

STAFF GOVERNANCE COMMITTEE

Report by Sarah Compton-Bishop, Committee Chair

The Board is asked to:

- **Note** that the Staff Governance Committee met on Wednesday 7th September 2022 with attendance as noted below.
- **Note** the report and agreed-on actions resulting from the review of the specific topics detailed below.

Present:

Sarah Compton-Bishop, Board Non-Executive Director (Chair)
Jean Boardman, (Non-Executive) Vice Chair
Bert Donald (Non-Executive)
Elspeth Caithness, (Employee Director)
Kate Dumigan, (Staffside)

In Attendance:

Fiona Hogg, Director of People and Culture
Gaye Boyd, (Deputy Director of People)
Bob Summers, (Head of OHS) from 10.20am
David Park, (Deputy Chief Executive)
Katherine Sutton, (Chief Office, Acute)
Ruth Daly, (Board Secretary)
Karen Doonan, Committee Administrator
Ruth Fry, Head of Communications and Engagement
Louise Bussell, Interim Chief Officer, Community
Nathan Ware, Governance & Assurance Co-Ordinator

Iain Ross, (Head of e-Health) – Item 4
Helen Freeman, (Director of Medical Education) – Item 9.3

1 WELCOME, APOLOGIES, AND DECLARATIONS OF INTEREST

The Chair welcomed everyone to the meeting. Apologies were received from, Pamela Dudek, Tim Allison, Philip Macrae, Heidi May, Fiona Davies, Catriona Dreghorn and Heledd Cooper.

There were no declarations of interest.

2 ASSURANCE REPORTS & COMMITTEE ADMINISTRATION

2.1 MINUTES OF MEETING HELD ON 11th May 2022 and 20th July 2022

The Minutes of the Meetings held on 11th May 2022 & 20th July 2022 were **Approved** and agreed as an accurate record.

2.2 ACTION PLAN

F Hogg went through the action plan and advised there were a number of actions they are looking to close:

The following points were discussed:

- **Action 45** – Statutory/Mandatory training is now included in Risk Register updates and forming part of the strategy work.
- **Action 63** – It was agreed this would be closed as it is on the Agenda for this meeting as noted.
- **Action 64** – Discussions are ongoing on how the second part of Courageous Conversation training will be delivered.
- **Action 65** – It was agreed this would be closed as it is on the Agenda for this meeting as noted.
- **Action 68** – Minutes were taken back to quorate meeting for approval.
- **Action 69** – Item can be closed as risk report is on the agenda and workplan.
- **Action 70** – Item can be closed as final version due to come back in November.
- **Action 73** – Minutes for APF were taken back to quorate meeting for approval, it was noted that the dates for future APF meetings have been adjusted to ensure the minutes are ready in time for assurance at Staff Governance.
- **Action 74** – H&S minutes for 7th June now included in today's meeting.

The Committee **Noted** the updates to the Action Plan.

2.3 REVIEW OF COMMITTEE WORKPLAN

F Hogg mentioned that the draft Annual Whistleblowing Report was available and would be discussed in item 9.2 however the Whistleblowing Quarter 1 report wasn't yet available for noting so will be brought to the November meeting.

The Committee:

- **Approved** the minutes of the meetings held on 11th May 2022 & 20th July 2022
- **Considered** actions arising therefrom
- **Reviewed and Agreed** to the proposed updates to the Committee Action Plan
- **Reviewed** the Staff Governance Committee Workplan 2022 – 2023

3 MATTERS ARISING NOT ON THE AGENDA

3.1 Review of Committee Terms Of Reference

F Hogg provided an update on the changes proposed.

The following points were discussed:

- Three Staff Side representatives would be included within the membership rather than two.
- The following Exec Directors would be added: Director of Finance, Director of Adult Social Care & Director of Estates, Facilities and Capital Planning.
- Slight changes to wording to fit in with the Together we Care Strategy & Annual Delivery Plan, as well as the A&B HSCP Strategic Plan.
- Removal of annual self-assessment under 5.1 as it is noted in section 5.2

- R Daly will check 5.5 in relation to 'Developing Best Value Arrangements' and come back with an update on whether it can be removed or to clarify what the requirement on the committee is.
- S Compton-Bishop asked that there was reference to A&B's 3 year Strategic Plan and Workforce Plan.
- R Daly confirmed that the quoracy of the committee was based on 3 Non Executive Directors being in attendance.

