatter review and Mrs J Jones advised that all SBU Directors were looking in detail at this and the results of the Dignity At Work (DAW) survey to complete their action plans.

2.4 Mr J Deffenbaugh asked that the sickness absence figures be broken down further by SBU and a paper prepared on this for the next meeting. Action: Ms A Stewart to provide paper to next meeting.

Ms A Stewart

3. GREAT PLACE TO WORK PLAN 2017-18 END OF YEAR PROGRESS REPORT [paper SG/18/24 refers]

3.1 Ms A Stewart took Members through the content of the paper.
- They noted the progress made, but requested further information in relation to the iMatter and Dignity at Work report.
- Mr T Hiddleston commented that the Bullying and Harassment figures may not truly reflect the experiences of staff. He continued that there were still people who did not feel safe to formally report their experiences.
- Members then discussed how to rectify this and support staff to speak up. Ms E Ireland asked that further work be done around this rather than relying on the two surveys to provide information. She added that staff should be made aware that the Senior Teams and the Board are open to hearing about such things, and all acknowledged that going through the formal process was daunting and difficult. Mr G McAteer added that more work was required in the background to ensure NSS was able to meet the Zero tolerance targets.
- All agreed that none of this truly met the NSS Values to encourage a cultural change and whether it was possible to review the policies. Mrs J Jones replied that this was an NHSScotland policy so would have to be done via the formal route. However, more work could focus on the process/guidelines around this subject and to encourage staff to speak out. She added that there would shortly be a refresh/re-launch of the NSS Values and this would feed into cultural behaviours in NSS. Action: Mrs J Jones and Mr I Cant to review guidelines etc and report back to a future meeting.

Mrs J Jones/ Mr I Cant

4. SCOTTISH GOVERNMENT NATIONAL ANNUAL MONITORING RETURN 2017-18 [paper SG/18/25 refers]

4.1 Members noted the content of the paper and approved it for submission to Scottish Government to meet the deadline of 31st May 2018. It was also noted that much of the information contained had already been discussed under item 4 of these minutes.

5. NSS STAFF GOVERNANCE 2017/18 ANNUAL REPORT TO THE BOARD [paper SG/18/26 refers]

5.1 Members noted the content of the paper and approved it in full. After a short discussion Mr J Deffenbaugh asked for more reporting on the background and cause unpinning the information contained in the report for future meetings. Members also noted the positive work that was being done.

6. TERMS OF REFERENCE [paper SG/18/27 refers]

6.1 Members noted the changes made to the Terms of Reference (TOR) they had requested at the previous meeting and approved them as is.
7. **HR PEOPLE REPORT [paper SG/18/28 refers]**

7.1 Members noted the content of the report and asked that for future years this paper and paper SG/18/24 and SG/18/25 be merged into one as there was a lot of repetition and cross over between them. With this in mind Members were content to approve the paper. **Action:** Mrs J Jones to ensure that the HR PEOPLE REPORT/GREAT PLACE TO WORK PLAN 2017-18 END OF YEAR PROGRESS REPORT to be merged for next sessions.

7.2 Members continued through the paper and asked that their thanks be passed to all staff for their dedication and willingness to go the extra mile during the Red weather warning and subsequent disruption. The Members were also reassured that all staff had been able to access special leave during this period.

7.3 Mr J Deffenbaugh asked for further clarity on the sickness absence figures, particularly those relating to the ‘other’ category and why this was so high in some SBU’s.

- Mr C Sinclair commented that the EMT had already discussed this and it appeared there were no systemic issues relating to this. He continued that the main issue seemed to be incorrect reporting.
- Ms E Ireland asked that Ms A Stewart provide further research around the figures for IT and CEAD and report these back to next meeting. **Action:** A Stewart to do further work on IT and CEAD sickness absence trends/reasons for absence.

8. **RESOURCES OVERVIEW – 2017/18 YEAR END [paper SG/18/29 refers]**

8.1 Ms A Stewart took members through the paper and noted that year on year there had been an 18% increase of employees within the NSS Redeployment Workforce Resource programme but many had been successful in finding substantive roles.

- Members discussed whether there was enough resource in HR to cope if more people came into the programme.
- Ms A Stewart continued that 15 people on redeployment had left the organisation through voluntary redundancy or voluntary early retirement. Mr J Deffenbaugh asked what the financial implications of this were, and would they be in year or run over into the next financial year. He continued that this detail should include any anticipated demand from PHI SBU as part of the creation of the new Public Health Body.

