



NOT PROTECTIVELY MARKED

Public Board Meeting

**July 2018
Item 14**

THIS PAPER IS FOR NOTING

**STAFF GOVERNANCE COMMITTEE MINUTES 18 APRIL 2018 AND VERBAL
REPORT OF 6 JUNE 2018**

Lead Director Author	Neelam Bakshi, Chair of Staff Governance Committee Lindsey Ralph, Board Secretary
Action required	The Board is asked to note the minutes and verbal report.
Key points	<p>In compliance with the Service's Standing Orders, the approved Committee minutes are submitted to the Board for information and consideration of any recommendations that have been made by the Committee.</p> <p>The minutes of the Staff Governance Committee held 18 April 2018 were approved by the Committee on 6 June 2018.</p> <p>A verbal update of the meeting held on 6 June 2018 will be provided by the Chair of the Committee.</p>
Timing	The Board will receive a verbal update of the most recent Committee meeting. Minutes are presented following approval by the Committee.
Link to Corporate Objectives	This paper relates to our goal of ensuring staff have a voice and people are at the heart of everything we do.
Contribution to the 2020 vision for Health and Social Care	Everyone Matters is the national strategic workforce contribution to the 2020 vision. All work of the Staff Governance Committee and the Staff Governance Action Plan is aligned to this.
Benefits to Patients	The Staff Governance Committee has responsibility, on behalf of the Board, to ensure that there is effective monitoring of the machinery for effective staff governance within the Service. Effective staff governance assists in creating a workplace where staff feel valued, and are appropriately located, skilled and developed to deliver safe, effective, patient centred and quality care.
Equality and Diversity	Workforce equality monitoring information, equality outcomes and associated reports, are monitored through the Staff Governance Committee. Equality impact assessments are carried out for individual workstreams, including policy development and review. Relevant equality impact information is reported to the Staff Governance Committee.

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**Scottish
Ambulance
Service**
Taking Care to the Patient



MINUTES OF STAFF GOVERNANCE COMMITTEE

**10.00 A.M. ON WEDNESDAY 18 APRIL 2018
MEETING ROOM 19, NHQ, GYLE SQUARE, EDINBURGH**

Present: Neelam Bakshi, Non Executive Director (Chair)
John Riggins, Employee Director
David Garbutt, Chairman (ex officio member)
Esther Roberton, Non Executive Director
Martin Togneri, Non Executive Director
Jamie McNamee, Staff Side Representative, Unite the Union
(ex officio member)
Steven Gilroy, Staff Side Representative, UNISON
(ex officio member)

In Attendance: Linda Douglas, Director of Human Resources and
Organisational Development
Nicola Anderson, Head of Human Resources
Tony Wigram, Head of Health and Safety
John Burnham, Head of Education and Professional
Development
Simon Larson, Communications Manager (*Item 7e*)
Julie MacLeod, PA to Director of Care Quality and Strategic
Development (*Observer*)
Pippa Hamilton, PA to Director of HR&OD (Minutes)

Apologies: Pauline Howie, Chief Executive
Jim Ward, Medical Director
Milne Weir, Regional Director, North
Pat O'Connor, Director of Care Quality and Strategic
Development
Kevin Reith, Deputy Director of Human Resources and
Organisational Development
Alison Ferahi, Head of Organisational Development
Gary Coll, Staff Side Representative, GMB, (ex officio member)

Doc: 2018-04-17 SGC Minutes - APPROVED	Page 1	Author: PA to Director of HR&OD
Date: 2018-05-16	Version 1.0	Review Date: N/A

ITEM 1 WELCOME AND INTRODUCTIONS

Neelam Bakshi welcomed everyone to the meeting. The Committee noted that this was David Garbutt's last meeting as the Board Chair. Neelam thanked David on behalf of the Committee for all of his support to the Staff Governance Committee, together with his interest and commitment to the staff of the Service.