The Committee **Reviewed & Approved** the changes to the Terms of Reference.

4 SPOTLIGHT SESSION

eHealth – Iain Ross, Head of eHealth.

I Ross spoke to the presentation provided to the committee outlining how the E-Health function is meeting the core elements of the Staff Governance Standards and it's key workforce challenges.

During discussions it was noted:

- The structure of eHealth was in the process of changing with a number of new posts being created; there is currently an advert out for Deputy Head of eHealth.
- The team provide a range of services across all areas of NHS Highland which includes the Argyll & Bute locality.
- There are currently 129 colleagues split in to 17 teams.
- Two Modern Apprenticeships were successfully completed in 2022 and remained with NHS Highland at the end of their fixed term contract
- In future it is likely there will be a move to more contract management tasks with the process of moving to the 'cloud'
- F Hogg explained that work is currently underway to expand on the Modern Apprenticeship Scheme so that in the near future NHS Highland is one of the first choices for young people aged 16+ to consider a career.
- F Hogg & E Caithness advised that the conditions noted around some of the eHealth working conditions and space needed urgent review as it wasn't fulfilling our duties as an employer.
- D Park commented on the accommodation concerns raised and agreed that whilst work has been ongoing with the Estates team it hasn't happened as quickly as they would like so will push this forward.

5 WELL INFORMED

5.1 Communications and Engagement Update

R Fry spoke to the circulated Communications and Engagement report proposing **moderate assurance**.

R Fry noted that progress has been made against the action plan and we are in the second year of the three year Communications and Engagement Strategy and have now mapped that against the Annual Delivery Plan (ADP) to ensure the actions are lined up to NHS Highland's overall ADP.

In discussion the following comments and questions were covered:

- The report remains at the moderate assurance level as the team have been relying on some extra fixed term support in addition to the permanent colleagues but hoping to firm up the requirements for the team based on the ongoing workload.
- The Spring round of COVID vaccination has now completed and work has begun on the Autumn/Winter plan and notifications are going out to eligible patients.
- The Engagement Framework is ready to be delivered to Committee's
- Regular work is being done with local radio and monthly columns in three local papers with work being completed around more targeted promotion.
- Readership of the Weekly roundup has remained steady throughout the summer with a view to increase this during Autumn/Winter.
- Web Manager is now in post and work is ongoing to migrate the current content onto the new website, some anecdotal evidence of easing recruitment challenges was evident with this post as initially there were no applications, however when the advert was updated to encourage hybrid working the applications increased significantly.
- Some Argyll & Bute colleagues have shown interest in our recruitment campaigns being undertaken within North Highland and would like to try some of these approaches to bridging the recruitment gap.
- Right Care, Right Place strategy is ongoing to help people think where the most appropriate area might be to seek treatment/assistance and we've started to receive some data back to determine uptake.
- It was confirmed there have been some open forum, café style sessions around the Mental Health Strategy whilst looping in the Learning Disability service which has been well received.
- The first Listening & Learning panel took place, but it was important that it wasn't purely digital based going forward as some colleagues prefer the more personal face to face approach; around 1500 colleagues were approached and a random selection responded across a wide part of the organisation.
- The outdoor advertising project has been successful but some work is needed to determine if there have been more applications per post on average or if the increase in applications has been down to more posts being advertised as well as understanding the quality of recruitment that it delivers;

The Committee **Noted** the update and **agreed** to accept **Moderate assurance**.

5.2 Approach to measuring Colleague Engagement and Experience

F Hogg spoke to the circulated presentation outlining how the People and Culture programme board will oversee the activity around colleague engagement and experience.

In discussion the following comments were made:

- Some of the core pieces of work focus around the 'Listen Well' outcome of our Strategy which states leaders will be visible and engaged within the wider organisation, listening to, hearing and learning from experiences and views shared.
- Working in partnership to transform our attraction, recruitment and onboarding approach to develop our engagement with the local population.
- Our next Listening & Learning survey will take place in January/February 2023.

