

STAFF GOVERNANCE COMMITTEE

Report by Sarah Compton-Bishop, Committee Chair

The Board is asked to:

- **Note** that the Staff Governance Committee met on Wednesday 12 January 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)
Albert Donald, Board Non-Executive Director
Elspeth Caithness, Employee Director
Philip MacRae, Board Non-Executive Director

In Attendance:

Fiona Hogg, Director of People and Culture
Gaye Boyd, Deputy Director of People
Kayleigh Fraser, Committee Administrator
Ruth Fry, Head of Communications and Engagement
Emma Pickard, Culture Advisor
Louise Bussell, Interim Chief Officer, Community
Pamela Dudek, Chief Executive
Alison Felce, Senior Business Manager
Joanne McCoy, Non-Executive Director
Katherine Sutton, Chief Officer
Margaret Moss, Lead Allied Health Professional
Nathan Ware, Governance & Assurance Co-Ordinator
Tim Allison, Director of Public Health & Policy
Charlie Gibson, HR Services, A&B (deputy for Fiona Davies)
David Park, Deputy Chief Executive
Heidi May, Nurse Director
Bob Summer, Head of Occupational Health & Safety
Claire Laurie, Deputy for Kate Dumigan, RCN

1 WELCOME, APOLOGIES, AND DECLARATIONS OF INTEREST

The Chair welcomed those present to the meeting and thanked them for attending. Kate Dumigan of the RCN was introduced as the additional Staff Side Representative however was not able to attend this meeting., Claire Laurie is attending in her place as a staff-side rep. Joanne McCoy, Non-Executive Director, was also welcomed to the Committee.

Apologies were received from Jane Fowler, Fiona Davies, and Jean Boardman.

There were no declarations of interest.

2 ASSURANCE REPORTS & COMMITTEE ADMINISTRATION

2.1 MINUTES OF MEETING HELD ON 10 November 2021

The Minute of Meeting held on 10 November was **Approved** and agreed as an accurate record.

2.2 ACTION PLAN

Associated Actions were then considered as follows:

- **Action 18, 26 & 27 Workforce Report** –It was agreed that the approach to data for the Committee and the IPQR needed to be reviewed and a proposal should be prepared and discussed at the next development session to be effective from March 2022 reporting cycle. A new action would be created.
- **Action 35 Staffside Attendance** was being addressed and Elspeth Caithness had been in touch with the Committee Administration team to ensure the correct attendees were invited. This would be reviewed again at the next meeting.
- **Action 37 Induction, Recruitment, and Retention** – Will be on the work plan for the next meeting.
- **Action 45 Statutory and Mandatory Training** – An update will be provided under Item 5.1.
- **Action 44 Covid leave** – a verbal update will be provided at this meeting however a more detailed report will follow in March. F Hogg confirmed there has been an increase of levels due to the current variant.
- **Action 50 Area Partnership Forum minutes** – October and December minutes will be included at the March meeting
- **Action 52 Assurance Reporting** – levels of assurance and Assurance matrix have now been added to the papers. The action regarding the agenda is still outstanding and will be completed for March meeting.

The following comments were received from the Committee:

- **Action 37** - B Donald requested an update around employee inductions and asked what the current arrangements are when new employees commenced employment, and what is the organisation doing to reduce the risk in the absence of the induction. F Hogg reminded the committee that there are two parts to the induction. A portal that contains corporate induction information that employees and their managers work through. This can also be tracked on Turas Learn and is part of our management reporting. There are also then the local and job specific inductions which are managed locally, although templates are available to support. The organisation recognises there is a need to be structured and consistent with the corporate induction process. It was confirmed all materials are accessible to employees and managers, but we are looking at plans for a new more coordinated approach to Induction as part of wider plans.
- 2.3
- **Action 45**, Statutory and Mandatory training, the Chair requested that this item stays on the Action Plan for further review, given the importance of this.

The other actions proposed to close were agreed upon.

REVIEW OF COMMITTEE WORKPLAN

The Committee Workplan had been circulated as a means of confirming all upcoming business and notifying the Committee of any adaptations to the forward plan for the remainder of the year. The Chair confirmed an updated work plan for 2022 will be circulated at the next meeting.

The Committee:

- **Approved** the Minute.
- **Noted and/or agreed** to the actions discussed.
- **Agreed** further discussion on outstanding actions is taken out with the meeting and the relevant Action Plan to be updated before the next meeting.

3 MATTERS ARISING NOT ON THE AGENDA

The Chair advised members in the absence of Jean Boardman; Philip Macrae will be acting as Vice-Chair temporarily until she returns. The Committee approved this decision.

4 COMMUNICATION AND ENGAGEMENT UPDATE

4.1 Communications and Engagement Update

There was circulated a report by R Fry on the Communications and Engagement update proposing **moderate assurance** to the Staff Governance Committee. The report recommended that the Committee note the current position and is presented it to the Board for awareness. This report provided a comprehensive update on communications and engagement actions from November and December. R Fry confirmed there have been disruptions to the plan due to the Covid vaccination programme however highlighted there has been good progress.

B Donald referred to the report and questioned if there was work done to further target and reduce all colleague emails to reduce the number of emails throughout the organisation. It was confirmed the number of staff emails was reduced when the weekly round up was introduced. Some of all the staff emails could be better targeted if they have distribution lists however eHealth confirmed this would not be possible. There is a possibility of using other communication methods as using MS Teams more.

D Park added to the discussion and agreed communication needed to be more targeted, however, recognised the demands and challenges the communication and engagement team are presented with. F Hogg noted that leaders can and should maintain their own local address lists to support their communication.

