

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

**The Board is asked to:**

- **Note** that the Staff Governance Committee met on Wednesday 10<sup>th</sup> May 2023 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, Chair, NHS Highland (Chair)  
Elspeth Caithness, (Employee Director)  
Philip Macrae, (Non-Executive)  
Bert Donald, (Non-Executive)  
Clair Lawrie, (Staff side representative) (until 12.40pm)  
Kate Dumigan, (Staff side representative)  
Dawn Macdonald, (Staff side representative)

**In Attendance:**

Gaye Boyd, (Interim Director of People & Culture)  
Bob Summers, (Head of OHS)  
David Park, Deputy Chief Executive  
Katherine Sutton, (Chief Office, Acute)  
Ruth Fry, (Head of Comms & Engagement)  
Heledd Cooper, Director of Finance)  
Helen Freeman, Director of Medical Education  
Ruth Daly, Board Secretary  
Kate Patience-Quate, (Deputy Director of Nursing)  
Tim Allison, (Director of Public Health & Policy)  
Geraldine Collier, (People Partner, A & B)  
Gareth Adkins, (NHS Golden Jubilee)  
Ann Clark, (Non-Executive) (until noon)

Karen Doonan, Committee Administrator (minutes)  
Nathan Ware, Governance & Corporate Records Manager

Gayle Macrae, People Partner, HR Services, Item 5.6

**1 WELCOME, APOLOGIES, AND DECLARATIONS OF INTEREST**

The Chair welcomed everyone to the meeting and introduced G Adkins to the Committee explaining that he was attending as a guest ahead of his appointment to Director of People and Culture post in July. Apologies were received from F Davies, J Boardman, P Cremin and L Bussell.

There were no declarations of interest.

## **2 ASSURANCE REPORTS & COMMITTEE ADMINISTRATION**

### **2.1 MINUTES OF MEETINGS HELD ON 11<sup>th</sup> January 2023 & 8<sup>th</sup> March 2023**

The Chair stated that the minutes of 11 January had been approved at the last meeting and were included here to validate that the small correction required in the header had been completed.

The minutes of the 8<sup>th</sup> of March 2023 were **Approved** and agreed as an accurate record.

### **2.2 ACTION PLAN**

Items due to close on the action plan are on today's agenda. The e-health accommodation item is fully underway and no longer requires to be on the action plan.

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

### **2.3 COMMITTEE WORKPLAN and HOT TOPICS (Updated)**

The Chair stated that the workplan was very much a "live" document and included subjects to be taken to development sessions to be explored further.

In relation to Statman training the Deputy Director of Nursing queried whether the lens required to be broadened with respect to both education and training across broader groups. She went on to explain that delivery of training continued to be a challenge and whilst it was not necessarily mandatory training that was affected, it did affect core training. The Chair agreed and proposed that this could be looked at in a development session and added to the workplan. The Interim Director of People and Culture suggested that a meeting offline between herself, the Chair and the Deputy Director of Nursing could move this forward.

**Action:** Interim Director of People & Culture, Deputy Director of Nursing, and the Chair to meet offline to discuss further.

The Interim Director of People & Culture explained that the Q4 Whistleblowing Report would come to the next meeting, this was on the workplan for today's meeting but was not available at this time.

The Committee:

- **Approved** the minutes of the meetings held on 11 January & 8 March
- The Committee **Approved** the updates to the Action Plan.
- **Noted** the latest version of the Staff Governance Committee Workplan 2023 to 2024 as a live document.

## **3 MATTERS ARISING NOT ON THE AGENDA**

Engagement action follow up – The Interim Director of People & Culture stated there was no update but would be discussed for next meeting.

**Accommodation follow up for e-health** – this is being progressed and it was agreed to remove this from the workplan.

**Onboarding and Exit survey update** – It is anticipated that the Exit survey will launch in June and will be discussed at the June APF. The onboarding survey is taking longer to progress due to the need to consider how actions will be taken forward but this will be taken to the next APF meeting and should be launched in June/July.

**Update on approach to governance** – it was noted that two papers on the agenda covered this, and it was agreed to pick up this point when these were discussed.

#### **4 SPOTLIGHT SESSION – Partnership Working**

Presentation by Elspeth Caithness, Employee Director

The Employee Director spoke to her presentation. Discussions were had around the need to share the information from the presentation with colleagues and to get the information out across the organisation. It was noted the wide geographical area that the organisation covered, and the challenges involved.