ITEM 2 DECLARATIONS OF INTEREST

New declarations of interest were received from David Garbutt, in his capacity as Chair of NHS Education Scotland (NES) and Martin Togneri, in his capacity as a Board member of NHS24. A standing declaration of interest was noted: Martin Togneri, in his capacity as Trustee of Scotland's Charity Air Ambulance.

ITEM 3 MINUTES OF MEETING HELD ON 07 DECEMBER 2017

The Committee made the undernoted amendments to the previous minutes;

- Page 1, in attendance, Pat O'Connor to be noted as joining the meeting via teleconference due to technical difficulties with the video conference facilities.
- Page10, second paragraph, Martin Togneri's surname is misspelt.

The Committee approved the minutes of the previous meeting subject to the above changes being made.

Action:

- 1. Pippa Hamilton** to amend minutes of 07 December 2017.

ITEM 4 MATTERS ARISING NOT ON THE AGENDA/ACTION TRACKER

ITEM 4(I) SGC TERMS OF REFERENCE

The Committee noted that following the December 2017 Committee meeting and electronic circulation of the Terms of Reference (ToR) to Committee for endorsement on 27 February 2018, discussions took place in relation to the standardisation of the ToR documents of Committees and sub committees.

Linda Douglas advised that Committee are presented with a track changed version of the ToR for approval outlining suggested changes to ensure consistency between the SGC ToR and those of its sub committees. The Committee noted that the ToR for the Remuneration Committee has not been altered.

The Staff Governance Committee approved the Health, Safety and Wellbeing Group ToR, noted that the Remuneration Committee ToR has previous been endorsed at the December 2017 SGC meeting. Committee members endorsed the ToR document as a whole and agreed that this would now be forwarded to the Board Secretary for reporting to the Board.

Doc: 2018-04-17 SGC Minutes - APPROVED	Page 2	Author: PA to Director of HR&OD
Date: 2018-05-16	Version 1.0	Review Date: N/A

Action:

2. **Pippa Hamilton** to forward endorsed ToR document to Board Secretary for reporting to Board.
3. **Tony Wigram** to ensure amended Health Safety and Wellbeing Group ToR is presented to next meeting of the Group to provide assurance that this has been approved by the Staff Governance Committee.

EU Citizens Working in NHS Scotland

Linda Douglas highlighted to Committee a letter received from the Scottish Government, Health Workforce and Strategic Change Directorate. The letter provided information on *Joint Report From the Negotiators of the European Union and the United Kingdom Government* which was published by the UK Government on 08 December 2017 outlining the matters that have been concluded during the current phase of Brexit negotiations.

Committee noted the letter and that there would be some generic communications issued to staff in relation to this area in the coming months providing information on any change in legislation. Martin Togneri noted that the SGC workplan contained a Brexit discussion item for December 2018 and hoped that more information would be available at this time.

ITEM 5 ANNUAL REPORTS

There was discussion about the Staff Governance Committee Annual Report, which provided assurance that the Committee had fulfilled its delegated responsibility of ensuring effective monitoring for good staff governance within the Service. The report detailed Committee responsibilities, membership, meetings and business covered over the year 2017/18. The Committee noted that the paper also includes short reports on Partnership working and the work of its sub-committees (Remuneration Committee and Health Safety and Wellbeing Group).

Neelam advised Committee work is being carried out in the coming year to ensure consistency in relation to the presentation of the reports. The template will be refreshed with Linda Douglas then providing a blueprint to the SGC Chair to ensure alignment with other annual reports prior to next year's reporting period.

Esther Robertson noted that within the Attendance Schedule for SGC, the Medical Director is noted within the "regular attendee" section however has submitted apologies to every meeting throughout 2017/18. The Committee discussed and noted that given the Medical Director was not named within the ToR he should in fact be removed from the "regular attendee" section and only included when attending a meeting and included within the "In Attendance" section. It was agreed that this approach would be discussed with the Board Secretary and amendments made as necessary.

