

BOARD OFFICIAL

NHSGGC SGC(M)22/02
Minutes: 12-30

NHS GREATER GLASGOW AND CLYDE

**Minutes of a Meeting of the
NHS Greater Glasgow and Clyde
Staff Governance Committee
held via Microsoft Teams, on
Tuesday 24 May 2022 at 1.30pm**

PRESENT

Ms A Cameron-Burns
(Employee Director and Co-Chair in the Chair)

Mr A Cowan (Co-Chair)
Ms A Khan
Dr P Ryan
Mr F Shenan
Prof J Brown (Board Chair)
Mrs J Grant (Chief Executive)

IN ATTENDANCE

Mr M Allen	Senior Administrator
Ms T Carrey	Interim Workforce Planning & Analytics Manager (Para 23)
Ms F Carmichael	Staff Side Chair, Acute Services Staff Partnership Forum
Ms B Culshaw	Chief Officer, West Dunbartonshire Health and Social Care Partnership (HSCP)
Mr A Gibson	Chief Risk Officer (Para 25)
Mr B Greene	Head of Human Resources – Inverclyde HSCP (Para 17)
Mrs B Howat	Head of Human Resources – Corporate Services (Para 17))
Mrs D Hudson	Staff Governance Co-ordinator / iMatter Operational Lead
Mrs A MacPherson	Director of Human Resources & Organisational Development
Ms P Martin	Head of Staff Experience
Ms M McCarthy	Co-chair, Glasgow City HSCP Staff Partnership Forum
Mr A McCready	Staff Side Chair, Non City HSCP Staff Partnership Forum
Ms D McCrone	Chair, Staff Partnership Forum, Inverclyde HSCP
Mr S Munce	Head of Human Resources, Resources and Development
Mr A Stevenson	Interim Chief Officer, Inverclyde HSCP
Ms E Quail	APF Secretariat
Ms E Vanhegan	Director of Corporate Services and Governance (Para 27)

12.	WELCOME AND APOLOGIES		ACTION BY
	Ms Cameron-Burns welcomed all to the meeting, with apologies noted for Mr W Edwards, Mrs M MacDonald, Ms C Heuston and Mr C Vincent.		
13.	DECLARATIONS OF INTEREST		
	There were no formal declarations of interest intimated.		

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14.	<p>MINUTES</p> <p>The Minutes of the Committee meeting held on 1 February 2022 (SGC(M)22/01) were approved as a correct record, subject to the following amendment at paragraph six, which discusses the General Medical Council (GMC) recommendations for Psychiatry, at Inverclyde Royal Hospital, as part of the Medical Education Enhanced GMC Monitoring Update:</p> <p>“Dr Armstrong advised that some of the recommendations were considered <u>easier to implement at pace...</u>”</p> <p><u>APPROVED</u></p>		
15.	MATTERS ARISING		
15.1	<u>Rolling Action List</u>		
	<p>Mr Cowan, Co-Chair, referred to the Rolling Action List (Paper 22/04) and advised that there were two items on the Rolling Action List, with both marked for closure.</p> <p>The Committee noted the updated Rolling Action List and agreed the items proposed for closure.</p> <p><u>NOTED</u></p>		
16.	URGENT ITEMS OF BUSINESS		
	<p>There were no items raised.</p>		
17.	<p>ASSURANCE PRESENTATIONS</p> <p><u>Inverclyde Health and Social Care Partnership</u></p> <p>Mr Stevenson, Interim Chief Officer, Inverclyde Health and Social Care Partnership (HSCP) and Ms McCrone, Chair, Staff Partnership Forum, Inverclyde HSCP, supported by Mr Greene, Head of Human Resources – Inverclyde HSCP, gave a presentation on the Staff Governance activity within the HSCP, providing an overview of key workforce metrics, including sickness absence, Statutory and Mandatory training, KSF compliance and iMatter participation, outlining the actions being undertaken within the HSCP to ensure effective management towards compliance with targets.</p> <p>Mr Stevenson outlined how the activity streams met the five strands of the Staff Governance Standard and highlighted key achievements, including a collaborative pandemic response across the HSCP and effective communication channels.</p>		

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Mr Stevenson advised the Staff Governance Committee that there were a number of continuous opportunities for the HSCP over the next 18 months and these included finalising and implementing the HSCP Workforce Plan, improving Personal Development Planning and Review and a focus to improve practice around equality and diversity within workforce and practice.