The importance of communication and staff involvement was discussed with the need to make sure that colleagues understand “partnership” and what staff side do. There were discussions around the use of technology to make connections that would be challenging for those in more remote and rural locations to do face-to-face. The use of technology to make information more accessible across the organisation was also discussed.

The Head of Communication and Engagement stated that the department was aware of the issues with some forms of communication not reaching colleagues and that work was ongoing to restructure the intranet to make it easier for colleagues to navigate.

- Trickle was being currently being piloted
- Yammer was about to launch

The Employee Director stated that at the last corporate Local Partnership Forum (LPF) it was discussed how to use the TEAMS channel more effectively. Discussions had also taken place around putting out newsletters, polls etc. It was suggested that what is required is a mixture of both, the technology and the face to face when required.

It was also noted that access to digital platforms is not equal for all employees.

B Donald stated that the issue is much wider and needs to be addressed within the organisation, it's not just in relation to partnership working but information being shared across the entire organisation. Colleagues are very busy and often do not have time to read the written information during their working day. There is a need to make sure that managers are sharing the relevant information with their staff.

The Employee Director stated that she felt that the engagement from senior leadership is now more effective and is in place. However middle management is key to changes, and this is the challenge to have engagement and partnership working at this level. Discussions have been had of how to do this better, how to make sure that the trade unions are involved as early as possible with colleagues and are not joining the conversation later down the line.

Discussions were had around the learning outcomes from situations and how this can feed into the process. It was suggested that a working group could be set up to discuss this further.

The Chair stated that any further comments could be fed back to herself or the Interim Director of People & Culture.

## 5 ITEMS FOR REVIEW AND ASSURANCE

### 5.1 Area Partnership Forum minutes of the meeting held on 17 February 2023 and 21 April 2023

The Interim Director of People & Culture highlighted:

- updates were now being presented to the Area Partnership Forum (APF) in relation to any organisational change that had taken place across the organisation.
- 3 policies had been ratified at the last APF meeting - Working Time Regulations, the Extension to Sick Pay Process and the NMHAP Registration Policy.
- A helpful discussion had taken place around the Guardian Service which highlighted the need for further work to be done around this.

The committee **noted** the minutes of the Forum

### 5.2 Health and Safety Committee Minutes of the meeting held on (meeting on 7<sup>th</sup> February was cancelled) 11 April 2023

The Head of Occupational Health & Safety highlighted:

- Health & Safety Policy will be going for ratification in June.
- Violence & Aggression Policy needs to be ratified by the 13<sup>th</sup> May as there is an HSE improvement notice that must be complied with.
- There are 2 Care of Substances Hazard to Health (COSHH) procedures also to be ratified in June.

D Macdonald stated that it was good to see that lone working was being addressed and it would be interesting to see how the pilot turns out.

The Committee **noted** the minutes of meeting.

### 5.3 Whistleblowing Report

Report from Fiona Hogg, Director of People and Culture

The Committee is advised that this report will come to the next meeting

## 5.4 Communication and Engagement Report

Report from Ruth Fry, Head of Communications & Engagement

The Head of Communications and Engagement gave an update:

- In the 3<sup>rd</sup> and final year of the Communications Strategy with a new one being drafted later in the year.
- Team having been working on the National Treatment Centre (NTC) and the Winter Plan.
- Content is still being migrated to the new website.
- Media coverage – new media coverage company that is collating for NHS Highland
- Engagement continuing in Caithness & Lochaber – support for the service redesigns have occurred.
- Directly supporting Skye
- Internal sessions with Listening and Learning panels in Caithness and drop-in sessions also
- Upskilling of colleagues – engagement training, plain English training, social media training, these are all available on the intranet page.
- Looking at the intranet is the next phase with improvements being made to the way the site can be navigated.
- The Communications and Engagement team have had guest speakers from other organisations giving presentations about their communications.
- External training will go ahead again this summer for the new executives and non-executives that are joining the organisation.
- Quality content is still being supplied by the team, NTC is one such topic that has had good coverage and interaction. This is both print and online information.
- Consistent Channels are still in place – fortnightly blog from Chief Executive, website updates. Increasingly getting requests for information to be put on the website but as this is a public facing channel information relating to staff requires to be on the intranet.
- Funding to produce the GP Bulletin has been secured for another year.
- Good response to the online exercise classes that were offered online and in respect of the information shared in relation to falls prevention.
- Data has been received in relation to the Aim High, Aim Highland recruitment campaign that was run. 98% of posts for the NTC were filled, there has been an increase in application for the higher graded posts also. There is now a need to look at how to target for recruitment, which job families, how can this be done at a corporate level, there needs to be more co-ordination.
- Appraisals are now almost complete for the team
- Social media is still generic, looking at how to target this more specifically

The Deputy Director of Nursing agreed that a more corporate approach to recruitment would be a good way forward. There has been a lot of activity in relation to recruitment and there was a lot of success in the Aim High, Aim Highland campaign. She stated that she welcomed a more strategic approach to this issue and highlighted the need to continue to highlight the positives in working for NHS Highland.

