

**STAFF GOVERNANCE COMMITTEE**  
**Report by Sarah Compton-Bishop, Committee Chair**

**The Board is asked to:**

- **Note** that the Staff Governance Committee met on Wednesday 10th February 2021 with attendance as noted below.
- **Note** the report and agreed actions resulting from the review of the specific topics detailed below.

**Present:**

Sarah Compton-Bishop, Board Non-Executive Director (Chair)  
Jean Boardman, Board Non-Executive Director  
James Brander, Board Non-Executive Director  
Pamela Dudek, Chief Executive  
Albert Donald, Board Non-Executive Director  
Etta Mackay, Staff Side Representative  
Adam Palmer, Employee Director

**In Attendance:**

Gaye Boyd, Deputy Director of Human Resources  
Fiona Hogg, Director of Human Resources and Organisational Development  
Bob Summers, Head of Occupational Health and Safety  
Philip Macrae, Board Non-Executive Director  
Ruth Fry, Head of Communications and Engagement  
Kate Patience-Quate, Deputy Head of Nursing  
Elsbeth Caithness, Staff Side Representative  
Jane Fowler, Head of HR (Argyll & Bute)  
Katherine Sutton, Chief Officer, Acute (until 12.00)  
Kayleigh Fraser, Committee Administrator

**Apologies:**

Boyd Robertson, NHS Highland Board Chair

## **AGENDA ITEMS**

- **Assurance Report from Meeting held on 3 November 2020.**
- **Communication and Engagement Update**
- **Update on Approach to Statutory and Mandatory Training Compliance**
- **Workforce Report**
- **iMatters / Everyone Matters Report**
- **Facility Time**
- **Update on Workforce Board**
- **Update on Facility Time for Partnership Working**
- **Culture Programme Update**
- **Risk Management & Board Assurance Framework Progress**
- **AOCB**

## **DATE OF NEXT MEETING**

The next meeting will be held on 10 March 2021

## 1 WELCOME, APOLOGIES AND DECLARATIONS OF INTEREST

There were no Declarations of Interest.

## 2 ASSURANCE REPORT FROM MEETING HELD ON

There had been circulated a draft Assurance Report from the meeting on 3 November 2020.

<b>The Committee Approved</b> the circulated draft Assurance Report.
--

## 3 MATTERS ARISING NOT ON THE AGENDA

There were no matters discussed.

## 4 COMMUNICATION AND ENGAGEMENT UPDATE

R Fry spoke to the circulated report providing members with an update on NHS Highland's communications and engagement activity from 12 October 2020 to 30 January 2021. She presented members with an overview of the work that has been planned in response to the Sturrock report and updated members on the specific recommendations around communications. R Fry discussed the strategic vision for communications and involvement within the organisation and outlined the long term approach including expansions to current activity and work that is done in response to COVID 19.

Specific updates were provided as follows –

- A temporary Project Manager for Community Engagement joined the team in October 2020.
- To reduce emails, non-urgent updates have been combined into one email and are circulated in a weekly email.
- A feedback email for staff has been set up as a means for colleagues to ask questions and make suggestions in response to information communicated.

A Palmer pointed out that the paper predominately looks at internal engagement and asked for further information in relation to wider engagement for patients and communities. R Fry confirmed the team are looking at other ways to engage with external individuals and this will be one of the tasks for the Project Manager. She also spoke about ways the organisation can communicate with staff more effectively, one being a survey with the aim to reach staff that do not have IT access or internal communications. She also added the Intranet needs to be more accessible. B Donald sought an update in relation to the weekly email and asked if there was any feedback from staff; R Fry confirmed there has been a lot of positive feedback and helpful information. The email has links embedded therefore is more user friendly, additionally it is not as formal which makes the content easier to understand.

Further to a community partnership meeting, P Macrae drew attention to the smaller care homes in Mid Ross area and pointed out they do not receive the same support as a larger organisation. He asked if more communication can be provided into the smaller care homes to give additional support to staff. F Hogg acknowledged this and confirmed it is something that the organisation has been looking at.

**ACTION:** P Macrae to give F Hogg names of care homes.

P Dudek thanked R Fry for all the work she has done in the short time she has been in the organisation. She echoed the discussion and agrees with points that were made and is very happy with how things are progressing.

The Chair emphasised that, in the most remote and rural communities, linking with local community and third sector organisations is key to disseminating accurate information.

**The Committee Noted** the paper

## **5 LEARNING AND DEVELOPMENT**

### **5.1 Update on Approach to Statutory and Mandatory Training Compliance**

F Hogg introduced the paper and gave the committee an update on the plans to address compliance with Statutory and Mandatory training requirements. This is being led by the 3 Chief Officers in Argyll & Bute, Community, and Acute who have identified their own challenges and what they need to address. Discussions have been ongoing with regards to Statutory and Mandatory training compliance and how to improve performance throughout the organisation. She identified the issues and how the overall situation represents a legal, financial and regulatory risk to staff and patients. In addition, she spoke about the ongoing capacity and delivery challenges that existed pre COVID as well as at present.

During the discussion, B Donald highlighted how this has been a long standing issue and is delighted to see progress with this. He queried the Learn Pro data and asked if the data is correct. F Hogg said she is confident the overall figures are correct. J Brander echoed the discussion and drew attention to annual reviews, reminding the committee of the low number of staff receiving reviews. He highlighted how the review process will remind managers and staff about the training and could give an opportunity to signpost to the relevant support and guidance for both line managers and staff. F Hogg advised the committee the annual review issue is a local and national issue for the NHS, she added the organisation puts great value on developing connections and relationships between individuals and teams and this is a priority for the organisation.