David Garbutt presented the Remuneration Committee Annual Report on behalf of the Remuneration Committee Chair, Francis Tierney. It was noted that the report was circulated to Remuneration Committee members for endorsement prior to the SGC meeting. The report provided assurance that the Remuneration Committee

Doc: 2018-04-17 SGC Minutes - APPROVED	Page 3	Author: PA to Director of HR&OD
Date: 2018-05-16	Version 1.0	Review Date: N/A

has fulfilled its remit and specific responsibilities of the Committee to ensure the application and implementation of fair and equitable pay systems on behalf of the Board, as determined by Ministers and the Scottish Government, and described in MEL (1993) 114 and subsequent amendments.

The Staff Governance Committee approved the Annual Report and associated appendices for presentation to the Board.

Action:

4. **Pippa Hamilton** to discuss Attendance Schedule with Board Secretary to confirm placement of Medical Director within Annual Report 2017/18 and amendments made to report as necessary prior to submission to Board.

ITEM 6 STAFF GOVERNANCE ACTION PLAN (SGAP)

a) Staff Governance Action Plan – 2017/18 Progress Report and Sign Off

Linda Douglas presented the final update of the Staff Governance Action Plan 2017/18, which highlighted key areas of progress and areas which will be carried over to 2018/19.

Committee noted that from a total of 35 initiatives contained within the plan 28 have been completed. Linda advised that 2 initiatives within the Plan, Promoting Attendance (SW17/18/01) and Health and Wellbeing Implementation Plan (SW17/18-02) are multiyear initiatives and are carried forward to the 2018/19 Plan.

Linda advised that 7 remaining amber initiatives are due to revised target dates and continuation into 2018/19.

Neelam advised Committee that she felt that the format of the Plan was working well and enabled progress to be tracked with ease.

Committee approved the final plan and noted progress achieved in 2017/18.

b) Staff Governance Action Plan 2018/19

Committee were presented with a paper detailing the first draft of the Staff Governance Action Plan for 2018/19 for approval. The paper highlighted areas to be carried over from 2017/18 and new initiatives arising from NHSScotland commitments and the Services Operational Delivery Plan 2018/19.

Linda Douglas advised that a reconciliation exercise is ongoing with the OD Plan and Wellbeing Implementation Plan to ensure read across between all 3 Plans.

Neelam Bakshi noted that the SGAP had not yet been to the National Partnership Forum (NPF) and advised that NPF require to take a proactive role in endorsing the Action Plan. She asked Committee members to consider whether SGC should only be endorsing the direction of travel of the Plan rather than approving the Plan at this stage, until NPF have endorsed the plan. Linda Douglas acknowledged the SGC

Doc: 2018-04-17 SGC Minutes - APPROVED	Page 4	Author: PA to Director of HR&OD
Date: 2018-05-16	Version 1.0	Review Date: N/A

Chairs comments, however advised Committee that staff side colleagues have membership on all groups that produce the actions contained within the Plan.

Committee passed thanks to Kevin Reith for the work on the Plan and approved the Plan subject to it being presented to the National Partnership Forum May.

Action:

- 5. **Kevin Reith** to present Staff Governance Committee 2018/19 to National Partnership Forum in May to ensure Partnership engagement.

ITEM 7 PLANS AND UPDATES

a) OD Plan 2017/18 Closing Report

Linda Douglas presented the final update and closing position to the OD Plan for 2017/18 which highlighted areas of progress and those actions to be carried forward to 2018/19. Committee noted that from the total of 27 actions contained within the plan, 18 have been completed and 7 (4 amber and 3 red) will be carried forward to 2018/19.

David Garbutt enquired whether the Values tool kit was a National tool kit or SAS specific as there may be a National interest if this is SAS specific. Linda confirmed that her understanding was that the toolkit is SAS specific and advised that Alison is part of the National OD network which is a useful sharing platform.

