



Meeting: NHS Highland Board
Meeting date: 28 March 2023
Title: Board and Governance Committees' Annual Work Plans
Responsible Executive/Non-Executive: Prof. Boyd Robertson, Board Chair
Report Author: Ruth Daly, Board Secretary

1 Purpose

This is presented to the Board for:

- Assurance
- Decision

This report relates to a:

- Local policy

This report will align to the following NHSScotland quality ambition(s):
 Safe, Effective and Person Centred

This report relates to the following Strategic Outcome(s)

Start Well	Thrive Well	Stay Well	Anchor Well	
Grow Well	Listen Well	Nurture Well	Plan Well	
Care Well	Live Well	Respond Well	Treat Well	
Journey Well	Age Well	End Well	Value Well	
Perform well	Progress well	All Outcomes	✓	

2 Report summary

2.1 Situation

This report seeks the Board's approval of Board and Governance Committee Work Plans for the 2023/24 financial year.

2.2 Background

This Board and Committee Workplans are compiled with specific reference to the individual group roles, responsibilities and functions as defined in the Code of

Corporate Governance, and from the schedule of issues considered during 2022-23. Workplans cover a range of activities including statutory reporting duties, regular items of business and priority planned pieces of work which support the Board and Committees’ objectives. Should these change because of issues arising during the year, workplans will be revisited and revised accordingly.

2.3 Assessment

An overarching programme of work for the Board and Governance Committees provides the basis for the Executive team to deliver activity directly supporting key priorities and risks through a structured approach. This activity is underpinned with direction, support and oversight from the Board and its Committees.

Board and Committee Workplans ensure that business planning is co-ordinated, and the appropriate level of scrutiny is delivered, but also that decisions are taken in a planned and logical sequence.

The contents of the individual Governance Committee workplans have been discussed with Executive Leads and their respective committees and are appended to this report and presented for Board approval.

2.4 Proposed level of Assurance

This report proposes the following level of assurance:

Substantial	<input checked="" type="checkbox"/>	Moderate	<input type="checkbox"/>
Limited	<input type="checkbox"/>	None	<input type="checkbox"/>

3 Impact Analysis

3.1 Quality/ Patient Care

3.2 Workforce

3.3 Financial

The provision of robust governance arrangements is key to NHS Highland delivering on its key objectives and to improving workforce, clinical and financial governance.

3.4 Risk Assessment/Management

A risk assessment has not been carried out for this paper.

3.5 Data Protection

This report does not involve personally identifiable information.

3.6 Equality and Diversity, including health inequalities

There are no equality or diversity implications arising from this paper.

3.7 Other impacts

No other impacts

3.8 Communication, involvement, engagement and consultation
Board and Committee Chairs and Lead Executives have discussed the proposed draft workplans for 2022-23.
3.9 Route to the Meeting

The appendices to this report have been considered and agreed at the respective governance Committee meetings as follows:

- Finance, Resources and Performance Committee of
- Highland Health and Social Care Committee of
- Clinical Governance Committee of
- Audit Committee of
- Staff Governance Committee of
- Remuneration Committee of 27 February 2023.

4 Recommendation

The Board is asked to consider and agree the Board and Governance Committee Workplans for 2023/24.

4.1 List of appendices

The following appendices are included with this report:

- Appendix 1 - Draft Board Workplan
- Appendix 2 – Audit Committee Workplan
- Appendix 3 - Clinical Governance Committee Workplan
- Appendix 4 – Finance, Resources and Performance Committee Workplan
- Appendix 5 - Highland Health and Social Care Committee Workplan
- Appendix 6 - Staff Governance Committee Workplan
- Appendix 7 – Remuneration Committee Workplan

Standing Items for every Board meeting

- Apologies
- Declarations of interest
- Minutes of last meeting
- Action Plan and matters arising
- Chief Executive's report
- Integrated Quality and Performance Report
- Finance Assurance Report
- Corporate Risk Register
- Minutes of Governance Committees and ACF
- Date of next meeting