F Hogg advised the committee the organisation will be migrating from Learn Pro system to Turas Learn which is more intuitive and gives opportunity to set up the reporting in the way they want. This will support improvement in this area.

B Summers spoke to the committee about the ongoing problems around Statutory and Mandatory training and confirmed this has been a long standing issue. Whilst COVID has had an impact he feels it has not affected the training as much as the organisation initially anticipated. However, with respect to delivering the training, there are several concerns around face to face training which is problematic and will require additional capacity in light of current restrictions. E Caithness reiterated the discussion and raised concerns around staff using their time off to complete online training. P Dudek stated that time should be provided during working hours for this, and added although it is an obligatory practice for employees to ensure that they possess up-to-date knowledge and skills and to guarantee patient safety, it is the organisations duty to protect the health and wellbeing of staff.

The Chair acknowledged the paper and stated she is very happy with the progress however echoes the previous comments around staff wellbeing and emphasised that this must continue to progress as a priority.

**ACTION:** Detailed plans and data to be provided to the May Staff Governance Committee to support each of these reports.

**The Committee is asked to note** the content of the report

## **6 PARTNERSHIP, WORKFORCE AND ORGANISATIONAL CHANGE**

## **6.1 Workforce Report**

G Boyd introduced the circulated report and advised that the report is to provide an overview of activity and performance in line with the Staff Governance standards.

**The Committee is asked to Note** the content of the report

## **6.2 Everyone Matters / I Matter**

F Hogg gave a brief update to the Committee on Everyone Matters / I Matter and recognised the importance of using feedback to implement interventions. The committee briefly discussed the results and it was agreed that, going forward, it would be helpful to track results over time to establish how staff experience is changing.

K Sutton echoed the discussion and highlighted that it is important people understand that, while the results and insights are helpful, not all staff completed the survey and therefore it only gives us insight into the experience of those taking part. It was agreed that the surveys are only one tool in being able to capture and understand staff experience.

**The Committee is asked to note** the content of the report.

## **6.3 Update on Workforce Board**

F Hogg to provide a meeting to the next meeting on 10<sup>th</sup> March 2021

**The Committee is asked to note** the update.

## **6.4 Update on Facility Time for Partnership Working**

G Boyd introduced the paper and advised the committee this is a discussion paper that is in progress. F Hogg informed the committee work is continuing on the review and will be discussed in the next meeting which will take place on 10<sup>th</sup> March 2021 as well as at the Highland Partnership Forum in February.

**The Committee is asked to note** the content of the report

## **6.5 Draft minutes of Meeting of the Highland Partnership Forum held on 9 October 2020 and 11 December 2020**

The minutes of the meeting held meetings 9 October 2020 and 11 December 2020 have been approved as a true record.

A Palmer formally updated the committee about the Highland Partnership Forum weekly meeting. He said the meetings are an Informal response to the pandemic which has been a frequently *laisse* with management, colleagues and staff side representatives,

**The Committee is asked to Note** the circulated draft minutes.

## **7 POLICIES, TERMS AND CONDITIONS, DIVERSITY AND INCLUSION, VALUES AND CULTURE**

### **7.1 Culture Programme Update**

F Hogg spoke to the circulated report detailing the position of the Culture Programme work, which due to timing had already been discussed and presented at the NHS Highland Board and advised an update will follow after the Board strategy session on 23<sup>rd</sup> February which will be dedicated to looking at board levels objectives and vision.

The Chair asked what support managers would receive going forward. F Hogg advised the committee the manager portal brings together key information to help the management to support their staff. She added that there are core modules available for leadership and management which are in progress and would be deployed to all supervisors and managers.

**The Committee is asked to Note** the update and content of the report.

## **HEALTH, SAEFTY AND WELLBEING, ABSENCE AND WHISTLEBLOWING**

### **8.1 Risk Management & Board Assurance Framework Progress**

F Hogg presented the paper to provide an update on the progress with embedding Risk Management across NHS Highland and to update the Committee on the progress with an overall Board Assurance Framework.

The Chair spoke about the previous meeting where members agreed that the risks relating to statutory and mandatory training should be elevated to the Board level, however this has not yet been added to the strategic risk register. F Hogg advised that work is taking place to agree the appropriate process and criteria for consolidating and escalating risks in this manner, and an update will come to the next meeting.

**ACTION:** F Hogg to liaise with Risk Manager and agree addition of this risk to the Board's strategic risk register.

**The Committee is asked to Consider** the content of the report.

### **8.2 Draft Minutes of Meeting of the Health & Safety Committee held on 15 December 2020**

B Summers advised that the existing governance framework for Health and Safety requires reviewing and strengthening and to ensure this there needs to be strong regulatory compliance.

It was also mentioned there would be COVID secure audits to ensure regulatory functions during the pandemic are adhered to as well as reinforcing messages and support for managers.

**The Committee Approved** the circulated draft Assurance Report.

## **9 AOCB**

The Chair reflected on the past 10 months and wanted to acknowledge the fantastic efforts of the staff working across the organisation. She spoke about the uncertainties, risks and challenges staff has experienced and cannot praise the staff for their hard work and cooperation throughout the pandemic enough. P Dudek agreed and assured members she is aware of the challenges and mentioned the vaccination programme in particular as being an example of challenging, but extraordinary work.

## **9.1 Meeting dates for 2021**

Members noted the meeting schedule for 2021 as follows:

10 March 2021  
5 May 2021  
7 July 2021  
8 September 2021  
10 November 2021

Meetings would be held on Wednesdays at 10.00am

## **10 DATE OF NEXT MEETING**

The next meeting of the Committee will take place on **Wednesday 10 March at 10.00am** virtually on Teams.

**The meeting closed at 12.30 pm**