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

The Board is asked to:

- **Note** that the Staff Governance Committee met on Wednesday 9th November 2022 with attendance as noted below.
- **Approve** 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)
Philip Macrae (Non-Executive) (from 10.25am)
Elspeth Caithness, (Employee Director) (until 1.15pm)

Ex Officio:
Boyd Robertson (Chairman)

In Attendance:

Fiona Hogg, Director of People and Culture
Gaye Boyd, Deputy Director of People
Geraldine Collier, People Partner, A & B HSCP (10.30am until noon)
Bob Summers, Head of OHS (10.45 til 11am)
David Park, Deputy Chief Executive
Fiona Davies, Chief Officer, A & B HSCP (until 1pm)
Jennifer Swanson, Head of Talent (until noon)
Ruth Daly, Board Secretary
Arlene Johnston, Interim Head of Mental Health
Mike Hayward, Deputy Chief Officer, Acute (until 1pm)
Gaye Macrae, People Partner, Corporate Services (10.35 until noon)
Lori Pattinson, People Planning and Analytics Manager
Boyd Peters, Medical Director (from 11.35am)
Karen Doonan, Committee Administrator (minutes)
Natalie Booth, Committee Administrator
Ruth Fry, Head of Communications and Engagement
Nathan Ware, Governance & Assurance Co-Ordinator (from 11.45am)

Tim Allison, Director of Public Health (Item 4)

1   WELCOME, APOLOGIES, AND DECLARATIONS OF INTEREST

The Chair welcomed everyone to the meeting. Apologies were received from Kate Dumigan, Dawn Macdonald and Pam Dudek.

There were no declarations of interest.

2   ASSURANCE REPORTS & COMMITTEE ADMINISTRATION

2.1   MINUTES OF MEETING HELD ON 7th September 2022

Item 3.1 Terms of Reference – these were not formally approved at the meeting; it was agreed that these be brought back to the January meeting once the final items had been addressed.

Item 7.3 – Partnership Working and Facility Time, the assurance that was taken was limited.

The committee accepted the minutes with the above amendments.

2.2

ACTION PLAN

F Hogg explained the action plan:

Actions: 59, 78, 79, 81 – 83 are marked to close. These have all been completed.

The items marked amber:

Action 37 - Induction – delayed but this is on the agenda for this meeting

Action 64 – there is an ongoing discussion around Courageous Conversations, e-Learning and Part 2 training. This has been followed up with E-Learning and whether the title of "courageous conversations" is the appropriate title. This will be brought back to committee in January.

Action 77 - e-Health Spotlight, the issue of the quality and appropriateness of accommodation for e-Health colleagues was discussed previously and F Hogg asked D Park if there was any update on this. D Park explained that there was ongoing discussion between e-Health and Estates and work is continuing. This item will remain open at this time.

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

2.3   REVIEW OF COMMITTEE WORKPLAN

The Chair explained that this document had now been tweaked slightly with a "hot topic" section added to the beginning of the document. F Hogg stated that for the next pre meetings they would be looking ahead to the meetings from May 2023 onwards as well.

The risk registers were due to be added to the workplan if this was agreeable to committee.

The Committee:
- **Approved** the minutes of the meetings held on 7 September subject to the changes noted
- **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

Onboarding and Exit surveys

The Chair asked for an update on the progress with developing and launching onboarding and the exit surveys. L Pattison explained that this work had fallen slightly behind. The guidance for the exit survey has been reviewed and currently working with other Boards to compare. A test of change is due to take place by the end of the month. Hoping to get the exit survey launched in December.

Regarding the onboarding survey this is a new process that hadn't been attempted before so consideration of the content was needed, and it was hoped that this would be up and running around January next year.

Standard and Mandatory Training Compliance

F Hogg explained that the Health & Safety Executive have been in contact to advise of an inspection at New Craigs Hospital. They will also be looking at violence and aggression training compliance and Risk Assessments at ward levels are also to be looked at. This visit is due to take place at the end of November/beginning of December. It is likely that areas of improvement will be highlighted, and actions have begun to address these risks.

B Donald highlighted the importance of statutory and mandatory training. He explained that during his visits it had become apparent that this was not high on the agenda of managers or colleagues in some areas of NHS Highland. Whilst time constraints were a pressure, this culture needed to be addressed. F Hogg noted that here are many actions that the organisation can take to support compliance and improve capacity, but each colleague and manager has a personal responsibility to complete their statutory and mandatory training, and this is where focus has to be. This is a culture that needs to change, and colleagues must Complete what is required to keep themselves and their colleagues and patients safe.

