



Staff Governance Committee Induction Pack

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Introduction

Welcome to NHS Fife Staff Governance Committee. I hope you find this pack helpful as a new member of the Committee.

Purpose of Committee

The Staff Governance Committee supports the development of a culture of delivering the highest standard of staff management possible, which is understood to be the responsibility of everyone working within the system and is built upon partnership and collaboration, with direction provided by the Staff Governance Standard.

Dates of Meetings 2025/26

All meetings are held from 10am – 12.30pm and are held virtually via MS Teams. A pre-meet for Non-Executive Members will be held from 9.30am. Meeting papers are available [here](#).

Tuesday 13 May 2025

Tuesday 8 July 2025

Tuesday 9 September 2025

Tuesday 4 November 2025

Tuesday 6 January 2026

Tuesday 3 March 2026

In addition to the main meetings, development sessions will take place approximately twice a year on specific topics.

Useful Documents

[Annual Statement of Assurance for NHS Fife Staff Governance Committee](#)

[Code of Corporate Governance](#)

[Digital & Information Acronyms Abbreviation List](#)

[Health and Social Care Workforce Strategy 2022-2025](#)

[Once for Scotland Policies](#)

[Population Health & Wellbeing Strategy](#)

[Staff Governance Standards](#)

[Staff Health & Wellbeing Framework](#)

[STAC Pay Modernisation](#)

[NHS Fife Workforce Plan 2022-2025](#)

STAFF GOVERNANCE COMMITTEE

CONSTITUTION AND TERMS OF REFERENCE

Date of Board Approval: 27 May 2025

1. PURPOSE

- 1.1 The purpose of the Staff Governance Committee is to support the development of a culture within the health system where the delivery of the highest standard possible of staff management is understood to be the responsibility of everyone working within the system, and is built upon partnership and collaboration, and within the direction provided by the Staff Governance Standard.
- 1.2 To assure the Board that the staff governance arrangements in the Integration Joint Board are working effectively.
- 1.3 To escalate any issues to the NHS Fife Board if serious concerns are identified regarding staff governance issues within services, including those devolved to the Integration Joint Board.
- 1.4 To oversee and evaluate staff governance activities in relation to the delivery of the Board's Population Health & Wellbeing Strategy, including assessing the staff governance and related risk management aspects of transformative change programmes and new and innovative ways of working.

2. COMPOSITION

- 2.1 The membership of the Staff Governance Committee will be:
 - Four Non-Executive members, one of whom will be the Chair of the Committee.
 - Employee Director
 - Chief Executive
 - Director of Nursing
 - Staff Side Chairs of the Local Partnership Forums, or their nominated deputy
- 2.2 Each member shall give notification if they are unable to attend a meeting. For Non-Executive members, they shall notify the Committee Chair, who may ask other Non-Executive members to act as members of the Committee to achieve a quorum. For Staff Side Chairs of the Local Partnership Forums, they will notify the Lead Officer, confirming their nominated deputy. This will be reported to the Committee Chair. This information will be drawn to the attention of the Board.
- 2.3 Officers of the Board will be expected to attend meetings of the Committee when issues within their responsibility are being considered by the Committee. In addition, the Committee Chair will agree with the Lead Officer to the Committee which other Senior Staff should attend meetings, routinely or otherwise. The following will normally be routinely invited to attend Committee meetings:
 - Director of Workforce

- Director of Acute Services
- Director of Health & Social Care
- Director of Pharmacy & Medicines
- Director of Planning & Transformation
- Director of Property & Asset Management
- Medical Director
- Board Secretary
- Heads of Service, Workforce Directorate

2.4 The Director of Workforce will act as Lead Executive Officer to the Committee.

3. QUORUM

3.1 No business shall be transacted at a meeting of the Committee unless:

- at least three members are present, at least two of whom should be Non-Executive members of the Board.
- at least one of the Staff Side Chairs of the Local Partnership Forums, or their nominated deputy is present.

4. MEETINGS

4.1 The Staff Governance Committee shall meet as necessary to fulfil its purpose but not less than four times a year.

4.2 The Chair of Fife NHS Board shall appoint a Chair who shall preside at meetings of the Committee. If the Chair is absent from any meeting of the Committee, members shall elect from amongst themselves one of the other Committee members to chair the meeting.