- Ms A Stewart confirmed that there had been some slippage and she would report further on these criteria to the next meeting. **Action:** Ms A Stewart to provide detail on financial and resource implications around the Redeployment Workforce Resource Programme to next meeting.

8.2 Members thanked Ms A Stewart and were happy to endorse the paper as is.

9. **OCCUPATIONAL HEALTH, SAFETY, WELLBEING AND FIRE 2017/18 ANNUAL REPORT [paper SG/18/30 refers]**

9.1 Ms L McNeil and Mr B Connolly took members through the paper and noted the contents. Mr J Deffenbaugh asked that for future meetings a summary be added to the cover sheet highlighting items of interest. [See note above]

10. **HEALTHY WORKING LIVES QUARTER 4 UPDATE [paper SG/18/31 refers]**

10.1 Members noted the content of this paper and acknowledged that there was a cross over with previous items so no further discussion was necessary.
11. **ANNUAL WHISTLEBLOWING REPORT 2017/18 [paper SG/18/32 refers]**

11.1 Mrs L Morrow took members through the paper and welcomed any comments.

- She advised that due to the retirement of Ms Noreen Kent (NSS Nurse Director) Ms Jacqueline Reilly would take over as the Whistleblowing Champion for NSS. Members noted that the communications around this change may raise the profile and result in more activity in this area.
- Ms E Ireland added that it was important that staff knew where to go and that the Board were visible to all on this subject matter.
- Mr J Deffenbaugh asked for further clarity on his role as the Whistleblowing champion on the Board. Ms J Jones agreed to circulate this information to him and also to Ms E Ireland for their info. **Action: Ms J Jones to forward role description/guidelines to Mr J Deffenbaugh and Ms E Ireland outwith the meeting.**

J Jones

12. **SBU SPOTLIGHT – CLO PRESENTATION**

12.1 Ms Norma Shippin, Director CLO took members through a ‘spotlight’ on the NSS Central Legal Office. Members thanked her for the very informative presentation. This is now a regular feature for the Committee and the next session could focus on the NSS Essential Line Manager Training and NSS Leadership Programme. **Action: Add to agenda for next meeting.**

Committee Secretary

13. **UPDATE ON LESSONS LEARNED FROM SICKNESS ABSENCE PROJECT AND BAU MODEL [item taken out of agenda order]**

13.1 Ms H Mackay took members through a short presentation/document that had been prepared in light of the recent NSS Sickness Absence Lessons Learned project and the subsequent internal audit findings.

- It was felt that this was a timely project. Items highlighted included a real focus on Mental Health in the workplace and how this fed into the Great Place to Work programme and the general well-being of staff.
- Members also discussed the high level of absence within SNBTS/P&CFS and BS SBUs.
- Members also noted that the audit had been very positive and work would now focus on the four main areas identified: Data (cleansing and validation); absence targets per SBU; What do these figures mean for NSS, keeping the momentum going in the SBUs as part of business as usual.
- Other items of interest included: supporting work/life balance, mental health in the workplace; diversity of the workforce; gender equality.
- Members thanked Ms Mackay for her informative presentation and look forward to receiving future reports on progress

14. **DEVELOPMENT OF GREAT PLACE TO WORK PLAN 2018/19 [paper SG/18/33 refers]**

14.1 Ms A Stewart took Members through the paper and advised that it was still in draft as the Dignity at Work data had only just become available and this has been required to feed into future planning. She advised that a short life working group had been established to complete the final plan and Mrs Mary Morgan, Director SNBTS, who was on the group, had already started to engage with the other participants. This was important as the group would not just be HR staff, but would encompass the wider NSS.

14.2 Members noted the content of the draft plan and asked for further updates to be provided at the next meeting. **Action: AS to provide update to next meeting.** A Stewart
ACTION

15. REVIEW OF OCCUPATIONAL HEALTH, SAFETY, WELLBEING AND FIRE PLAN 2018/19 [paper SG/18/31 refers]

15.1 Members noted the content of the paper and that the topic had already been covered in detail as part of previous items.

16. NSS STAFF RISKS – RED AND AMBER [paper SG/18/34 refers]

16.1 Mrs J Jones took members through the paper and noted that there had not been much movement since the last quarter. After a short discussion, focusing on the risk around redeployment programme and the fact that this risk reflected the availability of HR resource to support the programme, rather than numbers going through it, Members noted the paper in full.

16.2 Mr J Deffenbaugh and Ms E Ireland asked that HR make sure that all possible risks had been identified and bring more detail to the next meeting. Action: J Jones

17. EQUALITY AND DIVERSITY UPDATE

17.1 Ms L MacLennan provided members with a short update on equality and diversity. She advised that following the last SGC meeting an equality action plan was developed collaboratively presented to EMT and endorsed by them.