MARCH 2023	
• Argyll and Bute IJB Opening Offer	Director of Finance
• Quarterly (Q3) Whistleblowing report 2021/22	Director of People & Culture
• Annual Board and Committee Workplans	Board Secretary
• Social Mitigation Action Plan	Director of Public Health
• Equalities Outcomes and Mainstreaming Report	Director of Public Health
MAY 2023	
• Annual Operational Plan, incorporating draft Financial Plan	Deputy Chief Executive
• Draft Final Outturn Financial Report	Director of Finance
• Quarterly (Q4) Whistleblowing report 2021/22	Director of People & Culture
• Governance Committees Annual Reports	All Directors
• Register of Members Interests update	Board Secretary
• Community Empowerment (Scotland) Act 2015 Sect. 5 Annual Reports <ul style="list-style-type: none"> ➤ Asset Transfer ➤ Public Participation Requests 	Board Secretary
• Gaelic Language Plan Monitoring Report	Board Secretary
SPECIAL MEETING JUNE 2023	
<ul style="list-style-type: none"> • Committee Annual Assurance Statements <ol style="list-style-type: none"> 1) Audit Committee 2) Clinical Governance Committee 3) Finance, Resources & Performance Committee 4) Staff Governance Committee 5) Remuneration Committee 6) Highland Health and Social Care Committee 7) Pharmacy Practices Committee • Annual Accounts Process: <ol style="list-style-type: none"> 1) NHS Highland Board Annual Accounts 2) Annual Accounts Documents 3) Annual Audit Report for the Board & Auditor General for Scotland 4) Letter of Representation 5) Annual Assurance Statement from Audit Committee • Patients and Clients Private Funds Accounts 	<p>All Directors and Board Secretary</p> <p>Director of Finance</p> <p>Director of Finance</p>

JULY 2023	
•	
SEPTEMBER 2023	
• NHS Board and Board Development Dates and Calendar	Board Secretary
• Whistleblowing Quarterly Update Q1. 2022/23	Director of People and Culture
• Winter Preparedness	Director Public Health
• Public Bodies (Joint Working) (S) Act 2014 – Annual Performance Report <ul style="list-style-type: none"> ➤ Argyll and Bute IJB ➤ North Highland HSPC 	Chief Officers
NOVEMBER 2023	
• Whistleblowing Quarterly Update Q2. 2022/23	Director of People & Culture
JANUARY 2024	
• Director of Public Health Annual Report	Director of Public Health
• Alcohol and Drug Partnership Annual Report	Director of Public Health
• Annual Review of Code of Corporate Governance	Board Secretary
• Board and Committee memberships	Board Secretary & Board Chair
MARCH 2024	
• Argyll and Bute IJB Opening Offer	Director of Finance
• Board and Committee memberships	Board Secretary & Board Chair
• Annual Board and Committee Workplans	Board Secretary
• Equalities Outcomes and Mainstreaming Report	Director of Public Health
• Social Mitigation Action Plan	Director of Public Health
• Whistleblowing Quarterly Update Q3. 2022/23	Director of People & Culture

Audit Committee Workplan 1 February 2023 to 31 March 2024

Standing Items for every Audit Committee meeting

- Apologies
- Declarations of interest
- Minutes of last meeting
- Internal Audit Progress Report & Individual Reports
- Management Follow Up Report on Outstanding Audit Actions
- Counter Fraud Update
- Risk Management Update
- Date of next meeting

