

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

The Board is asked to:

- **Note** that the Staff Governance Committee met on Wednesday 20th July 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)
Bert Donald (Non Exec)
Pam Dudek (Chief Executive)
Kate Dumigan, Staff side Representative

In Attendance:

Fiona Hogg, Director of People and Culture
Geraldine Collier (People Partner, A & B HSCP)
Katherine Sutton, (Chief Officer, North Highland Acute)
Karen Doonan, Committee Administrator
Ruth Fry, Head of Communications and Engagement (until 12.30)
Nathan Ware, Governance & Assurance Co-Ordinator
Kevin Colclough, Head of People Planning, Analytics & Reward
Pam Cremin, Deputy Chief Officer Community Services

1 WELCOME, APOLOGIES, AND DECLARATIONS OF INTEREST

The Chair welcomed those present to the meeting and thanked them for attending.

Apologies were received from Louise Bussell, Philip Macrae, Elspeth Caithness, Heidi May, Boyd Peters and Jean Boardman. As a result of these apologies the Chair stated that the meeting was not quorate therefore no decisions could be taken however discussions could be had and items could be taken forward to the next meeting.

There were no declarations of interest.

2 ASSURANCE REPORTS & COMMITTEE ADMINISTRATION

2.1 MINUTES OF MEETING HELD ON 11th May 2022

These could not be approved as the meeting was not quorate. There were no amendments to be made and these would be taken to the next meeting to be approved.

2.2 ACTION PLAN

An update on the progress made within the Action Plan was discussed. The Chair noted that action no 59 on the action plan, the detail in the action plan looked like it was not

aligned properly and had been moved down from another cell in the document. F Hogg explained that work was ongoing and that would be coming back to the next meeting.

The following points were proposed:

- Action 31 – Risk Management, to close the piece around adding statutory and mandatory training compliance to the Board level risk register.
- Action 37 – working on Corporate Induction, will be ready to launch by October, will be completed in September. This is linked into the Annual Delivery Plan (ADP).
- Action 53 – Data and IPQR, there is a development session in August, should be clearer about what is in the ADP and from the September meeting there will be a new style of reporting of this data
- Action 59 – Work will be done and ready for the next session
- Action 62 – Q4 report is on the agenda and ready to be closed.
- Action 63 – is on the agenda. The Learning and Development team are looking at phase 2 of courageous conversations – how to receive a courageous conversation. Work is ongoing and will be reported back at the September meeting.
- Action 65 – this will be reinstated from September meeting. Will be looking at Board level and level 2 risks that relate to people. Will be having a spotlight session on risk and this will be added to the workplan for November. This can now be closed.
- Action 67 – work is being done to help managers communicate when services change. R Fry has picked this up as part of the comms & engagement and this will be added to the update report in September.

The committee were happy with the proposed closures. These will be ratified at the next meeting

2.3 REVIEW OF COMMITTEE WORKPLAN

The Chair reminded the committee that this was a living document and was continually updated by F Hogg and herself. The dates for the workforce plan were queried and F Hogg stated that it was possible that some of the dates may have to be rearranged as feedback from Scottish Government would not be received until after the September meeting. This would take the workforce plan into November for the final published version along with the feedback.

The Committee:

- **Agreed** to take the minute to the September meeting
- **Considered** actions arising therefrom
- **Reviewed** the proposed updates to the Committee Action Plan
- **Reviewed** the Staff Governance Committee Workplan 2022 – 2023

3 MATTERS ARISING NOT ON THE AGENDA

There were no matters arising

4 SPOTLIGHT SESSION

There was no spotlight session

5 WELL INFORMED

5.1 Communications and Engagement Update

Report by Ruth Fry, Head of Communications & Engagement

Report covers end of March to end of June 2022. Moving into the new 2022/23 financial year so there are now updates to the annual action plan.