Discussions were had around the various face to face training that was offered, and the question was asked as to whether the training could be adjusted, could it be shortened or offered online or in person over shorter periods. Ongoing review of the training is carried out and work nationally is also being progressed in this space, but F Hogg cautioned that this cannot be an excuse for not managing compliance locally, as until any amendments are made, the training is a statutory requirement Discussion was had around the effectiveness of various means of communication to remind staff/managers of statutory and mandatory training, including a recent video that was developed for all colleagues which shows them what training is needed, where to find it and why it is important. .

4   SPOTLIGHT SESSION

Public Health – Tim Allison

T Allison spoke to his presentation. F Hogg welcomed the focus that Public health had on having a good operating rhythm for team meetings, engagement and communications across the whole directorate. She highlighted the responsibility to ensure effective communication was shared between departments and the organisation both informally and formally. This structure in Public Health provides time to come together and to have conversations that was supportive for all.

The Chair highlighted the huddles and the team meetings part of the presentation. Whilst it was easier to share information at a higher level it was challenging for this information to cascade down through the rest of the organisation.

G Boyd explained that they were waiting for the Once for Scotland Policy on hybrid working but, in the meantime, there was guidance and a check list and risk guidance for managers who have colleagues working from home.

Discussions were had around whether there was a need to have a committee dedicated to Public Health and Governance. It was noted that there were many challenges regarding this and that there were many factors involved. Public Health by its nature covers a vast number of sectors that cannot be dealt with by one committee itself. R Daly asked if members of the committee felt that the Board had enough insight over the public health function to have confidence that everything is working. The Chair asked if this is something that could be spoken about in a development session and R Daly agreed to explore this further.

T Allison stated that there were various other channels that governance is dealt with but there is not one committee that oversees this in the round. Discussions were had around how public health is woven through various aspects of the organisation; the challenge was trying to identify public health as a singular aspect as it was so multi- faceted.   The committee thanked Tim and Gayle Macrae for the work on the presentation.

5   WELL INFORMED

5.1   Communications and Engagement Update
Report by Ruth Fry, Head of Communications & Engagement

R Fry spoke to her report. Workload is still high, but they do have graduate intern support and admin support.

- Upskilling of staff is ongoing – speakers are coming in to speak to the team on areas of interest and development
- Developing brief to get support with social media
- Media collaboration is ongoing
- Consistent channels – weekly roundup has dipped slightly so are looking at ways to increase readership, investigating new pieces of software to use
- Priority campaigns – winter planning is ongoing, A & E campaign had to be set aside due to lack of response to requests for data to progress the campaign.
- Piloting new briefing form for campaigns.

The new website is now live, over 300 pages have been moved to the new site so far, once everything has been moved over the archive site will be closed.

B Donald asked about the funding for the colleagues that are currently providing extra support to the team and when this was due to run out and or be replenished. R Fry explained that funding was in place until March 2023. Regarding the graduate intern this was being funded from the vaccination budget so the intern would be available to update information in relation to vaccination. Investigations are ongoing as to funding from another department that the intern is involved with supporting. F Hogg confirmed that the People & Culture directorate would be reviewing all the priorities and resource requirements for the coming year, and this would be picked up there. Various data was being looked at to make sure that what was required would be in place for the coming year.

The question was also asked around how information could be gathered more easily for the campaigns. R Fry explained that the new briefing form about to be launched would cover this, asking the relevant questions to work out how to prioritise the campaigns that are to be run.

F Hogg noted how accessible and functional the new website is and the level of hard work that was required to produce the website. B Robertson commended R Fry and her team on the work that they have been doing in respect of communication and engagement.

The Chair noted that engagement was not only the responsibility of the communication team but also those who were interacting with them and the need to upskill staff across the whole organisation.

R Fry thanked her team and the new website manager for all their hard work in getting the new website up and running.

The Committee **noted** the update and took **Moderate** assurance from the report

6   APPROPRIATELY TRAINED AND DEVELOPED

6.1   Corporate Induction Progress Update
Presentation by Jennifer Swanson, Head of Talent

J Swanson spoke to her presentation. B Donald asked how local induction would be supported as this would be more of a challenge than the corporate inductions. He explained that he received a lot of feedback in relation to the lack of consistent local inductions and the feedback was not very positive. J Swanson stated that it would be good to have feedback on specific areas as many managers were good at making sure staff had gone through induction. There was work ongoing that would allow feedback of what is going well to be discussed and this would further support the induction process.

F Hogg explained that this framework was an important start to the process. It was individual managers that required to take part in this and deliver the local elements. This was an important part of the process of having staff placed in teams, having statutory and mandatory training done and able to execute their role effectively. The Chair asked

how this would be monitored to make sure that this training was being done as was outlined.