7 FEBRUARY	
<ul style="list-style-type: none"> • Individual Internal Audit Reports <ul style="list-style-type: none"> ◦ Internal Audit Summary Report 	Internal Audit
7 MARCH	
<ul style="list-style-type: none"> • Individual Internal Audit Reports <ul style="list-style-type: none"> ◦ Internal Audit Summary Report 	Internal Audit
<ul style="list-style-type: none"> • Resilience Group Update 	Internal Audit
<ul style="list-style-type: none"> • Argyll and Bute IJB Audit Report 	Technical Accountant
<ul style="list-style-type: none"> • Annual Audit Committee Workplan 	Committee Chair and Lead Executive
2 MAY	
<ul style="list-style-type: none"> • Individual Internal Audit Reports <ul style="list-style-type: none"> ◦ Internal Audit Summary Report 	Internal Audit
<ul style="list-style-type: none"> • Governance Committee Annual Reports 	Board Secretary
<ul style="list-style-type: none"> • Draft Annual Accounts 	Dir of Finance
<ul style="list-style-type: none"> • Review of Risk Register Framework and Strategic Risk Register (Risk Management Update) 	Medical Director
<ul style="list-style-type: none"> • Annual Accounts Plan (and General Information Session) 	External Audit
<ul style="list-style-type: none"> • Information Assurance Group Update (including ICO Audit feedback/Action Plan) 	Deputy Chief Executive
<ul style="list-style-type: none"> • Resilience Committee Update 	Deputy Chief Executive
<ul style="list-style-type: none"> • Argyll and Bute IJB Audit Report (Deferred from March) 	Technical Accountant
<ul style="list-style-type: none"> • Private session: Audit Committee members and Internal and External Auditors only. 	Audit Committee Internal Audit External Audit
20 JUNE	

<ul style="list-style-type: none"> • Individual Internal Audit Reports <ul style="list-style-type: none"> ◦ Internal Audit Summary Report 	Internal Audit
<ul style="list-style-type: none"> • NHS in Scotland 2022 report 	External Audit
<ul style="list-style-type: none"> • Framework for Review of Policies 	Medical Director
<ul style="list-style-type: none"> • Audit Committee Annual Report 	Committee Chair
27 JUNE (Annual Report and Accounts meeting)	
<ul style="list-style-type: none"> • Internal Audit Annual Report 	Internal Audit
<ul style="list-style-type: none"> • Payment Verification for Practitioner Payments 	Technical Accountant
<ul style="list-style-type: none"> • Tender Waiver Register 	Technical Accountant
<ul style="list-style-type: none"> • Annual Assurance Report on External Systems 	Head of Area Accounting
<ul style="list-style-type: none"> • Annual Report and Accounts <ul style="list-style-type: none"> ◦ Assurance for the Consolidation of Endowment Fund Accounts ◦ 2022/23 Draft Final Annual Audit Report ◦ Letter of Representation from NHS Highland to External Auditors ◦ Draft Annual Report and Accounts 2022/23 	Head of Area Accounting Trustees' Chair External Audit Dir of Finance
<ul style="list-style-type: none"> • Annual Accounts for Patient and Client Private Funds 2022/23 	Head of Area Accounting
5 SEPTEMBER	
<ul style="list-style-type: none"> • Individual Internal Audit Reports <ul style="list-style-type: none"> ◦ Internal Audit Summary Report 	Internal Audit
<ul style="list-style-type: none"> • Review of Audit Committee Terms of Reference 	Board Secretary
<ul style="list-style-type: none"> • Public Finance and Accountability (Scotland) Act 2000 	Head of Area Accounting
5 DECEMBER	
<ul style="list-style-type: none"> • Individual Internal Audit Reports <ul style="list-style-type: none"> ◦ Internal Audit Summary Report 	Internal Audit
<ul style="list-style-type: none"> • Review of Code of Corporate Governance 	Board Secretary
<ul style="list-style-type: none"> • Review of Risk Register Framework and Strategic Risk Register (Risk Management Update) 	Medical Director
<ul style="list-style-type: none"> • Information Assurance Group Update 	Deputy Chief Executive
<ul style="list-style-type: none"> • Resilience Committee Update 	Deputy Chief Executive
<ul style="list-style-type: none"> • Committee self-evaluation 	Committee Chair and Lead Executive
MARCH 2024	

<ul style="list-style-type: none"> • Individual Internal Audit Reports <ul style="list-style-type: none"> ◦ Internal Audit Summary Report 	Internal Audit
<ul style="list-style-type: none"> • Annual Audit Committee Workplan 	Committee Chair and Lead Executive
<ul style="list-style-type: none"> • Argyll and Bute IJB Audit Report 	Technical Accountant

