

Staff Governance Committee

Terms of Reference

Lead Author: Director of People and Culture Signature: Identifier:	Reviewer: Staff Governance Committee Signature: Committee Chair Review Date: one year after approved by the Board	Approver: NHS Grampian Board Signature: Board Chair Approval Date:
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1. Background

The Staff Governance Committee is an assurance committee of the Board and has a role to support and maintain a culture within NHS Grampian where the delivery of the highest possible standard of staff management is understood to be the responsibility of everyone working within NHS Grampian and is built upon partnership and collaboration. It will ensure that this is achieved by receiving assurance of robust arrangements around the implementation of the NHS Scotland Staff Governance Standard.

2. Role and remit of the Committee

- 2.1 The purpose of the Staff Governance Committee is to monitor and scrutinise performance against the Staff Governance Standard, including the key deliverables from Everyone Matters:2020 Workforce Vision to secure the fair and effective management of staff, compliance with all legal obligations and implementation of all policies and agreements to ensure that staff are:
- Well informed
 - Appropriately trained and developed
 - Involved in decisions which affect them
 - Treated fairly and consistently
 - Provided with an improved and safe working environment
- 2.2 The Committee will obtain assurance on behalf of the Board on the overall performance of NHS Grampian against the individual elements of the Staff Governance Standard and Everyone Matters:2020 Workforce Vision. The Committee will ensure that systems and procedures are in place to monitor, manage and improve performance across the whole system, and liaise closely with the other Board Committees to ensure appropriate integrated governance. The Committee will also be responsible for monitoring and reviewing the strategic risks relating to staff and workforce issues.

In particular the committee will:

- 2.2.1 Oversee the commissioning of structures and processes which ensure that delivery against the Standard is being achieved
- 2.2.2 Monitor and evaluate strategies and implementation plans relating to people management
- 2.2.3 Provide support to any policy amendment, funding or resource submission through the normal routes to achieve the Staff Governance Standard
- 2.2.4 Take responsibility for the timely submission of all staff governance information required for national monitoring arrangements
- 2.2.5 Provide staff governance information for the statement of internal control
- 2.2.6 Ensure that appropriate performance management systems and procedures are in place to effectively manage staff remuneration through the NHS Grampian Remuneration Committee (see separate terms of reference).

- 2.2.7 Monitor governance arrangements around health and safety and in particular staff health and safety related issues and ensure compliance with health and safety law, the Staff Governance Standard and a continuing improvement in health and safety performance.
- 2.2.8 Ensure good communication and relationships with other standing committees of the board and other stakeholders
- 2.2.9 Ensure Committee decisions are communicated appropriately to internal and external audiences
- 2.2.10 Ensure Committee members are provided with appropriate information and training to support them in conducting their roles
- 2.2.11 Prepare a committee annual forward planner which takes account of the strategic outcomes of the Board and key strategic risks relevant to the role and remit of the Committee.
- 2.2.12 Ensure that all elements of the Committee's Terms of Reference are being scrutinised effectively through use of a forward planner to monitor frequency of relevant items against each term of reference in the agendas for the Committee meetings and include a summary of the forward planner in the Committee's annual report.
- 2.2.13 The Committee is authorised by the Board to investigate any activity within its terms of reference, seeking any information it requires from any employee and all employees are directed to co-operate with any request by the Committee.

3. Performance management of the Committee

The effective operation of the Committee will be demonstrated by continuous improvement and compliance with the Standard through delivery of improved working arrangements for staff, evidenced by achievement of the staff-related key performance indicators detailed in the Board's Delivery Plan.

Work sources are from the Board, self-generation and NHS Circulars.

4. Relationship to other committees and assurance map

The Grampian Area Partnership Forum (GAPF) has a critical relationship with the NHS Board covering all planning, service and organisational issues. A large component of GAPF's role and remit will be to promote policy development and good practice across the health system to support Staff Governance. GAPF will be involved in Local Health Plans, Performance Assessment and the impact of NHS Board decisions upon the Staff Governance agenda, developing Staff Management Policy and feeding in solutions/proposals as necessary.

GAPF will be promoting and developing Staff Governance and the Committee will be quality assuring Staff Governance. It is clear, therefore, that there is a joint responsibility to continually nurture this significant partnership relationship and build a joint agenda which will be reflected in the respective roles and remits which will require periodic review and development.

The Committee should also ensure a strong and healthy relationship with other Board Committees and advisory forums to ensure that there are systems in place for issues of staff

governance which impact on service provision to be reported and appropriately managed through the respective governance arrangements of those committees and forums.

The Committee will receive assurance from the NHS Grampian Occupational Health Safety and Wellbeing (OHS&W) Committee. The OHS&W Committee will provide regular reports to the Committee in order to provide assurance that the health, safety and welfare arrangements within NHS Grampian are appropriate.

The Committee will also receive assurance through receipt of the Area Clinical Forum (ACF) meeting minutes that the advisory structure is involved in the identification of solutions to workforce challenges and receipt of the British Medical Association (BMA) Joint Negotiating Committee (JNC) meeting minutes.

The Committee's relationship to other Board and operational committees, and sources of assurance, is shown on the attached assurance map.