4.3 The agenda and supporting papers will be sent out at least five clear days before the meeting.

5. REMIT

5.1 The remit of the Staff Governance Committee is to:

- Consider NHS Fife's performance in relation to its achievements of effective Staff Governance and its compliance with the Staff Governance Standard;
- Review action taken on recommendations made by the Committee, NHS Boards, or the Scottish Ministers on Staff Governance matters;
- Give assurance to the Board on the operation of Staff Governance systems within NHS Fife, identifying progress, issues and actions being taken, where appropriate;
- Support the operation of the Area Partnership Forum and the Local Partnership Forums in their Staff Governance monitoring role and the appropriate flow of information to facilitate this;

- Maintain an oversight of employee relations matters, and monitor progress of related processes;
 - Encourage the further development of mechanisms for engaging effectively with all members of staff within the NHS in Fife;
 - Contribute to the development of the Annual Delivery Plan, in particular but not exclusively, around issues affecting staff;
 - Exercise oversight of Workforce Planning, in terms of delivery and risk, to enable appropriate scrutiny and monitoring of the Board's Workforce Plan, its delivery against the agreed workplan, and the impact on related strategic risks;
 - Support the continued development of personal appraisal professional learning and performance;
 - Review regularly the sections of the NHS Fife Integrated Performance & Quality Report relevant to the Committee's responsibilities;
 - Maintain an oversight of staff health, safety and wellbeing activity, supporting the linkages with promoting staff attendance and monitoring progress within the Board; and
 - Undertake an annual self-assessment of the Committee's work and effectiveness.
- 5.2 The Committee shall review the arrangements for employees raising concerns, in confidence, in line with the National Whistleblowing Standards. The Committee shall ensure that these arrangements allow proportionate and independent investigation of such matters and appropriate follow-up action.
- 5.3 The Committee is also required to carry out a review of its function and activities and to provide an Annual Report incorporating a Statement of Assurance. The proposed Annual Report will be presented to the first Committee meeting in the new financial year or agreed with the Chairperson of the respective Committee by the end of May each year for presentation to the Audit and Risk Committee in June and the Board thereafter.
- 5.4 The Committee shall draw up and approve, before the start of each financial year, an Annual Workplan for the Committee's planned work during the forthcoming year.
- 5.5 The Committee shall provide assurance to the Board on achievement and maintenance of Best Value standards, relevant to the Committee's area of governance as set out in Audit Scotland's baseline report "Developing Best Value Arrangements" and the Scottish Public Finance Manual.

6. **AUTHORITY**

- 6.1 The Committee is authorised by the Board to investigate any activity within its Terms of Reference, and in so doing, is authorised to seek any information it requires from any employee.
- 6.2 In order to fulfil its remit, the Staff Governance Committee may obtain whatever professional advice it requires, and require Directors or other officers of the Board to attend meetings.
- 6.3 Delegated authority is detailed in the Board's Standing Orders, as set out in the Purpose and Remit of the Committee.

7. REPORTING ARRANGEMENTS

- 7.1 The Staff Governance Committee reports directly to Fife NHS Board on its work. Minutes of the Committee are presented to the Board by the Committee Chair, who also provides an assurance report on the matters considered at the Committee and highlights any particular issues which the Committee wishes to draw to the Board's attention.
- 7.2 Each Committee of the Board will scrutinise the Corporate Risks aligned to that Committee on a bi-monthly basis.

Members

COLIN GRIEVE, NON-EXECUTIVE MEMBER & COMMITTEE CHAIR

Colin Grieve holds an Executive MBA and has 30 years' experience in the Public Sector. He served for 25 years in Fife Fire and Rescue Service, where he was the Head of Community Safety. Prior to retirement he was the Scottish Fire and Rescue Service Area Commander (Local Senior Officer) in Tayside, responsible for delivery of services and engagement with partners across the three Local Authority Areas. He brings significant change management and service redesign experience, along with strong people and partnership skills. He is an advocate of the benefit of good health outcome benefits for non-health public services, and the wider societal benefits a focus on public health can deliver.



SINEAD BRAIDEN, NON-EXECUTIVE MEMBER

Sinead is an HCPC-registered and trauma-informed Art Therapist who has worked in adult mental health for the past 16 years. She has worked across health and social care with some of Scotland's most vulnerable families, and now leads a small team of Music and Art Therapists in another health board.