Mr Stevenson showcased Winter Wellness Week 2022 as the HSCP's case study. He advised that Winter Wellness Week 2022 was organised in conjunction with Communities and the Voluntary Sector (CVS) Inverclyde to support the Workplace Wellbeing Matters Plan, and the Scottish Government Winter Pressures Money to ensure support for the mental health and wellbeing of staff across the HSCP. Mr Stevenson advised that staff reported feeling valued at being encouraged to take time out for activities and this was especially felt by the wider workforce. The success of Winter Wellness Week 2022 will now be built on, with work underway for Summer and Autumn 2022 Wellness Weeks.

Human Resources and Organisational Development

Mrs MacPherson, supported by Mrs Howat, Head of Human Resources – Corporate Services, gave a presentation on the Staff Governance activity within Human Resources and Organisational Development, providing an overview of key workforce metrics, including sickness absence, Statutory and Mandatory training, KSF compliance and iMatter participation, outlining the actions being undertaken within the Directorate to ensure effective management towards compliance with targets.

Mrs MacPherson outlined how the activity streams met the five strands of the Staff Governance Standard and highlighted a number of key achievements, including local and national recognition and awards and participation & engagement in Investors in People accreditation for the Corporate cluster.

Mrs MacPherson advised the Staff Governance Committee that there were improvement opportunities for the Directorate over the next 18 months and these included a focused improvement of recording Personal Development Planning and Review conversations, Wellbeing and Peer Support and promoting iMatter action planning.

Mrs MacPherson showcased the review of Occupational Health and Safety as the Directorate's case study. She advised that all staff involved were fully engaged in the development of the processes, as well as the outcomes and that as a result of the review, a new model had been established from December 2021, with resources realigned to appropriate internal management teams and a modern, fit for purpose service now in place.

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	<p>Prof Brown advised that he is supportive of the new assurance presentation format and how the activities align to the strands of the Staff Governance Standard, asking how trends are being tracked and improvement assurance demonstrated. Mrs MacPherson advised that Board-wide and local performance reports show trends, with consideration to be given as to how to capture this within the assurance presentations.</p> <p>Ms Khan indicated her support for the new assurance presentation format and highlighted an opportunity for other Directorates and HSCPs to learn from Inverclyde HSCP's success with capturing equality data. Ms Khan's suggestion will be picked up as part of the review of Equality Data.</p> <p>Ms McCarthy asked about plans to improve KSF and Statutory / Mandatory Training compliance within Inverclyde HSCP, with Mr Stevenson highlighting the importance of encouraging managers to support staff in these areas, but recognising that priorities have understandably lay elsewhere during the pandemic.</p> <p>Mr Cowan was supportive of the new assurance presentation format and suggested that both areas reflect on their identified opportunities for improvement and reference (include) this the next time these service areas present to the Staff Governance Committee.</p> <p>There was a general discussion regarding the importance of capturing and sharing Board-wide best practice and that of other Boards, with agreement that this was for wider Board, rather than Staff Governance Committee consideration.</p> <p><u>NOTED</u></p>	<p>Head of Staff Experience</p> <p>Head of Staff Experience / Mr Greene</p> <p>Head of Staff Experience</p>
<p>18.</p>	<p>WORKFORCE STRATEGY (ACTION PLAN)</p> <p>Ms Owens discussed a report (Paper 22/05), providing progress on the Workforce Strategy 2021-2025 Phase One Implementation Plan (April 2021 – December 2022).</p> <p>The Committee noted that 75% of the actions listed within the Phase One Implementation Plan have now reached a stage of completion, or are on target to be completed, by the scheduled completion date. Several actions have experienced delays due to operational pressures within NHS Greater Glasgow and Clyde (NHSGGC) or due to slippages out with the control of NHSGGC.</p> <p>Dr Ryan asked about the delay to the 'Enhance and develop Succession and Career Planning' action, with Ms Owens advising that work had now recommenced, with an intention to take this work through appropriate governance channels in autumn 2022.</p>	