17.2 She continued that the immediate access issues had been addressed and work was ongoing with key colleagues to carry out an access audit of the NSS buildings, starting with Gyle and Meridian. The NSS ability network had also been contacted directly by the staff at the new SNBTS National Centre in relation to access to the clocking machine which was very encouraging.

17.3 Members noted that Mr C Sinclair and Mr Martin Bell, Interim Director Strategy & Governance Directorate had both attended one of the NSS ability staff network events. They had received firsthand accounts from staff on their experience of disability within NSS.

17.4 Additional items discussed were:

- The next NSS Senior Management Forums would have an equality focus and would reach about 200 senior managers in NSS.
- The short life working group had met to develop the British Sign Language plan for NSS.
- The short life working group had met to scope out the reasonable adjustment passport project and how this would work in practice across NSS.
- The Transgender guide for staff was nearing completion. Work was now being done to look at how this would be implemented.
- A train the trainer pilot had been delivered to 12 staff in PCF. These 12 staff would then rollout across the whole of PCF in 2018-19.
- Ms L MacLennan, TU and staff networks delivered an equality session at the NSS board development day.

17.5 Members thanked Ms L MacLennan for her informative update and asked that an update on the NSS Reasonable Adjustment Passport (RAP) be provided by her and Mrs J Jones to the next meeting with timelines for implementation. Action: L MacLennan
Ms L Maclennan and Mrs J Jones to report on the RAP at the next meeting.

17.6 It was agreed that Ms L Maclennan should be invited to all future meetings of the Committee, and Equality & Diversity was to be a standing item going forward.

**Action:** Ms L Maclennan to be added to attendees for all future meetings and Equality & Diversity was to be a standing item.

18. **QUARTERLY FEEDBACK REPORT** [paper SG/18/35 refers]

18.1 Members noted the content of the report in full.

19. **PUBLIC HEALTH BODY – UPDATE ON HR ACTIONS**

19.1 Mrs J Jones advised that she was able to provide reassurance to the Committee that HR was prepared for any increase in workload that could be associated with the new Public Health Body and what the implications could be for staff within NSS. She continued that as the programme progressed she would provide more detailed updates to the Committee at the next available meeting.

20. **ANNUAL REPORT FROM THE REMUNERATION AND SUCCESSION PLANNING COMMITTEE TO THE NSS BOARD**

20.1 This item was not discussed at the meeting.

21. **NSS PARTNERSHIP FORUM UPDATE** [SG/18/36 refers]

21.1 Members noted the content of the NSS Partnership Forum update.

22. **OTHER RELEVANT COMMITTEE GOVERNANCE ISSUES**

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

- NSS Clinical Governance Committee focused on blood safety and the transfer arrangements between Ms Noreen Kent (retirement) and Ms Jacqueline Reilly who would be her interim replacement.

- NSS Audit & Risk Committee focused on eHealth recommendations and annual reports as appropriate. There was in depth discussion on how this had affected NSS reputation.

23. **ITEMS FOR THE SUB-COMMITTEE HIGHLIGHTS REPORT**

23.1 Members agreed that the following items should be highlighted:

- The re-launch of the NSS Values
- Conversations – making sure all know that their voices would be heard and to encourage conversations before use of formal policy. Focus on the individual not just the process.
- Spotlight on Essential Line Manager and Leadership Programme for next meeting.
- Focus on the upstream work i.e. feedback on the conversations that take place and other activity that impacts downstream results.

24. **ANY OTHER COMPETENT BUSINESS**

24.1 Ms E Ireland advised that there had been a question raised by an MSP that there were two different ways of treating staff and senior managers. Mrs J Jones was able to reassure the Committee that this was not the case and
agreed to provide this reassurance in writing to the Committee. **Action:** Mrs J Jones to provide reassurance in writing.

24.2 Mr J Deffenbaugh asked that for future meetings there was an agenda item on meeting closure which would look at what went well, what could have gone better and the quality of papers. **Action:** Board Secretariat to programme this in for future meetings.

25. **POLICIES FOR OVERSIGHT** [paper SG/18/17 refers]

25.1 Members noted the content of the NSS Adverse Events Management Policy.

26. **DATE OF NEXT MEETING**

26.1 The next meeting was scheduled for 28<sup>th</sup> September 2018 with the venue to be confirmed, Gyle Square, Edinburgh at 0930hrs.

There being no further business, the meeting finished at 1300 hrs.