Pilot work was ongoing in relation to Care Opinion and preliminary results were very positive. Regarding recruitment, it was not cost effective for individual services to use budgets for jobs vacancy advertising. If there was an annual budget, then this would be used to bulk buy advertising space. If there was more generic recruitment material, then this could be used more widely across the organisation.

The Chair asked about the provision of training in relation to social media and how this affects those employed by NHS Highland interacting with the public at this level. The

Head of Comms & Engagement explained that there is a social media policy for staff, but it was a tricky area finding the balance between allowing departments to have control at a social media level but making sure that the message was not being diluted or mistakes were being made on social media. If departments wished to take more control of their social media, then the comms team would have a chat with them and often once they highlighted the work involved often the department would opt for an existing corporate channel rather than creating one more specific for the department.

If for example a colleague saw something on social media that they knew the answer to, for example signposting the public, then it was permissible for them to do this. The Chair highlighted how easy it was to blur the lines between personal time and work time and asked if there was something that should be added to the social media policy to protect colleagues from wandering back into a workspace when they were not at work.

The Deputy Chief Executive highlighted the challenges that may be faced with colleagues using social media, it was a balance and the reputation of the organisation and how well the interaction was received by the public was important. Many colleagues did not have the experience to deal with the reactions that often can rise on social media platforms.

D Macdonald asked how retention was being addressed, recruitment was only part of the picture, how does the organisation learn from the exit interviews of those who have left to help colleagues remain.

The Committee <b>reviewed</b> the report and took <b>Substantial Assurance</b> from the report
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## 5.5 Strategic Risk Review

Report from Fiona Hogg, Director of People and Culture

The Interim Director of People & Culture spoke to the paper. There are 4 risks within the paper circulated

- Risk 62, People and Culture rated as high – one action is on track and two actions are delayed. Consultation continues but has now moved away from a single programme board as being appropriate. Meetings are to take place this week with the Culture Oversight group and the Chief Executive, and the proposal will go to EDG at the end of May. Metrics are also being looked and it is hoped to take these to this committee in June. The risks are within the paper circulated with some amendments as F Hogg who was in the position of Director of People and Culture has now moved on.
- Risk 706, Workforce, rated as high – three actions, one on track and two delayed. Revised due to F Hogg moving on. Interim Director of People & Culture and Deputy Director of Nursing are to look at the oversight group for workforce to be presented to EDG by the end of May, implementation in July. Workforce risk, opportunities and challenges now owned by the Chief Officers and supported by the People Partners; implementation date is June. ADP updates is on track and on agenda.
- Risk 1056, Statutory and Mandatory Training Compliance, rated high, two actions are on track, one is delayed. Governance discussions are delayed but the Director of Nursing will now move to be executive lead on this.
- Risk 1101 which is rated high – completed both actions but now a new risk around the junior doctor's strike which is taking place end May/start of June. Action owners are Deputy Director of People, Medical Director, and Head of Resilience.

There were no questions or comments, but the Chair asked if the format of the document could be altered slightly to enable it to be viewed more clearly.

The Committee reviewed the report and progress made and agreed to take **Moderate Assurance** on progress with mitigating our risks.

## 5.6 NHS Highland's Equality Outcomes and Mainstreaming Progress Report

Report by Gaye Boyd, Interim Director of People & Culture

The People Partner, HR Services spoke to the Report and explained that the report is submitted to Scottish Government. There are workforce elements contained within the report which is produced by Public Health and is predominantly population focused.

- Money Counts training – linked to Social Mitigation strategy and is led by Public Health. Courses are aimed at staff and volunteers and have had a good uptake across the organisation. Courses could support colleagues also within various teams. Mental Health is important and a challenge for the organisation. 40% of adults surveyed across the country showed anxiety over finances. In talks with the learning and development team to integrate this into management training.
- Induction – dedication section on equality and diversity within the training. Library of resources on TURAS. NES are developing an essentials training course.
- NHS Highland Pride allied scheme – looking to relaunch the badges and how to support Pride in June. Hoping to improve the diversity data, need to promote to staff so that they can fill in the diversity and equality information required. Looking at staff networks. LGBTQ+ network is already created within NHS Highland and looking to support this more.
- NHS Highland Diversity and Inclusion group has been created – colleagues across the organisation have come together across the organisation to do this work. Nurture well - many of the actions have been now moved forward due to this group.

