

NHS GREATER GLASGOW AND CLYDE

**Minutes of a Meeting of the
NHS Greater Glasgow and Clyde
Staff Governance Committee
held in the JB Russell House Boardroom and via Microsoft Teams, on
Tuesday 21 February at 9.30am**

PRESENT

A Cameron-Burns
(Co-Chair in the Chair)

A Khan
Cllr C McDiarmid
Cllr M McGinty
Dr P Ryan
F Shennan
C Vincent
J Grant (Chief Executive)

IN ATTENDANCE

M Allen	Senior Administrator
K Berchtenbreiter	Head of Human Resources – Corporate Services (Item 6)
B Culshaw	Chief Officer, West Dunbartonshire Health and Social Care Partnership (HSCP)
D Foy	Board Member (observing)
D Hudson	Staff Experience Adviser / iMatter Operational Lead
M MacDonald	Head of Learning and Education
A MacPherson	Director of Human Resources and Organisational Development
A McCready	Staff Side Chair, Non City HSCP Staff Partnership Forum
S Munce	Head of Workforce Planning and Resources (Item 10)
C Neil	Director of Finance (Item 6)
N Owens	Depute Director of Human Resources
M Pay	Workforce Strategy Manager (Item 7)
L Spence	Head of Staff Experience
E Quail	Area Partnership Forum (APF) Secretariat
R Wall	Head of Occupational Health and Safety (Item 13)
A Walton	Staff Side Partnership Lead for APF

1.	WELCOME AND APOLOGIES	ACTION BY
	<p>A Cameron-Burns welcomed all to the meeting, and advised the agenda is based on a proportionate governance approach given the challenges in the winter months.</p> <p>Apologies were noted for K Miles, Prof J Brown, Dr J Armstrong, A Wallace, M McCarthy and W Edwards.</p>	

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2.	DECLARATIONS OF INTEREST		
	There were no formal declarations of interest intimated.		
3.	MINUTES		
	<p>The Minutes of the Committee meeting held on 22 November 2022 (SGC(M)22/04) were approved as a correct record. The motion to approve was intimated by A Khan and seconded by Dr P Ryan.</p> <p><u>APPROVED</u></p>		
4.	MATTERS ARISING		
4.1	<u>Rolling Action List</u>		
	<p>A Cameron-Burns referred to the Rolling Action List (Paper 23/01) and advised that there were a total of three items, with all three marked for closure.</p> <p>The Committee noted the updated Rolling Action List and agreed the items proposed for closure.</p> <p><u>APPROVED</u></p>		
5.	URGENT ITEMS OF BUSINESS		
	<p><u>Industrial Action Update</u></p> <p>A MacPherson confirmed that the Health Trade Unions in Scotland have suspended industrial action and are giving consideration to the 2023/24 pay offer from the Scottish Government. There is no intimated date of ballot by Junior Doctor members of the British Medical Association.</p>		
6.	ASSURANCE PRESENTATION		
	<p><u>Finance Directorate</u></p> <p>C Neil, Director of Finance, supported by K Berchtenbreiter, Head of Human Resources – Corporate Services, gave a presentation on the Staff Governance activity within the Finance Directorate. This provided 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 meet the agreed targets.</p> <p>C Neil outlined how the activity streams met the five strands of the Staff Governance Standard and highlighted key achievements, including participation in Investors in People accreditation, an improvement in Personal Development Planning and Review (PDP&R) compliance, creation of a local Staff Partnership Forum and the development and roll out of new sustainable hybrid working models in key service areas.</p>		

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	<p>C Neil advised the Staff Governance Committee that there are a number of continuous improvement opportunities for the Directorate over the next 18 months. These included building on the new Finance Learning and Development Framework, merging actions from Investors in People and iMatter Action Plans where possible and establishing a trainee accountant programme and peer study support group.</p> <p>C Neil showcased the Learning Development Framework within Finance as the Directorate’s case study. This focusses on assessing workplace skills, identifying gaps or weaknesses and then selecting teaching/learning methods that improve individual effectiveness, build resilience as a department and nurture a culture that supports NHS values. The Framework is now embedded in the PDP&R process, with a mentoring programme established in December 2022, offering one to one, peer and group mentoring options for all Finance staff.</p> <p>E Quail thanked C Neil for the presentation, highlighting the importance of the creation of the local Staff Partnership Forum and the work around career development and succession planning.</p> <p>A Khan asked whether there is a process in place to capture feedback from staff around learning and development opportunities. C Neil confirmed that there is, linked closely to iMatter action planning.</p> <p>B Culshaw thanked C Neil for the presentation and asked whether there is any learning that other teams could use in terms of increasing PDP&R compliance. C Neil advised that his team had placed an increased emphasis on the importance of PDP&R conversations, linking this to Investors in People and iMatter.</p> <p>Cllr McDiarmid asked whether hybrid working is on par with other NHS Scotland Boards in terms of approach. A MacPherson confirmed that NHS Greater Glasgow and Clyde (NHSGGC) signed off early guidance which was shared with other Boards, whilst we await a Once for Scotland policy. C Neil highlighted the importance of ensuring the correct balance for the individual, department and organisation.</p> <p>A Cameron-Burns thanked C Neil and K Berchtenbreiter for the assurance presentation, noting that the Committee had been fully assured.</p> <p><u>ASSURANCE NOTED</u></p>		
<p>7.</p>	<p>WORKFORCE STRATEGY ACTION PLAN</p> <p>Dr Pay discussed the Workforce Strategy Action Plan Phase Two (Paper 23/02), updating the Staff Governance Committee on progress to date and advising the Committee that six of the 23 activities were complete, with 13 scheduled for completion by the end of March 2023 and four delayed.</p> <p>Dr Pay provided specific updates on three key strands of the Plan:</p>		