H May sought an update on the use of colleague briefings which is one of the tools that can be standardised as one of the tools for reaching people. R Fry advised a Team-brief template has been collated and can be shared as optional tools that managers can use to help them with this cascading information to their teams.

ACTION: Team-Brief template to be shared with the Committee.

The Committee Agreed to accept moderate assurance on this item.

5 LEARNING AND DEVELOPMENT

5.1 Statutory Training improvement plan

There was a presentation by F Hogg on the Statutory and Mandatory Training update which proposed **limited assurance** to the Staff Governance Committee.

F Hogg provided the Committee with a comprehensive presentation to consider the overall arrangements going forward for Statutory and Mandatory training. She welcomed any feedback and concerns the committee may have.

The Chair requested for the presentation to be circulated to the Committee and suggested that given the significant level of prior discussion on this topic, it was not necessary to go into any detail. It was requested that a formal report will be brought to the meeting in March.

F Hogg explained that some progress has been made in terms of the agreed actions to start to address the issue ,but that this had not yet translated into a change in compliance levels, the current challenges of staffing due to Omicron had also slowed progress. Hence a limited assurance only was proposed, reflecting the ongoing effort needed.

E Caithness raised concerns that where colleagues are reassigned to support with systems pressures at the current time, it needs to be ensured that their additional stat man training is completed and up to date for the work they will be doing. B Summers advised this was raised at the SLT and a group is being coordinated to ensure this is being done

The Committee Agreed to accept **limited assurance** on this item.
The Committee Noted the updated position.

6 PARTNERSHIP, WORKFORCE, AND ORGANISATIONAL CHANGE UPDATE

6.1 Area Partnership Forum update

F Hogg provided the committee with an update on the Area Partnership Forum and advised there had been additional meetings in early December to discuss the workforce pressures. She noted that the minutes were not yet available, due to the meeting being immediately before the Christmas break.

G Boyd informed the Committee that there were three policies approved at the meeting in December – Organisational Change, SSSC, and Working Time Regulations.

ACTION: Minutes for the October and December APF are needed for the March 2022 Committee papers.

ACTION: Policies to go to the March meeting for noting

The Committee Noted the update.

6.2 Integrated Performance and Quality Report – Staff Governance Committee metrics

G Boyd briefly discussed the workforce report and provided the Committee information on the Workforce information (October 2021) –Establishment, Redeployment, Vacancies, Turnover, Sickness (including Covid), Supplementary Staffing.

The Chair referred to the turnover figures and asked how this compares nationally.

G Boyd advised there is no information at present, however will report back with some data. She also clarified that Covid leave includes all related absences including self isolating, having Covid (or Long Covid) or caring for someone with Covid.

P Dudek advised the Committee the National Sickness absence data is complex therefore it is difficult to get accuracy on the information.

Action: Data on national turnover levels to be provided in future updates

The Committee Noted the update

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

7.1 Culture Oversight Group Minutes from meetings held on 11th November and 13th December

The circulated minutes were **approved**

The Committee Approved the minute of the meeting on 11th November and 13th December.

7.2 Board Culture Update

F Hogg spoke to the circulated report and advised members a lot of progress has been made and the programme continues to be reporting green status. This report proposed **moderate assurance** to the Staff Governance Committee. This was because whilst the programme had delivered all items within its control over the period, some aspects are paused due to the ability of the organisation to participate in certain elements due to the service pressures being faced. This is out with the control of the programme, so only moderate assurance can be taken at this time.

The Committee welcomed the report and was happy to see the dashboard-style being presented. The Committee were content with the green status of the Programme, as explained by F Hogg.

The Committee agreed to accept moderate assurance on this item.
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7.3 Board Whistleblowing quarterly report

There was circulated a report by F Hogg on the Board Whistleblowing quarterly report proposing **moderate assurance** to the Staff Governance Committee. The report recommended that the Committee discuss and examine the draft report and consider any additional information or revisions that may be appropriate.

F Hogg asked for any feedback or comments ahead of submission to the Board.

The Chair welcomed Bert Donald, Whistleblowing Champion to contribute to the discussion and asked for his view on the report.

B Donald made the following points and comments:

- It is difficult to identify emerging trends from the data due to low case numbers and will be expanded when more Whistleblowing concerns are reported.
- Need to understand if the learning outcomes have been implemented. . Must also identify if the learning outcomes are applicable locally or across the organisation
- From a National perspective, there is a recurring theme around training and the low uptake of the training
- The Cabinet Secretary sought an update concerning the whistleblowing champions' role concerning Culture. B Donald confirmed he responded and advised there is a very close link to Culture throughout the organisation.
- There has been an internal audit that has been carried out and would be useful to know what the plans are to take forward the points that are in the report.

F Hogg contributed to the discussion:

- Audit report – the organisation has agreed on what the clear actions are. There will be a summary added to the report for presentation at Board to make this clear
- There were some learning outcomes on the case that have had concluded and these were shared, for the other two, the investigations are ongoing but involve long-standing and major service delivery and operational issues so the learning is being implemented alongside the investigation, but will be shared more widely once concluded.

The Chair concluded the discussion and mentioned the following points:

- How does the board get assurance that any actions or learnings that arise are completed? F Hogg confirmed this will be included in the reports.

- When looking at data around cases that are made – need to understand the process and get assurance that the process is fit for purpose. F Hogg confirmed an action underway from the audit is to capture this in a detailed process and that elements of the report would be updated ahead of board to make this clearer.

The Committee agreed to accept a moderate assurance on this item.

8 AOCB

There was no further business discussed

DATE OF NEXT MEETING

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

The meeting closed 11.35 am