CLINICAL GOVERNANCE COMMITTEE WORKPLAN

Clinical Governance Committee Planner 1 April 2023 to 31 March 2024

Standing Items for every Clinical Governance Committee meeting

- Apologies
- Declarations of interest
- Minutes of last meeting
- Patient Experience and Feedback
- Clinical Governance Quality and Performance Data
- Annual Delivery Plan Outcomes
- Public Health
- Emerging Issues /Executive and Professional Leads Reports by Exception §
- Reports by Exception with Minutes from Patient Quality and Safety Groups/Argyll and Bute Clinical and Care Governance Group
- Risk Register
- Infection Control & Prevention Report
- AOCB
- Reporting to the Board
- Date of next meeting

CLINICAL GOVERNANCE COMMITTEE WORKPLAN	
27 APRIL 2023	
• Public Health - health protection	Public Health Team
• Discussion of Assurance Requirements relating to Adult Social Care and Commissioned Children's Services (THC)	Chair/B Peters
• Allow space for Emerging Items	Chair/B Peters
• Complaints – Improving Communication	M Morrison
• Cancer Recovery Board 6 mthly Update by Exception	Nick Abbott/ Derick MacRae
29 JUNE 2023	
• Strategic Risk Register	Boyd Peters & Tim Allison
• Area Drugs & Therapeutics 6 mthly Update by exception ⁺	Ian Rudd
• R,D & I Annual Report	E Sage
• Information Assurance Group 6 mthly Update by exception ⁺	Iain Ross
• Transfusion Committee 6 mthly Update by exception ⁺	Chic Lee
• Health & Safety Committee 6 mthly Update by exception ⁺	Bob Summers

<ul style="list-style-type: none"> • Safe Delivery of Care Inspections and Implications for Care Assurance in NHSH 	L Bussell
31 AUGUST 2023	
<ul style="list-style-type: none"> • Annual Delivery Plan 	Rhiannon Boydell
<ul style="list-style-type: none"> • Annual Complaints Report*** 	Clinical Governance Team
<ul style="list-style-type: none"> • Organ & Tissue Donation Committee 6 mthly Update by exception⁺ 	John Rae
<ul style="list-style-type: none"> • Public Health - health improvement 	Public Health Team
<ul style="list-style-type: none"> • Duty of Candour Annual Report 	Clinical Governance Team
<ul style="list-style-type: none"> • Realistic Medicine Annual Update 	Kate Arrow
<ul style="list-style-type: none"> • Highland HSCP Clinical Governance Annual Report* 	CO Highland HSCP
<ul style="list-style-type: none"> • Argyll & Bute HSCP Clinical Governance Annual Report* 	CO A&B HSCP
<ul style="list-style-type: none"> • Acute Services Annual Report (QPS activity etc) 	K Sutton
2 NOVEMBER 2023	
<ul style="list-style-type: none"> • Strategic Risk Register 	Boyd Peters/ Tim Allison
<ul style="list-style-type: none"> • Screening Services Update 	Tim Allison
<ul style="list-style-type: none"> • SPSO Report 	Clinical Governance Team
<ul style="list-style-type: none"> • Allow space for emerging items and development workshop event 	Chair /B Peters
JANUARY 2024	
<ul style="list-style-type: none"> • Area Drugs & Therapeutics Committee 6 mthly Update by exception⁺ 	Dir of Pharmacy
<ul style="list-style-type: none"> • Public Health - health intelligence and support for health services 	Public Health Team
<ul style="list-style-type: none"> • Public Protection Reporting 	Committee Chairs
<ul style="list-style-type: none"> • Transfusion Committee 6 mthly Update by exception⁺ 	Chic Lee
<ul style="list-style-type: none"> • Health & Safety Committee 6 mthly Update by exception⁺ 	Fiona Hogg/ Bob Summers
<ul style="list-style-type: none"> • Information Assurance Group 6 mthly Update by exception⁺ 	Iain Ross
MARCH 2024 (2024/25 Work Plan to be developed)	
<ul style="list-style-type: none"> • Strategic Risk Register 	Boyd Peters & Tim Allison
<ul style="list-style-type: none"> • Clinical Governance Committee Annual Report 	Mirian Morrison
<ul style="list-style-type: none"> • 2023/24 Workplan 	Board Support Services