- We'll be launching our Onboarding & Exit Survey process in mid-October to help gather data on how colleagues are experiencing us as an Employer to subsequently use that data to improve things moving forward.
- IMatter will now run in June each year from 2023.
- Work has started on the possibility of having a single "customer service and mangement" platform to support colleagues across NHS Highland, the People function are currently looking at the Service Now platform.
- Another route to help identify and address some of the hot topics affecting colleagues in NHS Highland is the relaunch of our Local Partnership Forums which engages with a different layer of the organisation at a grassroots level.
- The People & Culture Programme Board will oversee all People elements of oversight of the Strategy and ADP and Workforce Plan.
- Data and insights for this are the first part for our reporting to Staff Governance Committee and the Board which will involve having an initial dashboard which will be discussed in our next development session.
- It was mentioned that the Corporate Induction process is very important to get new colleagues set up correctly and to give them the tools they need to grow and develop and this is an ongoing piece of work for the team.
- The Civility Saves Lives work has formed a major part of our overall Strategy as we feel it's important to be able to resolve issues at a local level rather than it having to escalate to senior levels.
- F Hogg clarified that whilst we will garner a large amount of data with the aligned Strategy format, it will be important to challenge ourselves with prioritisation and become really focused on what the key outcomes are and what data will best help us understand where we are in relation to these outcomes.

F Hogg confirmed that this item will come back to the committee in the January 2023 meeting.

The Committee **Noted** the update.

6 APPROPRIATELY TRAINED AND DEVELOPED

There were no items for discussion.

7 INVOLVED IN DECISIONS

7.1 Area Partnership Forum minutes of meeting held on 24th June 2022.

It was noted that the minutes for the meeting on 26th August 2022 were not available at this time and will be brought to the next meeting.

The Committee **Approved** the minutes of the meeting on 24th June 2022.

7.2 Update on Staff Governance Standard Monitoring for 2021/22

G Boyd spoke to the circulated report.

During discussions the below comments were made:

- We need additional management representatives to participate in this work.
- There have been some nominees but we've gone out for some more.
- The item will be brought back to the November Staff Governance Meeting via APF for approval in time for the response to Scottish Government.
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The Committee **Noted** the update on this item.

7.3 Update on Partnership Working and Facility Time

S Compton-Bishop took the paper as read by the committee and suggested that the committee couldn't currently take moderate assurance and proposed that limited assurance was taken.

During discussions it was noted:

- The Facility Time process and discussions have been a challenge but a process has been agreed and work is ongoing to move this forward with a view to begin using the new process at the start of October 2022.
- The level of assurance wasn't originally proposed as the item went through APF however it is being revisited regularly and the process involved is challenging so it will come back to the committee for regular review and assurance.
- E Caithness reassured the committee that this piece of work will unearth some significantly complex issues but it's important that we get it right first time as we have been struggling with this for quite some time but ultimately the work is being completed and regular updates will be provided as it progresses through the Local Partnership Forums to ensure there is a high level of scrutiny.

The Committee **Noted** the update and after further discussion and clarity **Agreed** to accept **Moderate Assurance** on this item.

8 TREATED FAIRLY AND CONSISTENTLY, WITH DIGNITY AND RESPECT, IN AN ENVIRONMENT WHERE DIVERSITY IS VALUED

8.1 Culture Oversight Group

F Hogg provided a verbal update from meeting held on 15th August 2022 was provided.

This has been paused as it will be an area picked up by the People & Culture Programme Board which will look at all the Strategic aims in line with Together We Care & our ADP.

The Committee is asked to note that meeting took place to update on progress with the People and Culture elements of the strategy, ADP and Workforce plan.