Committee approved the closing report and noted the further work planned for 2018/19.

b) OD Plan 2018/19 Draft

Committee were asked to note that the paper presented was a first draft of the OD Plan for 2018/19. Linda Douglas advised Committee that the Plan was still a work in progress and asked that the direction of travel was approved.

Committee approved the direction of travel.

c) Wellbeing Implementation Plan 2017-2018 Closing Report

Tony Wigram presented the closing report of the Wellbeing Implementation Plan 2017/18. Committee noted that for ease of reference, the Plan, which covered three years 2017-2020, has been segmented into annual plans and in line with annual planning cycle, the Committee were asked to approve the final out turn position.

The paper presented highlighted that 9 (5 black and 4 green) initiatives were complete from the total of 18. 1 initiative is multiyear, (WIP17/18-53) Develop and deliver plans to enable the Service to achieve Health Working Lives (HWL) gold award, and will be carried forward to 2018/19. The remaining 8 initiatives are original 2017/18 targets with revised timescales.

Committee noted and approved the closing position of the Plan.

Doc: 2018-04-17 SGC Minutes - APPROVED	Page 5	Author: PA to Director of HR&OD
Date: 2018-05-16	Version 1.0	Review Date: N/A

d) Wellbeing Implementation Plan 2018-2019 Draft

The first draft of the Wellbeing Implementation Plan 2018/19 was presented, which outlined activity which has been carried over from 2017/18 and initiatives for 2018/19. Tony Wigram advised Committee that updates on progress will be provided throughout the year. David Garbutt stated that the quality of the suite of papers for this Committee meeting have been well received by members and passed his thanks onto Linda Douglas and her team.

Committee approved the Plan.

e) Workforce Communication and Engagement Plan 2017/18 – Progress Update

Simon Larson joined the meeting and presented a paper which outlined a strategic workforce communications and engagement plan which provided an overview of workforce communications, highlighting outcomes, key messages, main areas of activity, communications and engagement channels, opportunities, limitations, feedback and measurement.

Simon advised that the Communications team are currently working with IT to explore the possibility of giving frontline staff access to digital platforms via a new app which can be accessed on handheld devices. Committee noted that these devices will primarily be used to access patient data, however there may be opportunity to enable staff to use these devices to access internal communication content. Jamie McNamee asked if it is planned for Datix to be added to the devices. Tony Wigram advised that this is planned, subject to the initial pilot. Committee noted that any apps and information to be added to the devices would be carried out via a phased roll out ensuring that the items to be added are queued within each phase appropriately.

David Garbutt commented that all of the plans presented were very clear and provided strategic information that could readily be understood and also illustrated progress. Committee endorsed this view.

f) Appraisal Reporting System (Turas) Implementation – Verbal Update

Linda Douglas provided Committee with a update on the implementation of Turas. It was noted that the launch is complete and all staff have received an email with log in credentials. Linda advised that so far feedback received has been positive. It was highlighted that the Service is awaiting national feedback on uptake, which will assist with the tracking arrangements to support the monitoring of progress.

Committee noted the update provided.

Doc: 2018-04-17 SGC Minutes - APPROVED	Page 6	Author: PA to Director of HR&OD
Date: 2018-05-16	Version 1.0	Review Date: N/A

ITEM 8 STRATEGIC WORKFORCE PLAN

a) Workforce Planning Cycle 2018/19

Linda Douglas advised Committee that there will be a continuation of the workforce planning process as has been carried out in previous years, pending the development of new national workforce planning guidance which is expected to evolve across 2018/19. Neelam advised members that it was originally intended to bring the 2018/19 Workforce Projections to SGC for discussion, however the timetable of meetings has not allowed that to happen this year. Committee agreed that clarification would be sought from the May Board as to whether or not there is a requirement for the Workforce Projections to be presented to the June SGC meeting given that all Committee members will have had sight of these at the Board and ex officio members will have had sight the May National Partnership Forum meeting.

