



## **STAFF GOVERNANCE COMMITTEE**

Minutes of the meeting held on Monday 23rd May 2019, 10am in the Committee Room, Borders General Hospital, Melrose.

- Present: Cllr D Parker, Chair  
Mrs A Wilson, non-Executive Director  
Mr J McLaren, non-Executive Director  
Mr T Taylor, non-Executive Director
- In attendance: Mrs K Hamilton, Chairperson NHS Board  
Mr J Cowie, Director of Workforce and Planning  
Mr R Roberts, Chief Executive  
Mr B Salmond, Associate Director of Workforce  
Miss V MacPherson, Partnership Lead Staff Side (Ex Officio Member)  
Mrs V Hubner, Head of Work and Well Being  
Mrs J Smyth, Director of Planning and Performance  
Mrs C Oliver, Communications Officer  
Mr D Thomas, BOLD  
Mrs H Hunter, HR Officer (Minutes) shadowed by Mr D Riddell, HR Officer

### **1. Welcome, Introductions and Apologies**

Cllr Parker welcomed everyone to the meeting.

There were no apologies to note.

### **2. Development Session – Workforce Implications of Financial Turnaround**

Mr Thomas provided a verbal update advising they are on week 11 of the Financial Improvement programme. He said Turnaround examines structures, rules and guidelines to secure savings and there are 12 work streams tailored to Borders. After the 12<sup>th</sup> week there will be a review to look at successes, required corrective action and set targets for the next period.

Mr Thomas advised that there is a challenge in that staff have conflicting demands on their time but in the main people are responding well; the commitment will result in delivery of savings. He acknowledged staff are being pushed to work to tight deadlines and they may not be used to this – some of the language he had encountered was that some staff felt victimised or bullied and found the process chaotic and disorganised. The overriding priority was to achieve savings quickly.

Mr McLaren commented that it is important to understand our potential challenges around the Staff Governance Standards, how this process affects staff and how we manage engagement. Mrs Smyth added that part of the challenge as an organisation is this work has

to be absorbed on top of the day to day job. Mr Roberts commented that there is nothing in the Turnaround process to compromise Staff Governance, it is about how we do achieve Turnaround at pace. Mr Cowie added that if the principles of Staff Governance are undermined then it is the duty of Staff Governance Committee to scrutinise the impact.

Mr Taylor commented that engagement takes constant communication, and not just top down communication, we must talk and listen to staff to meet our standards. Mr Thomas responded that there is a communication plan in place.

Mrs Smyth and Mrs Oliver gave power point presentations. Mrs Smyth advised that the savings mandate process seems to be causing the most confusion for Managers and Mrs Oliver commented that communications and engagement are coming together and they are trying hard to ensure a consistent message.

Mr Taylor asked if there were strategies in place to incentivise savings, a motivation may be to reinvest a proportion of savings. Mrs Oliver replied this has been discussed and Mr Roberts added it does seem to be a motivator in some areas. Mrs Hamilton questioned whether rewards could be linked to the Staff Awards Event. Mr McLaren advised a sub group of the APF are re-looking at staff benefits.

Cllr Parker asked, as this is still in process, when do we make an announcement of savings and how these are to be made. Mrs Smyth advised these details will be reported to the Board and Finance Committee in mid-June.

**The Committee agreed that Financial Turnaround would be a standing item on the agenda.**

### **3. Future Agenda Items/Priorities for Committee**

Cllr Parker asked Committee Members for views on the content of a work-plan going forward.

Mr Taylor commented that he would benefit from a complete scope of legislative landscape so that risks are clear. Mrs Hamilton added the Terms of Reference should be reviewed. Mr Roberts responded that the Terms of Reference for Board Committees will be a national standard based on best practice. The specific responsibilities of the Committee are set out in the 4<sup>th</sup> edition of the Staff Governance Standard.

There was discussion on workforce data to support the Committee's role. Mr McLaren asked that this includes information on Grievances as this is a measure of staff satisfaction in more challenging times. Mr Cowie confirmed detail around the number of grievances and whether or not they were upheld can be provided, Mr Salmond noted the detailed workforce presentation had previously been provided to the Committee, going forward a regular core workforce data set on each standard could be provided.

**It was agreed that Mr Salmond would bring forward a core workforce data report supporting each standard on a quarterly basis. It was further agreed that Cllr Parker and Mr Cowie would discuss a proposed annual workplan prior to the next meeting.**

### **4. Minutes of Previous Meeting held – Monday, 17<sup>th</sup> April 2019**

Agreed as an accurate record of the meeting.

## **Matters arising**

None

### **5. Annual National Staff Governance Monitoring Return to the Scottish Government**

Mr Salmond advised that the Monitoring Return requires sign-off from the Chair of Staff Governance Committee, the Employee Director and Chief Executive prior to the deadline of 31<sup>st</sup> May 2019. The return is to inform the Scottish Government on our Staff Governance performance, responds to their questions and forms part of their scrutiny at the Health Board annual review in the Autumn.

Mr Roberts asked if the questions were Board specific. Mr Salmond responded that the content of the questions is similar for all territorial Health Boards, however some questions tailored to specific circumstances that the Scottish Government wished to probe.

The Committee noted the modifications made to the report and Ms Hubner described some the staff well being initiatives that had been referenced.

The Committee noted the progress with IMatter and that the response rate of less than 60% meant that there would be no Board report. Mr Roberts suggested that it is unhelpful to progressing Staff Governance if there is no Board Report, even when more than 50% of staff participated in the IMatter questionnaire. Mr McLaren commented that the fidelity of the system may prevent any flexibility in generating a Board report. Mr Salmond suggested this is fed-back through the IMatter Leads.

**The Committee approved the Monitoring Return and agreed it should be submitted to the Scottish Government.**

### **6. Any other competent business**

Mr McLaren advised there will be a report submitted to the next Staff Governance Committee regarding statutory and mandatory training, and added that it was important that the Committee were aware of the risks.

Mrs Hamilton referred to the publication of the Sturrock Report (Cultural Issues related to allegations of Bullying and Harassment in NHS Highland). Mr Roberts confirmed that and Chairs and Chief Executives of all Health Boards were to provide a response to the recommendations by the end of June. A draft would be considered by the Board Executive Team and the final version shared with the Staff governance Committee.

Mrs Hamilton advised that Health Board Chairs were awaiting confirmation from the Cabinet Secretary on the appointment process to be undertaken by the Public Appointments Directorate of a designated Non Executive Director as a Whistleblowing Champion.

### **Date of next meeting:**

**Thursday 4<sup>th</sup> July 2019, 10am – 12noon, BGH Committee Room.**

Cllr Parker thanked everyone for their attendance and closed the meeting.