Sinead was appointed to Fife Health Board as a Non-Executive Member in 2018 and was reappointed in 2022. She lives in Fife with her husband and daughter.



ANNE HASTON, NON-EXECUTIVE MEMBER

Anne Haston is the Board's Sustainability Champion.

Anne is a general dental practitioner with 14 years' experience in delivering NHS care. She has also participated in the delivery of the Covid vaccination programme. From Fife originally, she has lived and worked across Glasgow, Lanarkshire and West Lothian. She



has a wealth of experience in treating patients from a wide variety of backgrounds and settings, and is proud to be an active volunteer in her local community. Anne is seeking to bring to the Board a strong focus on patient-centred initiatives and will aim to be a link between front-line delivery of care and Board-level strategic decisions.

JOHN KEMP, NON-EXECUTIVE MEMBER

John Kemp was previously a director of the Scottish Funding Council, the body responsible for funding universities and colleges. During his 20 years at the Council, his roles included responsibility for outcome agreements with colleges and universities; leading a programme of college mergers; interim chief executive between 2016 and 2018; and a secondment to the University of the Highlands and Islands for two years from 2019 to 2021. Before that he had been a councillor and had worked in publishing. He brings extensive experience of linking investment and outcomes in the public sector and knowledge of the education system that supports people into NHS careers.



LYNNE PARSONS, EMPLOYEE DIRECTOR

Lynne Parsons has worked in NHS Fife since qualifying as a Podiatrist in 1987 and has experience working in Acute, Community and Primary Care settings. She has previously held a Director's role within her own professional body, The Royal College of Podiatry. She has over 20+ years' experience as a Trade Union and Health & Safety representative and has held a Partnership Coordinator role and Local Partnership Forum Co-Chair role within NHS Fife. Lynne has actively been involved with many key projects and staff-side initiatives, as well as a range of policy making groups, workforce planning, job evaluation and governance groups. She took up the role of Employee Director in October 2023.



JANETTE KEENAN, DIRECTOR OF NURSING

Janette joined NHS Fife in 2002 as Deputy Director of Nursing in Acute Services. She trained as a nurse in Falkirk and Stirling and worked in a variety of roles in NHS Forth Valley, including Ward sister in the Stroke unit, eHealth Project Nurse, Nurse Manager, and Associate Director of Nursing before crossing the bridge into Fife. She became Associate Director of Nursing in Fife in 2014 and Director of Nursing in 2021. She chaired the Area Clinical Forum between 2016 and 2021. Janette has completed a MBA and took part in the NHS Scotland 'Delivering the Future' leadership programme. She is passionate about modern health and social care, about delivering the best for the people of Fife and providing a progressive, positive workplace for staff. Person-centred care, delivering excellence in patient experience and kindness are at the heart of what she believes in.



CAROL POTTER, CHIEF EXECUTIVE

Carol took up her role as Chief Executive in September 2020 having been appointed Interim Chief Executive in January 2020. Carol was previously Director of Finance from May 2017 and, prior to that, Assistant Director of Finance, having joined NHS Fife in March 2014, following a short spell in the higher education sector. Her NHS career started in 1993 with the then Kirkcaldy Acute Hospitals NHS Trust, as a National Finance Graduate Trainee. During the intervening period, Carol has held senior NHS finance roles in Forth Valley, Lanarkshire and Lothian. In 2004 Carol spent a short period with the Scottish Government leading a review of training and development within the finance function across NHS Scotland. She has a broad portfolio of experience across strategic financial planning, operational financial performance management and major capital investment projects. She is presently a trustee of the Healthcare Financial Management Association (HFMA), the representative body for finance staff in healthcare.



**ANDREW VERRECCHIA, CO-CHAIR,
ACUTE SERVICES DIVISION &
CORPORATE DIRECTORATES LOCAL
PARTNERSHIP FORUM**

Andrew started his NHS career as a Porter in the Royal Infirmary of Edinburgh in 1989. Andrew is an Operating Department Practitioner in Theatres and has been qualified since 1996. He moved to Fife in 2004 and is currently the UNISON Fife Health Branch Secretary and the Acute & Corporate Services Local Partnership Forum Co-Chair.