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	<p>Following a point raised by Ms Khan in relation to medical staff recruitment being directed by national circulars, Mrs MacPherson confirmed that there was an opportunity for the Board to influence national policy changes through the National Once for Scotland Policy Group and that progress on this will be reported back to the Workforce Equality Group.</p> <p>Mr Cowan thanked Ms Owens for the update and asked that additional consideration be given to a focus on outcomes in future updates.</p> <p><u>NOTED</u></p>	<p>Ms Owens</p>
<p>19.</p>	<p>STAFF GOVERNANCE ANNUAL REPORT</p> <p>Mrs MacPherson had circulated a report (Paper 22/06) which describes the purpose and composition of the Staff Governance Committee, the business items considered, and key outcomes identified through the presentations heard by the Committee during 2021/22.</p> <p>Prof Brown highlighted that the report reflects a well-managed and well supported Board Committee, suggesting that the accompanying cover paper reflects a positive impact on equality and diversity.</p> <p>During discussion, it was agreed to make the following amendments to add additional assurance:</p> <ul style="list-style-type: none"> • At 2.4.3.6 – the addition of a sentence making reference to Ms Khan being the Board Equality and Diversity Champion; • At 2.4.8.3 – the addition to reference that both Staff Governance Committee Co-Chairs also sit on the Remuneration Committee. <p>Subject to the additions detailed above, the Staff Governance Committee approved the draft Annual Report of Staff Governance 2021/22, for submission to the Area Partnership Forum and NHSGGC Board.</p> <p><u>APPROVED</u></p>	<p>Mrs Hudson</p>
<p>20.</p>	<p>STAFF GOVERNANCE MONITORING RETURN</p> <p>Mrs Hudson had circulated a report (Paper 22/07), highlighting receipt of a response from the Scottish Government on 26 April 2022, in relation to the NHS Greater Glasgow and Clyde (NHSGGC) Staff Governance Standard Monitoring Framework 2020-21 submission.</p> <p>The Staff Governance Committee reviewed the feedback provided and were assured of the progress made, relating to the points raised and approved the proposed next actions.</p> <p><u>APPROVED</u></p>	

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<p>21.</p>	<p>iMATTER</p> <p>Ms Martin provided an update on iMatter, which included a comparison of NHSGGC (including HSCPs) data with national data for 2021, a summary of dates and cohorts for iMatter 2022 and iMatter Governance, focussed on national, Board and senior level responsibilities within iMatter, as well as reporting structures and access. Ms Martin noted her thanks to Ms Culshaw, the Corporate Management Team sponsor, for her support with the presentation.</p> <p>Ms Khan asked about the communications strategy in place to drive an improved response rate, with Ms Martin advising that Senior Management Team and local management engagement is taking place, together with individual Microsoft Teams channels for the three cohorts and a poster campaign.</p> <p>Mr Cowan advised that he was assured by the presentation and that the Committee was focussed on the right areas of governance around iMatter, adding that he was encouraged by the level of understanding across the team and the next actions to be taken for continuous improvement.</p> <p>Ms Quail noted the importance of action planning and the benefits of sharing success stories to inspire and encourage others to take part and create their own successes.</p> <p>Prof Brown thanked Ms Martin for the presentation and confirmed he was assured that iMatter was a well-run and well-communicated process, appreciating the hard work involved. He added his thanks to leadership and management teams across the organisation for their support.</p> <p><u>NOTED</u></p>		
<p>22.</p>	<p>AREA PARTNERSHIP FORUM</p> <p>Ms Cameron-Burns had circulated a report (Paper 22/08) to provide the Committee with an update on the work of the APF, highlighting the support offered to staff in relation to the cost of living and fuel poverty crisis.</p> <p>Mrs MacPherson advised that the Health Improvement Team had access to high level data around the support offered to staff, as well as some success stories, that will be considered for inclusion within the next Health and Wellbeing update to the Staff Governance Committee.</p> <p>The Committee noted the update.</p> <p><u>NOTED</u></p>		

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23.	<p>STAFF GOVERNANCE PERFORMANCE REPORT</p> <p>Ms Carrey had circulated a report (Paper 22/09), to provide an update on workforce data and performance as at March 2022. Ms Carrey advised that the report takes a new format, showing the 13 month trend, plus a future projection.</p> <p>Dr Ryan thanked Ms Carrey for the report, noted that the revised format was appreciated and asked whether turnover levels were expected to remain high in future. Mrs MacPherson advised that there was an aspiration to move towards pre-COVID-19 turnover levels, but at present, there are a significant number of temporary staff in post and staff who were due to retire pre-COVID-19 who had opted to continue working, with these potentially impacting on turnover figures initially.</p> <p>Prof Brown asked whether the data around Nursing and Midwifery establishment could be provided for other staff groups, with Ms Carrey confirming that this information was already available and shared through the management teams storyboards.</p> <p>The Committee noted the update.</p> <p><u>NOTED</u></p>		
24.	<p>REMUNERATION COMMITTEE</p> <p>Ms Cameron-Burns provided an update on the Remuneration Committee meeting held on 1 March 2022, highlighting the following:</p> <ul style="list-style-type: none"> • That the update on Executive and Senior Manager (ESM) changes was welcomed and noted; • That the Remuneration Committee had noted an update on ESM Pay Arrangements for 2021/22; • That the Chief Executives 2021/22 Objectives were presented for assurance, having being circulated for comment in November 2021; • That assurance on the Discretionary Points process had been provided; • That the Remunerations Committee’s Terms of Reference had been approved. <p>Ms Cameron-Burns advised that the next meeting will take place on 29 June 2022, where the Remuneration Committee will consider performance appraisal outcomes for the Executive and Senior Manager cohort.</p> <p><u>NOTED</u></p>		