Investors in People

- By the end of March 2023, all Clusters will have completed their initial assessment by IIP and to date, accreditation has been achieved for Inverclyde Royal Hospital and the Corporate Cluster. West, Clyde and North Clusters have not yet met the standard and have further actions to be achieved in 2023. The South Cluster assessment will be completed by the end of March 2023.
- The Cluster assessment reports provide feedback on high performing areas against the criteria and areas where there are opportunities for improvement. The assessment outcomes inform a Development Plan that is agreed for each Cluster, which is created through further engagement and input from staff.

Workforce Equalities

Dr Pay highlighted key progress against the Workforce Equality Action Plan:

- A new Managers' Guide to Equality Law was launched across the organisation in November 2022.
- There has been an increase in the percentage of staff about whom we hold protected characteristic information, with a continuous improvement trend over the last four months.
- NHSGGC's first dedicated leadership programme for BME staff was launched in October 2022.
- There is continued support for the three Staff Forums / Network, including HR Connect pages and posters promoting them.

Dr Pay advised that NHSGGC will be holding a first Equality, Diversity and Inclusion Conference in June 2023, bringing together leaders from across the Board, to further embed our commitment to equity at every level.

Health, Safety and Wellbeing (SHaW)

- The Safety Health and Wellbeing Culture Framework was launched in December 2022. The Framework is supported by a roadmap that provides a visual of the five strands for SHaW and a SHaW Delivery Plan detailing the activities planned under each of the strands.
- The NHSGGC Peer Support Framework has been launched and is being delivered on three levels. There are now 206 trained peer supporters with a further 90 booked on courses until April 2023.
- 2354 staff completed the Staff Health Needs Assessment. The data has been analysed and presented to the HR Senior Management Team in January 2023, with a proposed action plan currently being developed by the Staff Health Strategy Group.
- The on-site rest and recuperation (R&R) hubs continue to be positively received by its users. The commencement of the mobile R&R hub facility had been delayed due to mechanical issues with

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	<p>the vehicle, however, a visitation schedule will be published in due course.</p> <p>E Quail highlighted the importance of leadership and mentoring being standard agenda items at meetings across the organisation, to allow all staff the opportunity to grow and develop. A MacPherson advised that this is an area supported by the succession planning programme, which helps identify development needs and inform PDP&R conversations, with Organisational Development and Learning and Education colleagues ensuring all programmes are fit for purpose.</p> <p>A Khan asked about whether there is any further update on the development of a Success Register. A MacPherson confirmed that this is linked to wider work around employee engagement and celebrating success, with a proposal due to be considered by the Corporate Management Team and Area Partnership Forum. This will include how best to create and share success stories.</p> <p>A Khan also asked whether there were other avenues being explored in addition to the career’s website, with Dr Pay confirming that the website will be continuously promoted, updated and expanded.</p> <p>A McCready noted that staff engagement around Investors in People had been particularly positive and expressed thanks to staff taking part in focus groups.</p> <p>A Cameron-Burns thanked Dr Pay for the update, noting that the Committee had been fully assured.</p> <p><u>ASSURANCE NOTED</u></p>	
<p>8.</p>	<p>iMATTER</p> <p>L Spence presented an update on iMatter (Paper 23/03), highlighting the following:</p> <ul style="list-style-type: none"> • Data shows an improvement trend against three of the four key metrics, with the NHSGGC response rate improving during a time when the national response rate reduced. • By the end of 2022, completed action plans had risen to 55%, demonstrating continued engagement with the action planning process. • With NHS Scotland now moving out of the pandemic period, there will be a focus in the coming year on leadership visibility and staff engagement to improve our lower scoring areas. • There are a number of areas that demonstrate how the Employee Voice is being used to inform our improvement activities, including rollout of the Internal Communications and Employee Engagement Strategy, Peer Support training and Investors in People. 	