<ul style="list-style-type: none"> • Cancer Recovery Board 6 mthly Update by Exception 	Nick Abbott/ Derick MacRae
<ul style="list-style-type: none"> • Organ & Tissue Donation Committee 6 mthly Update by exception⁺ 	Deidre MacKay/ Marian MacKinnon
<ul style="list-style-type: none"> • Children's Services 	

To be Scheduled:

- Update on Engagement Framework
- Increasing direct patient feedback
- Overview of Clinical Governance processes and systems within Acute & Community Services
- Clinical Governance & Social Care and Commissioned Children's Services
- Remobilisation & Recovery issues and risks
- Framework of improvement and service delivery
- Discharge Working Group reporting arrangements
- Annual Delivery Plan (Start Well) – Mission critical aspects and reporting proposals

Guidance Notes:

*The purpose of this report is to recommend that the Committee consider the annual update provided on the Clinical Governance arrangements and work in the 2 Health and Social Care Partnership (HHSCP & A&BHSCP).

***The purpose of this report is to recommend that the Clinical Governance Committee note the range of work across complaints & feedback and patient experience across NHS Highland and to approve the Complaints & Feedback Annual Report.

§ This agenda item is to provide room for urgent issues that need to be escalated to the Committee on any matter relating to Clinical Governance, usually by Executive and Professional Leads, so that these can be brought to the attention of the committee timeously.

⁺ Committees formally reporting to the Clinical Governance Committee are asked to report 6mthly by exception reporting. In addition, the Infection Control & Prevention Committee & Information Assurance Group are asked to report at every meeting.

FINANCE, RESOURCES & PERFORMANCE COMMITTEE WORKPLAN

Finance, Resources & Performance Committee Planner 1 April 2023 to 31 March 2024

Standing Items for every FRP Committee

- Apologies
- Declarations of interest
- Minutes of last meeting
- Cost Improvement Programme Update
- Integrated Performance Report
- AMG Minutes
- Major Project Summary
- Risk Register – Level 1 Risks
- Date of next meeting

<u>FINANCE, RESOURCES & PERFORMANCE COMMITTEE WORKPLAN</u>	
JANUARY 2023	
• Adult Social Care Finance Plan	
• National Treatment Centre Update	
MARCH 2023	
• Digital Health and Care Group Update and Update on progress with NHSH Digital Delivery Plan 2022/2023	
• Annual Delivery Plan Update	
• Revised Maternity and Neonatal Business Case	
• Draft Committee Annual Report 2022/2023	
• Committee Annual Work Plan 2023/2024	
MAY 2023	
• Annual Accounts Report	
• NHS Highland Annual Operating Plan (Submission 07/23?)	
• Business Continuity Planning	Kate Cochrane

<ul style="list-style-type: none"> • Risk Register – Level 1 Risks 	
JULY 2023	
<ul style="list-style-type: none"> • Digital Health and Care Strategy Update 	
SEPTEMBER 2023	
<ul style="list-style-type: none"> • 	
NOVEMBER 2023	
<ul style="list-style-type: none"> • Procurement Annual Report 	
<ul style="list-style-type: none"> • NHS Highland Winter Plan 2023/2024? 	
FEBRUARY/MARCH 2024	
<ul style="list-style-type: none"> • Draft FRP Committee Annual Report 2022/2023 	
<ul style="list-style-type: none"> • Committee Self-Assessment 	

Items to be scheduled:

- Scheduled Care Programme Update – D Park/K Sutton
- Update on Women and Children's Health activity.

HIGHLAND HEALTH AND SOCIAL CARE COMMITTEE WORKPLAN TO 31 March 2024

Standing Items for every HHSCC meeting

- Apologies
- Declarations of interest
- Minutes of last meeting
- Finance
- Risk (Level 1 Risks)
- Performance and Delivery (IPQR: Dashboard and Chief Officer's Report)
- Health Improvement
- Committee Function and Administration
- Date of next meeting