A discussion took place in relation to delivering the 2018/19 clinical education and development prospectus and specifically the potential additional demand to be created by the contributions made by paramedics/paramedicine to the delivery of the National Health and Social Care Workforce Plan Part 3. It was noted that this is an ongoing piece of work with primary care partners. David Garbutt expressed his concern that there is a restriction with the model in relation to the challenge of getting staff into a university. John Burnham advised that the HCPC have recently made changes to the regulations for the approval of any new programme and that going forward, there will only be a degree programme.

With regard to the National Health and Social Care Workforce Plan Part 3, Linda Douglas advised Committee that the challenge(s) of meeting the potential demand for paramedics in Primary Care had been highlighted at a national level, and that delivery of the National Workforce Plan was reliant on ourselves and partners taking a system view of the paramedic contribution and deployment. Committee noted the discussion and asked that concerns are escalated for discussion at a national level by the Board Chair and Chief Executive in conjunction with the Director of HR & OD.

Committee noted the proposed workforce plan intentions.

Action:

6. **Linda Douglas** to, in consultation with the Chair of the Board and Chief Executive, ensure that concerns regarding the contribution and demand for paramedics in primary care are shared at a national level.

ITEM 9 GOVERNANCE

a) Partnership Update

John Riggins provided Committee with an update on recent partnership activity. It was noted that the National Partnership Forum last met on 05 April and the Agenda from the meeting was provided for information. The Committee noted the approved minutes held on 23 November 2017 and 02 February 2018.

Doc: 2018-04-17 SGC Minutes - APPROVED	Page 7	Author: PA to Director of HR&OD
Date: 2018-05-16	Version 1.0	Review Date: N/A

b) Workforce Information

(i) Vector of Measures and HR Scorecard

The Workforce Information paper was presented for information. Linda Douglas advised that the format of the paper has been revised slightly since the last meeting and now contains the Vector of Measure charts within the body of the report rather than a separate appendix. Further work is due to be carried out on the paper format and development of the style of reporting to remove the separate HR Scorecard as well as developing to incorporate the Health and Safety data and OD measures.

Committee noted the report.

(ii) Health and Safety Update

Committee noted the Health and Safety update which highlighted the undernoted areas;

Health and Safety Executive (HSE)

The Health and Safety Executive requested a meeting with the Executive Lead for Health and Safety as part of a UK work programme with all NHS ambulance services, which took place in February and any feedback following that meeting is awaited.

Respiratory Protection (Face fit testing/FFP3)

The Executive Team considered a report regarding in relation to the above and agreed to the recommendations, subject to the identification of costing, resources, timings and sources of funding. Work is currently being progressed.

Committee discussed the format of the report and noted that Tony will be refreshing the format taking into account the requirements and assurances needed by Committee.

Action:

- 7. Tony Wigram** to refresh format of Health and Safety Update for future Committee taking into account the requirements and assurances needed by Committee.

(iii) Streamlining Equality Governance Reporting

Ann Tobin provided a paper for discussion which highlighted the following main points;

- The need to reduce where possible presenting a number of full reports to Staff Governance Committee and Board at one time.
- Ensuring appropriate levels of scrutiny and assurance are maintained regarding progressing equality and diversity matters which cover more than workforce matters.

Doc: 2018-04-17 SGC Minutes - APPROVED	Page 8	Author: PA to Director of HR&OD
Date: 2018-05-16	Version 1.0	Review Date: N/A

- Enabling Scottish Ambulance Service to meet reporting requirements as outlined under the Equality Act (Specific Duties) (Scotland) Regulations 2012.

Committee noted the content and agreed that the Board be requested to consider a paper setting out the principles contained within the paper presented to SGC for discussion on how to manage the need to reduce presenting a number of full reports to SGC and Board at one time, taking account of the issues beyond SGC's remit.