The Committee will review this assurance map at least annually and update to ensure it reflects the management and operational structure of the organisation, taking advice from the Executive Lead on this issue.

5. Executive Lead

The designated Executive Lead is the Director of People and Culture who supports the Chair of the Committee in ensuring that it fulfils its agreed Terms of Reference by:

- Liaising with the Chair in agreeing a programme of 6 meetings a year, as required by its remit.
- Overseeing the development of an assurance report for the Board which is congruent with the committee's remit and the need to provide appropriate assurance.
- Agreeing with the Chair an agenda for each meeting, having regard to the Committee's remit.
- Overseeing self-assessment on the effectiveness of the Committee and agreeing with the Chair a programme of development for members of the Committee.

6. Membership and attendance

Chair:	The Committee Chair is a Non-Executive Board Member as agreed by the Grampian NHS Board on recommendation of the Chair
Members:	<p>There will be 4 Non-Executive Board Members, including the Chair of NHS Grampian, the Employee Director and the Whistleblowing Champion</p> <p>GAPF will nominate two Staff Side members one of which will be the Staff Side Chair of the Health and Safety Committee and one other</p>

In Attendance:	Director of People and Culture Head of People and Change Head of Workforce and Development Head of Wellbeing, Culture and Development Executive Nurse Director Associate Medical Director of Education and Research Head of Occupational Health Service Head of Health and Safety or their representatives will attend all meetings and provide reports and advice to assist the effective operation of the Committee. The Chief Executive or designated deputy will be required to attend meetings as requested.
Advisors to the Committee	At minimum one member from a local Academic/Educational Establishment (ex officio)
Administrative Support:	Staff Governance Manager PA to Director of People and Culture

Current membership is:

Joyce Duncan	Chair
Dennis Robertson	Non-Executive Board member
Bert Donald	Non-Executive Board member
Steven Lindsay	Employee Director
Alison Evison	Board Chair

Members will continue in office as long as they retain their position in the NHS Grampian governance arrangements.

As part of the annual terms of reference review membership will be reviewed.

All NHS Board Members have a right to attend as observers. Members of NHS staff in Grampian may also attend by prior arrangement with the Chair, also as observers.

Regular GAPF participation as observers would be welcome.

In order to fulfil its remit, the Committee may obtain whatever professional advice it requires and invite, if necessary, internal or external experts to attend meetings.

7. Quorum

Three Non-Executive Board Members and the Director of People and Culture or their designated deputy must be in attendance.

In order to ensure meetings are quorate, all members should confirm their attendance or submit apologies by accepting or declining the meeting invitation no later than five working days prior to the Committee date, with the exception of an unavoidable absence.

8. Deputies

The Committee Chair will appoint a deputy to chair the meeting, from the members, to cover unavoidable absences.

9. Meetings

There will be 6 meetings per annum with provision for additional meetings as required of up to 2.5 hours including a comfort break, to allow sufficient time to focus on workforce challenges. The meetings for assurance purposes will have an in-depth focus on either Culture & Staff Experience, Sustainable Workforce or Occupational Health Wellbeing and Safety twice a year. In addition a portfolio/directorate will attend the Committee to provide assurance on achieving the Staff Governance Standard.

The Committee will operate principally in governance mode i.e. to oversee, question and quality assure issues relating to staff on behalf of the Board.

Any member of the Committee can propose an item for the agenda through the Committee secretariat comprising the Chair, Director of People and Culture, Employee Director, and the Staff Governance Manager.

The agenda and supporting papers will be sent out at least 5 working days in advance of the meetings to allow time for members' due consideration of issues.

All papers will clearly state the agenda reference, the author and the purpose of the paper, together with the action to be taken.

10. Minutes and reports

The unapproved minutes and action log are cleared by the Committee Chair prior to distribution to Committee members. Minutes and action log are submitted for approval by the Committee at the next meeting.

The approved minutes of meetings will go to the Board. A report will be provided to GAPF to inform of the key issues arising from each Committee meeting.

All approved minutes will be available to staff on the Intranet as part of the Board papers.

The Committee Chair will make a formal report, at least annually, to the NHS Board. The quarterly whistleblowing reports will be reported to this Committee on behalf of the Board.

11. Standing orders

The provisions of the NHS Grampian Standing Orders for Board meetings shall apply to this Committee as far as is practicable and appropriate.

Decisions reached by the Committee are by consensus with all members agreeing to abide by such decisions (to the extent that they are in accordance with these terms of reference).

12. Sub-committees

The following committees are required to provide assurance directly to the Staff Governance Committee:

- Occupational Health, Wellbeing and Safety Committee

- Culture and Staff Experience oversight group
- Sustainable Workforce oversight group
- Remuneration Committee
- Medical Education Governance Group (Action to progress the appropriate report)

The Committee receives the approved minutes from the Sustainable Workforce oversight group, Occupational Health, Wellbeing and Safety Committee, Culture and Staff Experience oversight group, Area Clinical Forum and BMA JNC, along with the GAPF Board report.

For the Remuneration Committee a copy of the agenda will be provided with an assurance statement from the Committee.

There may be other informal working groups dependent on the programme of work of the Committee.

NHS Grampian Staff Governance Committee Structures & Relationships 2022