- Upskilling colleagues and providing training
- Production of guides in relation to work done to support services, social media guides and plain English guides
- Have appointed a web manager who should be in place shortly once paperwork finalised
- Working on media collaboration – this sees story sent to specific media outlets as opposed to the more general releases
- Working side by side with Muckle Media who are supporting recruitment and the National Treatment Centre (NTC).
- Working on consistent channels – ask me anything, weekly roundup, looking at creating a corporate podcast.
- Priority campaigns, some are carried over from last year including Lochaber, the Aim High, Aim Highland recruitment campaign, van livery and the outdoor campaign which involves advertising on the tube in London and on buses in Edinburgh and Glasgow which goes live next month.
- Completed the Together We Care engagement
- Completed the openings of the Badenoch & Strathspey and Broadford hospitals.

P Dudek noted the significant change that had occurred over the past couple of years with regard to how the comms team has approached their work. She acknowledged how difficult it was in the ever-changing climate and thanked R Fry and her team for all that they do. She also noted that with the Strategy and the Annual Delivery Plan (ADP) that the ability to plan for the coming 5 years would impact on the delivery of the communications also.

The Committee Noted the update

5.2 People Objectives of the Together We Care Strategy / A & B HSCP Strategic Plan Presentation by Fiona Hogg, Director of People & Culture

F Hogg explained that there was a Board Development Session the day before this meeting where the latest version of the strategy was outlined. There was still work to be done on the presentation of the strategy as there was a need to make sure that this had the correct focus and gave clarity to those reading it. The final version would be going to the Board in September.

F Hogg spoke to the draft People and Culture slides which she shared with the committee explaining that it was still being defined. The strategy for A & B HSCP was also set out clearly in the document stating what was being done jointly and what was being done separately.

- Strategy will run from 2022 until 2027
- Annual Delivery Plan (ADP) will outline in detail the annual workplan towards the strategy and measure progress made
- Simplification of some of the language used in the document in particular around “our mission” and “our vision”
- Changes from last version in the section “grow well”
- Statutory & Mandatory training woven into the strategy
- Wellbeing working group has good engagement from colleagues and is identifying ways to support both in and out of the workplace
- Health and wellbeing plan will be developed during August/September for signing off in October
- Sustainability of recruitment is a core element, making sure that NHS Highland is an employer of choice for people locally and nationally
- Workforce plans also focus on long term sustainable recruitment – apprenticeships, training, education for young people, make sure that there are opportunities for those with disabilities and who are currently excluded from work

With regard to the ADP there is a need to make sure it is outcome focused and not task focused. Work is ongoing on this document over the next few weeks before the draft is submitted to Scottish Government. There is a need to make sure the language used in the document is accessible.

There will be a transition from having a Culture Oversight Group and a Workforce Board to having a People and Culture Programme Board. Looking at how to set this up over the coming month.

Feedback from colleagues and communities have helped shaped the strategy and helped identify the areas that need the most work. P Dudek stated that the strategy still needs to be refined as it does not explain what is happening and what will be done without lots of jargon within it. It needs more refinement before it can go out to the public. The Board has agreed that this will not go out until September to allow this to be done. There has to be a careful balance between what can be achieved and what cannot be achieved so that it is not over promising services to the public. It is important to be clear to the audience of this document what is being presented and how it will be achieved.

The Chair explained that it was important to show how staff are going to be supported and cared for within the organisation and how it is important to show staff how they feed into the bigger picture. The Chair also stated it would be good to see how Argyll and Bute and North Highland all linked in together with respect of this strategy come back to the committee in the future.

The Committee is asked to: Discuss and note the approach

5.3 National Workforce Plan **Report by Kevin Colclough – Head of People Planning, Analytics & Reward**

K Colclough explained that they are continuing to develop the workforce plan for the Board. They are working on a separate workforce plan for HSCP in Argyll & Bute. He went on to state that both workforce plans would be taken back to this committee before they were published in order the committee could see how the plans would knit into the Together We Care Strategy and A&B Strategic Plan.

- Number of engagement sessions have been held including a joint development session that was held for this committee and the Area Partnership Forum (APF) in June.
- Working through the ADP people priorities and aligning the workforce plan and the ADP.
- Publication dates is planned for 31st October, but discussions have been had with Scottish Government who are content that if this date requires to be pushed back it can be. The committee dates do not align with the publication dates at this time. Feedback will be received from Scottish Government on the drafts end August/beginning of Sept, these will be presented at APF / EDG at the end of October and then into this committee in early November.