Action:

- 8. Ann Tobin** to request Board to consider paper setting our principles contained within the paper presented to SGC on how to reduce presenting a number of full Equality Governance reports to SGC and Board at one time.

c) Promoting Attendance Update

Nicola Anderson provided an update to Committee on promoting attendance. It was noted that attendance increased over December 2017 and January 2018, which was the trend across most NHS Scotland Boards. It was noted that going forward each Directorate will review their absence rates and set realistic individual improvements targets for each area based on current performance, moving towards 5%.

Committee were asked for comments on the usefulness of the information contained within the report, specifically receiving sickness charts for each Regional in addition to national chart. Martin Togneri commented that he found it helpful if have the information for the Regions, as this allows for more geographical analysis.

d) Staff Governance Standard – Annual Monitoring Return

Presented to Committee for approval was the annual monitoring return for Scottish Government following an internal review of performance and progress. The return was developed following a review of achievements over the past year and future plans. The return provides details on the performance of the Service in relation to each of the Staff Governance Standards and highlighting areas of good practice.

Committee members asked that within Section 6 “Healthy Working Lives Gold Award” the accreditation level for each area should be denoted within this section.

Committee approved the monitoring return subject to the above change being included. It was agreed that final version would be circulated to Committee following amendment prior to submission to Scottish Government by the end of May.

Action:

- 9. Tony Wigram/Nicola Anderson** amend Section 6 “Healthy Working Lives Gold Award” to denote the accreditation level for each area. Final version to be circulated to Committee following amendment prior to submission to Scottish Government by the end of May.

Doc: 2018-04-17 SGC Minutes - APPROVED	Page 9	Author: PA to Director of HR&OD
Date: 2018-05-16	Version 1.0	Review Date: N/A

e) Policies
(i) HR Policies

The Committee approved the undernoted policies;

- Personal Development Planning and Review
- Secondary Work Activity
- Facilities Arrangements for Trade Unions and Professional Organisations
- Information Governance
- Mobile Security

(ii) Health and Safety Policies

The Committee approved the undernoted policies;

- Health and Safety Responsibilities and Arrangements Policy
- Risk Assessment and Auditing Policy
- Violence and Aggression Policy
- Control of Vibration Policy
- Lifting Equipment Policy

f) Internal Audit Actions

It was noted that since the December 2017 Committee there have been no new actions added to the tracker. Two actions have been signed off by Internal Audit following the last Audit Committee.

Committee noted that there is currently pressure on the outstanding actions due to staff absence, however the aim is still for these to be completed by the outlined target dates.

g) Action Tracker

Committee noted the following items as completed, and approved their removal from the action tracker.

2017/09/7(f)	Workforce Communication and Engagement Plan – Progress Update
2017/09/9c(iii)	Equality and Diversity Reporting – Streamlining Reporting
2017/12/05	Remuneration Committee ToR
2017/12/05	Health Safety and Wellbeing ToR
2017/12/05	Staff Governance Committee ToR
2017/12/05	Terms of Reference Paper
	Terms of Reference – Further amendments
2017/12/06	SGC Workplan 2018/19 Amendments
2017/12/07(a)	SGAP – Formatting
2017/12/08(a)	OD Plan 2017/18 Values Toolkit
2017/12/08(a)	OD Plan, OD11, Revision of Target Date
2017/12/08(b)	Wellbeing Implementation Plan , Amendment to WIP12
2017/12/08(c)	iMatter Reporting
2017/12/08(d)	Turas Implementation Update
2017/12/09(a)	Amend Policy Review Process
2017/12/09(c)	iMatter EEI Scoring Methodology

2017/12/10(b)	Policies, Management of Employee Conduct Policy
2017/12/10(b)	On Call Working Group Update

ITEM 11 ITEMS FOR NOTING

a) Circulars

- STAC(TCS01)2018-Travel Costs Communication and Electric Cars
- STAC(TCS02)2018-Pay Settlement for Agenda for Change Staff 2018

ITEM 12 ANY OTHER BUSINESS

None to note.

The meeting closed at 12.54