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	<ul style="list-style-type: none"> • Future activity includes the implementation of a Success Register, Civility Saves Lives and the development of a People Managers' Guide. • Planning work is underway for iMatter 2023, including manager engagement sessions, promoting Success Stories and links to Investors in People and Collaborative Conversations. <p>Dr Ryan asked whether the use of SMS in iMatter is secure, with L Spence confirming that it is and had been used previously.</p> <p>A Cameron-Burns thanked L Spence for the update, noting that the Committee had been fully assured.</p> <p><u>ASSURANCE NOTED</u></p>	
<p>9.</p>	<p>HUMAN RESOURCES RISK REGISTER</p> <p>A MacPherson discussed the Human Resources Risk Register (Paper 23/04), highlighting that the risks were reviewed by the Human Resources Senior Management Team in January 2023. The following amendment to the Risk Register was proposed:</p> <ul style="list-style-type: none"> • Succession Planning – Proposed risk score reduction from six (Medium) to four (Medium). This follows an assessment of how this risk sits in comparison to other Board risks. <p>A MacPherson highlighted that since the last Staff Governance Committee meeting on 22 November 2022, the new Risk Management Strategy has been approved by the Board. The Corporate Risk Register report has been updated to reflect the risk management process outlined in the new Strategy, namely the method in which risk scores are assessed and reported.</p> <p>C Vincent asked whether industrial action is an issue rather than a risk, with J Grant advising that this will be discussed with Andrew Gibson, the Board's Chief Risk Officer.</p> <p>E Quail asked whether the impact assessment against Better Value should be positive, rather than neutral, with A MacPherson advising that this will be discussed with Andrew Gibson, to ensure consistency with other Committees.</p> <p>The Committee noted that it had received sufficient assurance from the information provided, 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>The Committee approved the updated risks, scores and mitigating actions in place to reduce these risks.</p> <p><u>APPROVED</u></p>	<p>A MacPherson/ A Gibson</p> <p>A MacPherson/ A Gibson</p>

<p>10.</p>	<p>STAFF GOVERNANCE PERFORMANCE REPORT</p> <p>S Munce discussed the Staff Governance Performance Management Report (Paper 23/05), to provide an update on workforce data and performance as at 31 December 2022, highlighting the following:</p> <ul style="list-style-type: none"> • Establishment position trends and projections for Nursing and Midwifery staff - Registered Nurses and Health Care Support Workers; • Establishment position overview for Nursing and Midwifery, Senior Medical and Dental, Allied Health Professionals, Administrative Services and Support Services staff; • Staff turnover, starters and leavers trends and projections; • Sickness absence trend and projection, with this now including Covid absence; • Statutory and Mandatory training compliance; • Personal Development Plan and Review completion; • Workforce Equality Information and the reduction in the amount of missing information. <p>Dr P Ryan asked about recruitment difficulties for Healthcare Support Worker posts in some areas, with A Macpherson advising that East Renfrewshire does provide a greater challenge given it hosts the learning and disability service. S Munce noted that all areas are offered appropriate support and targeted recruitment.</p> <p>A Khan asked whether there are any underlying reasons for the increase in absences, with S Munce confirming that there are no real stand out areas or categories. N Owens noted an overall reduction in January 2023 and that focussing resource on areas needing support, will hopefully continue a downwards trajectory to the end of the financial year.</p> <p>A Cameron-Burns thanked S Munce for the update, noting that the Committee had been fully assured.</p> <p><u>ASSURANCE NOTED</u></p>		
<p>11.</p>	<p>AREA PARTNERSHIP FORUM</p> <p>A Cameron-Burns discussed the Area Partnership Forum (APF) update (Paper 23/06), highlighting the following:</p> <ul style="list-style-type: none"> • Winter updates for Acute, Community and Workforce continue to be a focus at meetings; • Publication of the Equality Guide for Managers has been well received; • The additional Public Holiday on 8 May 2023 for the Coronation of HM King Charles III had been approved and communicated; • The APF continues to engage both partnership and management colleagues and continues to support the efforts being made to support the workforce Board wide. 		

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	<u>ASSURANCE NOTED</u>		
12.	<p>CYCLE OF BUSINESS 2023/24</p> <p>A Cameron-Burns noted that the 2023/24 Cycle of Business for the Staff Governance Committee (Paper 23/07) had been included for assurance. No comments were received.</p> <p><u>ASSURANCE NOTED</u></p>		
13.	<p>CLOSING REMARKS AND KEY MESSAGES TO THE BOARD</p> <p>A 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 February 2023 Board meeting and include the Finance Directorate's Assurance Presentation, Workforce Strategy Action Plan update, iMatter update and approval of the Human Resources Risk Register.</p> <p>A Cameron-Burns thanked R Wall, Head of Occupational Health and Safety and A Khan, Staff Governance Committee member for their positive contribution to the Staff Governance Committee, with R Wall retiring at the end of March 2023 and A Khan leaving the Board at the same time. Both acknowledged the thanks offered and intimated appreciation for the support they had received in their respective roles.</p>		
14.	<p>DATE & TIME OF NEXT MEETING</p> <p>The next meeting of the Staff Governance Committee will be held on Tuesday 23 May 2023 at 1.30pm.</p>		
	The meeting ended at 1055hrs.		