D Macdonald stated that the equality and diversity information was good as many colleagues did not fully understand this. UNISON has “there for you” to support members with finance. UNISON is also sponsoring Pride and D Macdonald offered further assistance if required.

Discussions were had around how to share the information and keep the momentum and it was noted that the Local Area Partnership Forum for Corporate has been invaluable regarding sharing of information. The Interim Director of People & Culture stated that it was important to have the equality and diversion group in place to get the information shared as there was no lead for this. They were working with Public Health and Medical Education Scotland but there was more to be done.

G Adkins stated that he had been lead on Diversity & Equality at NHS Golden Jubilee. They found that the champions approach worked well to get colleague engagement but there is also the governance that required to be looked at and how to embed it into various processes involving staff.

Discussions were had round the need to look at the broader picture in relation to equality and diversity and not just look at the protected parts of it. It affects all colleagues to make sure that they are all supported.

The Chair thanked the Interim Director of People & Culture for the report and stated that the committee would welcome further updates to come back to committee.

The Committee reviewed the report and took **Moderate Assurance** from the report

## Comfort Break

### 5.7 Maternity Business Case

Report by Katherine Sutton, Chief Officer, Acute

The Chief Officer spoke to the paper and explained that this was coming to committee for information as it was to be presented to the Board.

- Request from NHS Grampian for NHS Highland to support women who lived in NHS Grampian area who wished to give birth at Raigmore Hospital. There has been work done to look at what is required by NHS Highland to respond to this request. Challenges have been ongoing in respect of the workforce required to support this, especially midwives in Raigmore Hospital and across the various more rural sites. Scottish Government have made policy decisions around “best start”, NHS Highland and responding to these decisions. This was halted during the pandemic but is now restarting.
- Looking to improve the services offered to ensure that there is support for families and babies. There has been a review of maternity services and a gap analysis has been done.
- Identified that the workforce needs to be increased and the way that the service is delivered also requires to be changed.
- Workshops have been set up with colleagues’ face to face.
- Joint working group set up with the Chief Officer for Highland and for Grampian to try to make joint decisions and to further collaboration. Looking at delivering services through a joint approach.
- There is a Maternity Board comprised of People Partners, J Mitchell from the Royal College of Midwives also sits on this board.
- Challenges from this service are due to the volume of work and the number of colleagues that are involved in the work.

The Chair asked for the Chief Officer to speak more about the culture of change that was involved in this process and how the changes are affecting colleagues. The Chief Officer explained that there were a lot of changes and as these were asked by Scottish Government it has felt more challenging as a ‘top down’ change. One of the main concerns is around the volume of colleagues that require to be recruited to the service. After engagement with colleagues around this it was noted that a business case had to be made for further investment to the service so that it can meet its objectives. There needs to be support from the recruitment department and the comms & engagement team also. Working with NES to provide colleagues through the midwifery course, there is International Recruitment ongoing, there is more interest in posts now.

There are concerns around the retirement of colleagues with experience and the level of experience that is then provided within the service. Looking at clinical educators who will be based within the service to provide support to more junior levels of colleagues. Clinical leaders have raised concern about the workload and whether they would be able to respond to additional work. Work is underway to set up clinical network events with colleagues across the Grampian area to establish good relationships and trust between the areas.



D Macdonald asked who was representing staff side after the retirement of E Mackay and the Chief Officer stated that there is a new partnership representative from acute who will now be engaged with. Discussions were had around concerns that had been raised from midwives and how these concerns were being addressed. The Employee Director highlighted limited capacity and workload for the staff side representatives but that there would be work to look at this further to make sure there was appropriate representation and support for colleagues.

The Chair stated that it may be appropriate to report back to committee to reflect on how well this has worked during this process. The Chief Officer stated that both the Maternity Boards would continue working, the Business Case had to be made but there was still more engagement to be worked through with colleagues. She was keen to have as much feedback as possible through this process.

The Committee reviewed the draft report and provided feedback

## 5.8 IPQR

Report by Gaye Boyd, Interim Director of People & Culture

There were no questions. The Chair stated that it was important to look at what is presented in the IPQR for future reports.