8.2 Guardian Service Annual Report

F Hogg spoke to the circulated report, in discussions the below comments were made:

- NHS Highland are the only Board utilising this method of collating data around the problems and concerns being experienced by colleagues.
- Having an additional space for colleagues to discuss these concerns is positive for the overall organisational culture moving forward as we get the opportunity to try and fix some of these issues before they become larger more difficult cases.
- The report itself will be shared with the Senior Leadership Team and EDG as it provides a wealth of knowledge and data to help drive our aim of transparency and openness.
- It was confirmed that whilst there is an annual report, the Guardians also provide a monthly and quarterly report for review which may be helpful for the Committee to see, potentially on a quarterly basis to help track improvements etc.

The Committee **Noted** the update on this item.

9 PROVIDED WITH A CONTINUOUSLY IMPROVING AND SAFE WORKING ENVIRONMENT, PROMOTING THE HEALTH AND WELLBEING OF STAFF, PATIENTS AND THE WIDER COMMUNITY

9.1 Minutes of the Health and Safety Committee on 7th June 2022

It was noted that the meeting frequency had changed to quarterly.

The circulated minutes were **Approved**

The Committee **Approved** the minutes of the meeting on 7th June 2022

9.2 Whistleblowing Annual Report

F Hogg spoke to the circulated presentation which was a draft of the Annual report.

During discussion it was noted:

- The format has been decided as a PowerPoint presentation to enable this to become more of an engagement piece as there are already detailed quarterly word reports . The format is more engaging and helps to identify where we've made improvements and what key areas need further work.
- A summarised version of the report itself will also be produced to give a high level overview of Whistleblowing across the organisation and there will be some infographics to convey the data more concisely.
- It was noted that we also need to reference the Argyll & Bute Strategy in the context and this was agreed.
- The report/presentation could utilise bullet points more in order to trim down the amount of words used but still convey the information that's needed.
- The case studies included were extremely useful and were an example of what types of information could remain when considering what to remove in the final version.

The Committee Reviewed the presentation and Noted the draft report
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9.3 Risk Review including Corporate Risks and Level 2 Risk Registers

F Hogg & H Freeman spoke to the circulated report.

It was noted that as the Together We Care Strategy, ADP and our Workforce Plan are being finalised, we will be updating our Strategic Risks and ensuring that they reflect the key challenges we face and the specific actions which are taking to address them so that there are no gaps. We will also review the level of the risks to ensure they remain appropriate.

Limited Assurance was being provided based on the need to review and update the Strategic Risks in line with our Strategy Programme and a lack of new actions to mitigate risks whilst working through this.

During discussions the following comments were made:

- Our foundation and other medical trainee colleagues in Lorn & Islands Hospital are no longer working night shifts as a key risk was the lack of senior clinicians available during these hours to provide supervision as they must have someone with them at all times.
- The Deanery visit identified we weren't meeting agreed supervisory and support requirements across a number of standards for the Oban trainees, due to the lack of supervisors available, this was also identified at a local level prior to this visit.
- We had already developed a local action plan to address these issues which had been escalated through the IJB and we now have a number of SMART objectives in place and report regularly to the Deanery.
- Key progress has been made in the recruitment of additional colleagues and been able to change the rotas with this increase.

- It was noted that our approach to recruitment should also take a risk based approach, particularly around consultant and nursing recruitment especially utilising a holistic approach than focusing on just one area.

A further update will be brought to the November meeting.

S Compton-Bishop confirmed that some time in the October Development Session will be utilised to cover some of the other risk content within this item due to time constraints in today's meeting.

The Committee **Reviewed** the report, **Noted** the progress made and took **Limited Assurance** in relation to the issues in Oban.

However it was noted that:

- The wider risk registers would be reviewed in further detail at the next Development Session and onward to EDG before coming back to the committee for assurance.
- The risks toward Statutory/Mandatory training would also be taken to EDG for review and subsequently come back to the Staff Governance Committee.
- Any additional notes on risk should be sent to F Hogg for review at the next Development Session in October.

10 **AOCB**

There was no further business discussed.

11 **Date of NEXT MEETING**

The next meeting of the Committee will take place on Wednesday 9th November **at 10.00 am on MS Teams.**

11.1 **Proposed dates for 2023**

9 Nov 22
11 Jan 23
8 March 23
10 May 23
28 June 23
6 Sept 23
8 Nov 23

The meeting closed