The Committee Noted the update on progress and process for the submission of the NHS Scotland Workforce Strategy and the timescales and approach for completing the 3 year workforce plan.

5.4 Approach to Engagement – (iMatter, Listening & Learning Panel, Listening & Learning Survey, Onboarding & Exit Questionnaires) Presentation by Fiona Hogg – Director of People & Culture

Due to restrictions on time and availability the report that was due to be presented to committee will be presented at the next committee meeting in September. There was a need to look at reports and surveys collectively to gain an idea of where things were and what needs to be addressed. Participant interaction with iMatter has dropped to under 50% and there was a need to identify how to reach the rest of the workforce and get their views and feedback.

The Chair enquired as to the Listening and Learning Panel and the feedback. F Hogg explained that the first sessions were held at the end of June. Those who did come forward to interact were from across the organisation, in terms of grade, location and role. These were preliminary sessions, and the main sessions will begin towards the end of the year. Those who did interact, and attend were very positive about this.

The Chair asked if those involved in the sessions were part of the section of colleagues that was not being addressed through the surveys. F Hogg stated that casting a wide net across the organisation allowed for a good section to be reached and this allowed further understanding of why people are not responding to other means of communication within the organisation.

P Dudek explained that in person listening and learning live sessions were initially going to be held in the next month or so but out of the 80 places that were made available only 10 people chose to interact, and this is something to look at in order to understand why colleagues shied away from this. There was a need to look at how interactions were presented, in order to understand the views of those working within the organisation. It was therefore vital that the visibility of managers and heads of departments were looked at because there was a need for them to be visible and available to colleagues.

K Sutton suggested that a Listening and Learning Panel with middle managers may be the way forward in order to understand any issues that are affecting middle management in being visible and available for colleagues. The Chair suggested that the PDP process could be used to also and perhaps is a tool that managers can use to interact at a deeper level with colleagues. P Dudek stated that whilst surveys have their place it is important that managers are supported in managing colleagues and that the tools that are available are used more often and appreciated that whilst this is an ongoing challenge there is now a

strategy that is there and it requires to be used the best way possible, this was the way to address the culture that needs to be changed within the organisation.

It was noted that the ways of working, and interacting have changed since the pandemic, and this change must be accepted and worked with going forward. It is important that support is in place as the changes are adapted to.

F Hogg stated that more information on how this was to be moved forward and how to improve the colleague experience would be brought back to committee in September.

The Committee **Noted** the update

Break 11.40 – 11.50

6 APPROPRIATELY TRAINED AND DEVELOPED

6.1 Statutory and Mandatory Audit & Root Cause outcome and plan Update by Fiona Hogg, Director of People & Culture

F Hogg explained that the objectives and priorities had been restructured within the strategy to make sure that Statutory and Mandatory Training was fully embedded in the ADP.

- Training and communication is ongoing to make sure that staff and managers can log into online learning and navigate it more easily.
- Reporting data is now more easily accessed, more reporting training sessions have been held.
- We have now increased the resource within the face-to-face training team for violence and aggression and moving and handling. These posts are now out to recruitment.

Now that this has been worked into the Together We Care Strategy how this is set up can be looked at more closely. Progress will be reported through the People and Culture Programme Board which will look at the actions and how they are being delivered. This will now become part of the reporting against the ADP and this committee to make sure that this is kept on track and continued to be monitored.

A huge part of the Statutory and Mandatory training is around performance appraisal and PDP's as well as learning and development and there is a separate intention within the strategy to take this forward too.

The Chair asked for an update of timescales involved in the process and asked what would be expected by September. F Hogg stated that by September the details will be more in-depth and identify the various steps that required to be taken would be clearly identified and this would hopefully be more visible by then.

Discussions were held around the need to make sure that colleagues understood the personal responsibilities that came with Statutory and Mandatory training and for steps to be in place to help them understand this. Identifying and removing any blocks that are still there in relation to supporting both managers and colleagues in this are also part of this work. Discussions were had around the cultural change that needed to be implemented with regard to training and clear communication organisational wide that mandatory and statutory training had to be completed, it was not optional.