The Committee **reviewed** the content of the IPQR for the May Board

## 6 ITEMS FOR INFORMATION AND NOTING

### 6.1 Induction Review

Report from Jennifer Swanson, Head of Talent, HR Services

The Interim Director of People & Culture spoke to the presentation. The Head of OHS asked if the induction process could include a sign posting to Health & Safety and Colleague Wellbeing. If the signposting appeared here, it would help managers become more aware of their responsibilities. This was agreed and will be followed up.

D Macdonald asked about statutory and mandatory training and the more remote and rural colleagues and raised the issue of colleagues and trainers. Where there were less colleagues then would they be supported in travelling to a bigger site to access the training in person. The Chair asked if it was possible to confirm this offline and report back to committee.

**Action:** Interim Director of People & Culture to check this was being done and report back.

Discussions were had around the phrase “partnership working” and the need to be clear what the definition of this and what this means to colleagues. The Deputy Director of Nursing stated that there was training coming into place that aligned with the 2-week induction process. Colleagues often came from mixed backgrounds, and it was important that all colleagues were able to access the training to meet the deadline of 2 weeks. There was a need however to revisit the standards once more to make sure that this was being done.

Discussions were had around the level of uptake for induction now and how important it was to make induction mandatory and make sure that this was being done with further follow up for those who did not take part in induction. Discussions were also had around

the survey of those who had completed induction and if there was a follow up for those who had indicated that they were not happy with the induction or did not understand it fully. The Chair asked how induction was monitored and what the process was for those who had challenges within the induction process. The Deputy Director of People stated that she would check and report back to committee. She did state that often the email addresses were not in place at the time the invite was sent out for induction, without an email address in place it was not possible to access the training. She highlighted that bank staff are not permitted to start work without having completed the induction process.

**Action:** Interim Director of People & Culture to follow up and report back to committee re the induction non attendees.

**Action:** The Chair to add this to the work plan for committee to make sure that this information was provided to committee.

B Donald stated that the figures showed that the induction process had not got off to a good start and now was the opportunity to reflect on this and to put in place procedures to address this. Discussions were had around culture and how this required to change, if historically it has been accepted that induction was not engaged with then this had to be challenged.

It was agreed that this would come back to committee to be reviewed again.

The Committee reviewed the progress and feedback from the NHS Highland Induction
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## 6.2 ADP Update for 2022/23 and look ahead to 2023/24

Report from Gaye Boyd, Interim Director of People & culture

The Interim Director of People & Culture spoke to the report. There were 4 wells related to people and there were actions associated with each of them. There have been capacity challenges, however:

- 24 are on track
- 7 are on track with revised timescales - Some of the actions under the revised timescales – statutory and mandatory training, developing standard objectives for core roles to support PDP's, health & safety leadership training
- 2 under review – promoting professionalism using Vanderbilt University is on hold, developing the menopause toolkit due to the Once for Scotland already looking at this.
- 11 are delayed
- For the Grow well – objectives aligned to the strategy for senior managers, guidance for undertaking appraisals and Pdp's, promotion of the whistleblowing standards and delivering the recommendations within the health and safety annual report. No delayed actions under this topic.
- For Listen Well – listening & learning panels have been established, increased number of concerns have been resolved at early resolution stage, Staff Governance included in induction and exit survey to be included for leavers in June. Actions with a revised timescale include work around facility time, Local Partnership Forums being established, team conversations initiatives being rolled out across the organisation. There are three delayed actions – establishment of a service centre for the Directorate, the launch of a second listening & learning

survey (this is planned for October), co-produce standards and behaviours for all workforce.

- For Nurture Well – actions on track are Gaelic Plan, Mental Health First Aiders, Agile Working and supporting documentation, Courageous Conversation delivered as an e-module, the pilot of the Essentials of Management within the NTC and the evaluation of the Leadership & Development Programme. Delayed actions are completion of the Wellbeing Strategy and the local networks being established to support diversity and inclusion.
- For Plan Well – actions on target are the Workforce Plan being in place, Dashboards being launched, Data Quality Improved, Corporate Induction in place, successful progression of International Recruitment and the Aim High, Aim Highland campaign and the starting of delivery of the recruitment training. One action is on track with revised timescales – Workforce Metrics. Delayed actions are Approach to Integrated Planning, Finance and Planning Team and the Apprenticeship Strategy, Developing Career Pathways and Socially Responsible Recruitment.

Most of the actions classed as “delayed” will be taken forward into next year. The strategy should be complete by the end of the month.