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25.	<p>HUMAN RESOURCES RISK REGISTER</p> <p>Mrs MacPherson had circulated a report (Paper 22/10), highlighting that the risks were reviewed by the Human Resources and Organisational Development Senior Management Team (HROD SMT) in April 2022. Mr Gibson advised of the amendments to the Risk Register:</p> <ul style="list-style-type: none"> • Risk descriptions updated for all risks to include: Risk Causes; Risk Description; Risk Impacts, consistent with all risks across the Corporate Risk Register • Target date for actions reviewed for all risks • Controls and mitigating actions reviewed throughout • Risk scores reviewed and remain static for this reporting period <p>The Committee noted that it had received sufficient assurance from the information that the risks are clearly described, risk scores appropriate, the alignment of corporate objectives is appropriate and that proposed mitigating actions are framed in SMART terms and it is clear how they will address the risks.</p> <p>An error on the residual risk score (should be six rather than 16) on the Corporate Risk Dashboard for the Staff Governance Committee was noted and Mr Gibson confirmed that this will be amended.</p> <p>Ms Khan asked whether some of the residual risk levels could be considered too low, with Mr Gibson advising that the residual risk scores are carefully considered against mitigation measures and that effective mitigation measures result in residual risk scores that are at a manageable level.</p> <p>The Committee approved the aligned corporate risks, scores and mitigating actions in place to reduce these risks.</p> <p><u>APPROVED</u></p>		
26.	<p>AUDIT PLAN UPDATE</p> <p>Mr Munce had circulated a report (Paper 22/11), providing an update on the 2021/22 Audits for Nurse Bank and Recruitment and an update on the draft Staff Governance related reviews in the Draft 2022/23 Audit Plan. Mr Munce described the actions undertaken for the Recruitment Audit, with the outcome of the Nurse Bank Audit awaited.</p> <p>The Committee noted the progress of the relevant internal audit programme for 2021/22, the draft plan for 2022/23, with this due to be updated and go back to the Audit and Risk Committee at the beginning of June 2022, before consideration by the NHSGGC Board.</p> <p><u>NOTED</u></p>		

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<p>27.</p>	<p>ANNUAL REVIEW OF TERMS OF REFERENCE</p> <p>Ms Vanhegan had circulated a report (Paper 22/12), highlighting that the Terms of Reference have been updated to reflect that the current Non-Executive membership of the SGC has reduced from eight to seven, as highlighted to the NHSGGC Board, through updates presented on the Active Governance Programme, under other NHSGGC Board business. Mr Cowan asked whether membership of the Staff Governance Committee will increase back to eight, with Ms Vanhegan advising that this will be considered as part of the late summer review of Committee membership.</p> <p>The Committee approved the updated Terms of Reference.</p> <p><u>APPROVED</u></p>		
<p>28.</p>	<p>Cycle of Business 2022/23</p> <p>Ms Martin had circulated a report (Paper 22/13), providing the Staff Governance Committee Cycle of Business for 2022/23, in line with Board agreements. The Cycle of Business is reviewed by the Co-Chairs at Staff Governance Committee agenda setting meetings and is available to all members of the Committee on request.</p> <p>Prof Brown suggested that the accompanying cover paper reflects a positive impact on equality and diversity.</p> <p>The Committee noted the update.</p> <p><u>NOTED</u></p>		
<p>29.</p>	<p>CLOSING REMARKS AND KEY MESSAGES TO THE BOARD</p> <p>Ms Cameron-Burns thanked all presenters, contributors to discussions during the meeting and those involved preparing papers.</p> <p>Key messages to the Board will be included in the Co-Chairs' report to the 28 June 2022 Board meeting and will include reference to those items above, approved by the Staff Governance Committee, the Audit Plan update and the recommencement of the Service Assurance presentations.</p> <p>Ms Cameron-Burns also expressed her thanks and best wishes, on behalf of the Committee, to Ms Martin who leaves NHSGGC on 22 June 2022.</p>		
<p>30.</p>	<p>DATE & TIME OF NEXT MEETING</p>		

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	The next meeting of the Staff Governance Committee will be held on Tuesday 2 August 2022 at 9.30am. The venue will be confirmed in due course.		
	The meeting ended at 1545hrs.		