01 MARCH 2023

• District reports (x2)	Caithness Sutherland (Rhiannon Boydell)
• Children and Young People Performance Reporting	(NHS: Tracey Gervaise; Highland Council: Ian Kyle)
• Adult Social Care Fees and Charges Report	(Gillian Grant)
• Mental Health Services Assurance Report	(Arlene Johnstone)
• Third Sector Mental Health Funding	(Mhairi Wylie)
• Joint Strategic Plan	(Lorraine Cowie)
• Committee 2022/23 Annual Assurance Report	(Chair and Chief Officer)
• Committee Annual Workplan 2023/2024	(Chair)

19 APRIL: Development Session (Public Health Annual Report)

26 APRIL 2023	
• District Reports (x2)	(Rhiannon Boydell)
• Annual Report of Care Home Oversight Board	(Gillian Grant)
• Chief Social Officer Worker's Annual Report	(Fiona Duncan/Simon Steer)
• Adults with Incapacity (Mental Welfare) Report	(Arlene Johnstone)
• Adult Protection Committee Annual Report	(Simon Steer)
• Highland Drug and Alcohol Recovery Services Delivery Plans	(Pam Cremin)
• Integrated Joint Plan	(Lorraine Cowie)
• Learning Disability Services Assurance Report	(Arlene Johnstone)
• Mental Health Strategy	(Arlene Johnstone)
24 MAY: Development Session (TBC)	
28 JUNE 2023	
• District Reports (x2)	(Rhiannon Boydell)
• Care At Home Assurance Report	(Ian Thomson)
• Commissioning Strategy for Integrated Health and Social Care Services	(Gillian Grant)
• Community Risk Registers Assurance Report	(Pam Cremin)
• Public Bodies Annual Report	(Pam Cremin)
30 AUGUST 2023	
• District Reports (x1)	(Rhiannon Boydell)
• Primary Care Improvement Plan Assurance Report	(Jill Mitchell)
• FHS Delivery Overview Report	All four workstreams to provide a system wide overview, Primary Care, Pharmacy, Dental and Ophthalmic

• Children and Young People Services – mid year review	(NHS: Tracey Gervaise; Highland Council: Ian Kyle)
• Community Services overview	(Pam Cremin)
• Technology Enabled Care Overview	(Iain Ross)
• Committee Terms of Reference	For Review (Ruth Daly)
20 SEPTEMBER: Development Session (TBC)	
1 NOVEMBER 2023	
• District Reports (x2)	(Rhiannon Boydell)
• Engagement Framework Assurance Report	(Ruth Fry)
• Together We Care Implementation	(Lorraine Cowie)
• Preparation for Winter	(Chief Officer)
29 NOVEMBER: Development Session (TBC)	
JANUARY 2024	
• District Reports (x2)	(Rhiannon Boydell)
• SDS Strategy Assurance Report	(Ian Thomson)
• Community Services Risk Registers Assurance Report	(Pam Cremin)
• Carers Strategy Update	(Ian Thomson)
MARCH 2024	
• District Reports (x2)	(Rhiannon Boydell)
• Children and Young People Services Performance Report	(Tracey Gervaise Ian)
• Mental Health Services Assurance Report	(Arlene Johnstone)

• Adult Social Care Fees and Charges 24/25	(Gillian Grant, Simon Steer)
• Committee Annual Assurance Report 23/24	(Chair and Chief Officer)
• Committee Workplan 24/25	(Chair)

STAFF GOVERNANCE COMMITTEE WORKPLAN**Staff Governance Committee Planner 1 March 2023 to 31 March 2024*****New* Hot Topics List**

1. Statutory and Mandatory Training Compliance
2. Improvement Notices at New Craigs
3. Oban medical staffing action plan - progress update
4. Workforce costs and availability
5. Improving Data and Insights
6. Winter planning and resilience (including Industrial Action)

Standing Items for every Committee meeting

- Apologies and Declarations of interest
- Minutes of last meeting
- Workplan, Action Tracker and matters arising
- Spotlight presentation: Staff Governance Standards, Values and Risks
- Integrated Performance & Quality report and SGC Workforce metrics
- Minutes and assurance from: APF, H&S Committee
- Strategic Risk review - with Level 2 as part of spotlight sessions