The Chair proposed putting the report into a more visually accessible format. Discussions were had around the prioritisation of the work with the ADP and workforce. It was noted that there was a lot of work being done and that collaborative working was something that required to be done. Exit surveys were highlighted with it being noted that it was necessary to try to identify issues before it got to the colleague leaving the organisation. Listening and Learning Surveys were also discussed with the highlighting of generations and how they approach working. Not all generations agree on one way of working and the flexible working offered may not be landing in the ways that it its expected.

The Deputy Director of People explained that they had looked at having a retention workstream to address the retention issue. D Macdonald raised the question of whether colleagues were fully aware of the different policies that were available that supported flexible working. Were managers aware of the different policies that were in place to further support colleagues. It was noted that dissemination of information was crucial to make sure that colleagues were aware of what was available and how to access.

The Committee **reviewed the content of the report**

### 6.3 SGC Assurance Report

The Chair stated that this report had been updated to reflect attendance. There were no questions.

The Committee **noted** the updates on the attendance report.

### 6.4 Health & Safety Annual Report

Bob Summers, Head of Occupational Health & Safety

The Chair explained that there had been a good development session to look at the report and that it was presented to the committee today with some minor updates. The movement of the Health & Safety Team back to Larch House was to centralise the team and help prioritise the work that required to be done.

The Head of OHS recommended that this report now go back to the Health & Safety Committee alongside a draft plan on the recommendations and then perhaps take it to EDG.

The Committee **noted** the updates to the report following review and that an action plan to deliver the recommendations will be presented to EDG on 22 May 2023

## 6.5 **SG Standard 2021/22 Monitoring Feedback**

Gaye Boyd, Interim Director of People & Culture

The Interim Director of People & Culture stated that this is the feedback that was received from Scottish Government from our 21/22 submission. There were recommendations to be considered for the 2023/2024 return. A short life working group will be set up to look at the questions before sending back to Scottish Government.

The Committee noted the feedback from Scottish Government and the areas for further consideration.

## 6.6 **Workforce Report**

Lori Pattison, Head of People, Planning & Analytics

The Interim Director of People & Culture spoke to the presentation. The Chair noted that the information regarding the time to fill the vacancy is good to know but there is a need to show the data of how long the vacancy takes from the point of the vacancy being requested to the point of advert – how long are our internal processes taking. The Interim Director of People & Culture stated that it was only monitored from the moment it went to advert, prior to this was very difficult to measure.

B Donald explained that in each of his visits the length of time to fill vacancies is brought up to him. There was a need to focus on what was happening practically not just the data. There is tension between line managers and the recruitment team due to not fully understanding the process that a vacancy must go through. Discussions were had as to the complexity of recruitment. It was highlighted that the number one issue that managers were dealing with was filling in of gaps in the workforce, this pulled managers away from other aspects of their role, there was a need to address this in a different way by reviewing processes and how things are done rather than always trying to recruit in areas where there was a shortage of candidates.

D Macdonald expressed how stressed colleagues are with shortages within teams and how this is being addressed. It was important to note that colleagues must take on the extra workload when there are shortages, this often leads to higher sickness rates due to the extra stress. She went on to highlight that there seemed to be some short sightedness regarding managers and the age of their workforce with some managers not being aware of when colleagues are due to retire and leaving it late to address this.

The Chair stated that workforce planning was important as was service re-design and the impact on recruitment needs, and the conversations needed to be had between managers and planning to address this. K Dumigan gave an example of vacancies that were not being filled and asked if the organisation had the relevant data to then be able to address the gaps by changing the roles of colleagues already employed to address this.

The Chair asked committee if the data in the IPQR could be changed from the stage in the process it is as this does not appear to be helpful going forward. Changing the workforce metrics for the recruitment process may help clarify the improvements in the process. The Interim Director of People & Culture agreed that this would be helpful.

Discussions were had around what information the committee required to clarify this further, and B Donald stated that it would be helpful to have this discussion offline. As the committee was now over time the Chair stated that this would be helpful.

**Action:** Chair and Interim Director of People & Culture to discuss further offline and take back to committee.

The Committee <b>noted</b> the content of the report, including the new metrics provided.
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**7 AOCB**

There was no further business discussed.

**8 Date of NEXT MEETING**

The next meeting of the Committee will take place on **Wednesday 28<sup>th</sup> June 2023 at 10.00 am on MS Teams.**

**8.1 Meeting dates for 2023**

6 Sept 23

8 Nov 23

**The meeting closed at 1.15pm**