Discussions were had around the presentation and how this would impact how staff feel about the organisation and how supported staff feel. It was noted that the week-long induction was important and that managers understood the need for the member of staff to have this time to be inducted into the organisation. The question was asked as to how interactive the training was with the need to have person to person rather than just e-learning in front of a pc. J Swanson explained that the courses would be as interactive as possible to ensure that the experience of colleagues coming into the organisation was as positive as possible and involved a wide range of people presenting their areas and information

F Davies highlighted the need for both the Together We Care Strategy and the A & B strategy to sit together as a pair to ensure that staff were aware of all the organisation and not just parts of it. She went on to explain that where staff had not been informed of Argyll & Bute and how and why it was different presented a challenge to them of how to approach issues which involved them. As there were differences between both it was important to explain this and to show how both worked together.

Action: F Hogg to add induction to the action plan so that this could be revisited at a future meeting.

> The Committee **noted** the update on the content approach and timescales for the rollout of Corporate Induction.

7   INVOLVED IN DECISIONS

7.1   Area Partnership Forum minutes of meeting held on 26th August 2022

These were taken as accurate and correct and there were no comments or questions.

7.2   Staff Governance Standard Monitoring Standard for 2021/22
Report by Gaye Boyd, Deputy Director of People and Elspeth Caithness, Employee Director

G Boyd explained that over the last few years the Scottish Government had been amending the structure of the format used to submit the report as Scottish Government are already able to access some of the data that is required. The process has been streamlined due to this.

A short life working group was agreed by Area Partnership Forum (APF) in the August meeting to look at the questions and to produce a proposed response which has been circulated ahead of today's meeting, following receiving positive feedback at the APF in the October meeting. The submission is due back to Scottish Government by Friday 18th November.

There were no questions nor comments from committee.

> The Committee **approved** the submission to Scottish Government and took **Substantial** assurance on meeting the standard

Comfort Break noon until 12.10pm

On returning from the break the Chair explained that as the meeting was running slightly behind time the rest of the agenda would be taken in a different order from the one circulated.

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

8.1 Update on Structure and Governance of People and Culture Programme
Presentation by Fiona Hogg, Director of People and Culture

F Hogg explained that the presentation had been circulated for the committee to view and that the set-up of the People & Culture programme board was a work in progress. People & Culture is different to other elements of the strategy and the presentation shows the complexity of the areas covered, in the Annual Delivery Plan (ADP) but also the associated work from national and local priorities. The structure will not reflect the ADP and Strategy directly as a result but would be mapped to it and all of the data and reporting would align to this and to the Staff Governance Standards. There was more discussion to be had in the coming weeks and the first meeting of the People and Culture Programme Board was to take place in January. She also noted that an update on the progress against the People & Culture elements of the ADP was provided in the papers.

It was agreed to add this to the workplan for the next committee meeting.

The committee is asked to note the update

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 and assurance report from Health and Safety 11th October 2022

As the meeting had run over time by this point it was decided that these would be brought back to the next committee meeting.

9.2 Whistleblowing Q1 and Q2 report
Report from Fiona Hogg, Director of People & Culture

The Chair stated that as the meeting was no longer quorate it may be more appropriate to take this item back at the next committee meeting. Discussion was had around whether the Q3 report would then be available, but it was noted that this would be around March 2023.

B Donald stated that many people who are contacting him are not whistleblowing but there appears to be a theme emerging around patient safety, due to the pressures that people are working under and the shortages of staff. There are more queries and conversations being had around this locally and nationally. The Chair outlined that the information within the reports that was headlined patient safety is very broad and that it perhaps needs broken down further to understand more about the specifics of the situations. It was noted that patient safety covers more than one section of the data. The

Chair invited B Donald to share some of the visits that he had done to bring the data to life at the next committee meeting.

F Hogg explained that discussions had been had with the Guardian Service and there could be further sub- categories to record data and information for both the speak up and WB reports which would address this issue. Looking at some of the cases and then adding more categories would identify a clearer picture than was had now. E Caithness stated her concern around patient safety and agreed that further discussions and interpretation of data would make this clearer. There could be hidden risks that are not being captured and it was important that there was assurance that things were being put in place to address this.

Action: Update from Bert Donald on his visits and findings to be added to the Workplan
Action: Q3 WB report to have revised categories and trend information included

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The Committee **noted** the attached reports and agreed to discuss at the next meeting

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9.3 **Risk Review including Corporate Risks and Level 2 Risk Registers**
Report from Fiona Hogg, Director of People and Culture

F Hogg explained that many of the corporate risks covered by the Staff Governance Committee were linked to the ADP and the strategy. In order not to duplicate information in actions this report was to highlight the actions that would be taken and fed back into the strategy and the ADP. F Hogg explained that she had looked at the wrong section of Datix on the Culture Risk but on returning to the notes this had come down to 120 in April 2021. There is no proposal to change the level of this risk as a result.

It was noted that Argyll & Bute HSCP have a strategic risk associated with socioeconomics and this is now proposed for inclusion as a NHS Highland strategic risk register. With regard to risk 877 the level is lowering however it was decided that this is not a staff governance risk and that that when this is fed back to the Board there is an agreement of which Governance Committee and Executive should own this risk.