Standing Items for Specific Meetings

- Whistleblowing reports for Board (Quarterly: March, May, September, December and Annual: July)
- Guardian and WB update (January and July)
- Stat Man deep dive (March and September)
- Colleague Comms and Engagement plan / Listening and Learning panel update (May and November)
- Annual Committee Report (March)
- Annual Health and Safety Review (March)
- Annual review of Terms of Reference (September)
- Annual Medical Education Review (November)
- Workforce Plan updates (as required)
- Staff Governance Standard Monitoring (as required)
- ADP updates (January, May, September, November)

Development Session- 1 March 2023	
People and Culture Governance	Fiona Hogg
Health and Safety Report – review of progress made	Bob Summers
Staff Governance Committee – 8 March 2023	
Spotlight Session - Estates	Alan Wilson
Recruitment and Workforce audits	Fiona Hogg
Induction update	Jennifer Swanson

Annual Committee Assurance Report	Fiona Hogg
People and Culture Governance update	Fiona Hogg
WB Q3 report	Fiona Hogg
Annual Health and Safety Review – focus on actions and assurance moving forward	Bob Summers
Development Session 19 April 2023	
Workforce and Culture Metrics	
Feedback and actions from People and OHS service reviews	
Staff Governance Committee 10 May 2023	
Spotlight Session – Partnership Working	Elsbeth Caithness
Stat Man Deep Dive (moved from March)	
Colleague Comms and Engagement update	
WB Q4 report	Fiona Hogg
Induction review	Jennifer Swanson
ADP update for 2022/3 and look ahead to 2023/4	
Equalities report	Gaye Boyd
Joint APF / SGC Development Session 7 June 2023	
Raising concerns and review of WB / Speaking Up	
Staff Governance Committee 28 June 2023	
Spotlight Session - Acute Services	Katherine Sutton
IMatter high level results	
Guardian Annual Report	
WB Annual Report	
SG Standard Monitoring	
No development session in Summer	

Staff Governance Committee – 6 September 2023	
Spotlight Session- Highland HSCP	Pam Cremin
WB Q1 Report	
IMatter results and plans	Fiona Hogg
Stat man deep dive	
Committee TOR Review	Sarah Compton-Bishop
ADP Q1 update	
Development Session- 4 October 2023	
Staff Governance Committee – 8 November 2023	
Spotlight Session – Finance	Heledd Cooper
WB Q2 report	Fiona Hogg
Medical Education Annual report	Helen Freeman
Listening and Learning survey results?	
Comms and Engagement 6 monthly update	Ruth Fry
ADP Q2 update	
Joint APF and SGC Development Session - 6 December 2023	
Staff Governance Committee – 17 January 2024	
Spotlight Session – Argyll & Bute HSCP	Fiona Davies
WB Q3 Report	
Guardian Service 6 monthly review	Guardians
ADP Q3 update	
Development Session- 7 February 2024	
Annual H&S report	Bob Summers

Staff Governance Committee - 6 March 2024	
Spotlight Session – People and Culture	
Annual Committee Assurance Report	
Health and Safety Annual report	
Workplan for 2024-5	

Spotlight sessions May 2024 onwards

Revised template to ensure focus on values, Staff Governance Standards and Level 2 risks

May 2024: NMAHP and Medical

July 2024: Public Health

September 2024: Deputy Chief Exec Functions

Then restart cycle

November 2024 - Estates

Remuneration Committee 2023

Standing Items

- Minutes
- Matters Arising
- Executive Appointments update
- Date of Future meetings

Date	Business
27 February 2023	<ul style="list-style-type: none"> • NPMC outcomes / ESM Pay award • Report of HP closure • Terms of reference • Appointment of Vice Chair • Workplan draft • Common Executive Objectives 2023/4
12 June 2023	<ul style="list-style-type: none"> • End of Year Reviews for Senior Manager Cohort considered by the Remuneration Committee • Board Performance Report • NPMC ratings for approval and submission • Review of objectives aligned to ADP • Discretionary points • Individual Exec Objectives 2023/24 • Committee Annual report
25 September	<ul style="list-style-type: none"> • Review of Terms of Reference
27 November	<ul style="list-style-type: none"> • Mid Year Review status for Executive Cohort considered by the Remuneration Sub Committee