The Committee **noted the update**

7 INVOLVED IN DECISIONS

7.1 Area Partnership Forum update of meeting held on 24 June 2022

There were no minutes available to be discussed at this time. These would be presented at the next committee meeting.

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

8.1 Culture Oversight Group verbal report from the meeting held on the 20th June 2022

F Hogg explained that this was not a formal meeting, it was to discuss the independent review panel reports. Communications had been sent out to all colleagues in the form of a Vlog to explain what was in the papers, internal communications were sent out via the weekly update also. There will be another meeting held in August and this will be to talk about the transition from the Cultural Oversight Group and the Workforce Board to the People and Culture Programme Board from September.

It is envisaged that this committee will then receive updates of discussions had at said People and Culture Programme Board. This group will discuss the people and culture elements of the strategy and the ADP.

The Committee **noted** that the meeting took place

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 Committee 7th June 2022

There were no minutes available at this time, these would be presented at the next committee meeting.

9.2 Whistleblowing update (Q4) Report from Fiona Hogg, Director of People & Culture

F Hogg explained that this report went to the Board in May as, due to time constraints, it had missed the APF and this committee meeting. At the September meeting the committee will receive the Q1 report and the annual report.

B Donald explained the contact that staff had had with him in respect of whistleblowing on his visits with staff. He explained that many staff, once his visits were announced, asked to speak with him privately. Whilst many of the conversations did not meet the criteria for whistleblowing, they were still identifying culture as an issue. He went on to explain that the correct culture is required to be in place to allow staff to feel safe to highlight issues and step forward.

Discussions were had around the need to listen to staff and how to accurately monitor feedback from staff in relation to culture. It had been arranged for staff side and management to have a session looking at what else can be done to address the issue of culture within the organisation and how to reach staff at a deeper level. This had been arranged for 3 August.

The Committee noted the report.
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9.3 Audit Reports for Noting Report from Fiona Hogg, Director of People & Culture

Two audit reports had a red finding within them and therefore had been referred to this committee for noting, following presentation at the Audit Committee. One was in relation to staff accommodation and the other was in relation to home working to the unfilled shift audit report. There are very clear actions within the accommodation audit report that require to be actioned by the estates team. This is also part of the strategy. The home working process is also under review as it was a response to the pandemic but now it is being look at in a different way and there is a need to understand how home working could be offered and managed on a more permanent basis. There is a national agile home working policy that is being created that sets out terms and conditions of a permanent home working arrangement.

There was also a report to the audit committee which looked at the position with regard to the level of unfilled shifts, this was not a formal audit but the findings required to be highlighted to the committee, so this was also included in the papers. However, because the report had not been discussed or engaged with senior leadership, there had not been time to properly engage and validate the findings or to provide joined up management actions.

B Donald explained that reports are very important to understand what is going on within the organisation. He went on to explain that the unfilled shifts analysis has highlighted the red flags in relation to staffing issues and safety. He asked what was being done to address the numbers of staff being permitted to have leave at the same time being exceeded and how this would be managed going forward as this would affect patient safety.

F Hogg stated that there were already actions agreed to address this and explained that the analysis did not included workforce planning or professional leadership, it did not look at wider solutions. This would now be addressed in a broader view, looking at workforce challenges and how to address the staff shortages identified which is already on our Corporate Risk Register.

The Chair stated that the workplan should be updated to reflect this conversation in order to remain on track. P Dudek stated that the report would be discussed at EDG and that there was context missing that should have been supplied prior coming to this committee.

P Dudek and her team would be looking at why this report was taken to the Audit committee without the appropriate context and additional information also supplied.

The Committee **noted** the findings as set out in the attached Homeworking and Accommodation audits and **noted** the findings of the unfulfilled Shift report.

10 AOCB

There was no further business discussed.

11 Date of NEXT MEETING

The next meeting of the Committee will take place on Wednesday 7th September **at 10.00 am** on **MS Teams**.

The meeting closed at 12.40pm