Once committee had agreed on the updated risks and the content then F Hogg would be writing out to the directorates to advise them of this, with the timetable of when the Level 2 risks will be looked at. There is a meeting schedule for 2023 to discuss this further. F Davies highlighted that in respect of risks for Argyll & Bute they would have to be fed back to the IJB and not this committee for any changes to the register. F Hogg confirmed that the role of the committee was to provide feedback or challenge on Level 2 Risks linked to their agenda, but that the ownership would always be with the responsible Executive and in this case, the IJB.

B Peters highlighted the need to make sure that the committee had oversight the Level 2 risks but don't own them. F Hogg confirmed the committee would look at whether the level was felt appropriate, how they were progressing, whether they were mitigating the relevant corporate level risk and if actions were progressing.

Discussions were had around the need to be clear what is a risk and what is an issue. This would be clarified as the process continued and would aid in keeping the risk register updated and the actions appropriate.

> The Committee **reviewed** the report and progress made and took **Moderate Assurance** from the report.

9.4   NHS Highland and Argyll & Bute HSCP Workforce Plans 2022-5
Report from Lori Pattison, People Planning and Analytics Manager

L Pattison explained that the workforce plans circulated round committee had been to EDG and APF previously. Scottish Government asks that a 3-year plan is outlined for them, and this plan was worked on with colleagues from planning and performance. This was to ensure that as much as possible the workforce reports were aligned with the Together We Care Strategy and the joint strategy for Argyll & Bute

The reports were due to publish on the 31st October but Scottish Government has approved an extension to this to make sure that the relevant committees and forums approve the final versions of the plans. The feedback deadline was now Thursday 17th November.

F Hogg explained that although these were 3-year workplans they are being revised all the time in response to changing pressures and priorities. There is currently an audit of our workforce planning approach which will help us improve how we manage and deliver to the plan as well as the planning process itself. It was important that the whole system and a service level planning approach was addressed in the workforce plans and not just concentrated on separate disciplines and professions.

The Chair asked the question as why there were only 2 plans and not 3 as the guidance was for NHS Highland one for Argyll & Bute HSCP and one for Highland Health and Social Care Partnership as the SBAR stated all Boards and the HSCPs. F Hogg explained that Highland is unique in the way that the organisation was set up and G Boyd explained that this meant that the organisation did not fit into the format that the Scottish Government was looking for amd so the Highland HSCP plan was part of the wider NHS Highland Plan.

It was noted that since feedback was still open beyond this committee that any substantial changes to the reports would be circulated round committee for noting prior to submitting to Scottish Government.

> The Committee **approved** the final versions of the plans and took **Substantial Assurance** as to the quality and content of the plans.

9.5   IPQR and Workforce Report
Report by Lori Pattinson, People Planning and Analytics Manager

F Hogg explained that the IPQR was the Staff Governance Committee assurance to the Board. The IPQR would therefore become part of the workforce reports presented to the Committee and it would continue to evolve. There is a bit of a gap with regards to the Culture Reporting now as they are in a transition phase. To address this the ADP updates that were sent to Scottish Government were included in the circulated papers.

L Pattison spoke to the circulated presentation on the workforce report. The Chair stated that although there was a slight lag in receiving data it was important that the trends were highlighted, so perhaps some elements of the report does not need to come to committee as often as the core metrics if they do not change that much. Regarding the information presented data around vacancies, staff turnover and sickness would be ones that would be of more interest to committee. It was noted that the sickness data may be helpful if it was broken down in different ways to analyse further. It was also noted that recruitment challenges were adding pressures in various departments, and it would help committee to know how this was being moved through.

Discussions were had around performance as opposed to output and the need to be able to monitor the performance. The use of data and what the data can show was discussed and how important it is that managers are able to understand the figures and the data. L Pattison went on to share an example of some work that they were doing with NES around performance metrics with the committee. F Hogg stated that it was important to deal with the facts and figures in order to understand where the organisation was and what was required and that the reports revealed the amount of work that had been done and would continue to be done.

The Chair stated that this would come back to committee to be looked at more closely.

Action: Further information about sickness absence breakdown and recruitment data to be considered for adding to the reports, as well as performance metrics in addition to output metrics.

> The Committee **reviewed and commented** on the proposed IPQR and workforce data and took **Moderate Assurance** as to the quality and content of the data

10   AOCB

There was no further business discussed.

11   Date of NEXT MEETING

The next meeting of the Committee will take place on Wednesday 11th January 2023 **at 10.00 am** on **MS Teams**.

11.1   Proposed dates for 2023

8 March 23
10 May 23
28 June 23
6 Sept 23
8 Nov 23

The meeting closed at 1.15pm