

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

The Board is asked to:

- **Note** that the Staff Governance Committee met on Tuesday 21 July 2020 with attendance as noted below.
- **Note** the Assurance Report and agreed 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
Adam Palmer, Employee Director

In Attendance:

Gaye Boyd, Deputy Director of Human Resources
Elspeth Caithness, Staff Side Representative
Ruth Daly, Board Secretary
Leah Girdwood, Board Committee Administrator
Fiona Hogg, Director of Human Resources and Organisational Development
Tracy Ligema, Head of Community Services
Joanna MacDonald, Chief Officer (Argyll & Bute) (from 2.30pm)
Etta Mackay, Staff Side Representative
Simon MacRory, The Guardian Service (Item 4)
Derek McIlroy, The Guardian Service (Item 4)
Emma Pickard, External Culture Advisor
Katherine Sutton, Chief Officer (Acute) (from 3.00pm)

Apologies:

James Brander, Board Non-Executive Director
Pam Dudek, Deputy Chief Executive
Paul Hawkins, Chief Executive
Margaret MacRae, Staff Side Representative
David Park, Chief Officer
Ann Pascoe, Board Non-Executive Director

AGENDA ITEMS

- **Assurance Report from Meeting held on 11 February 2020**
- **The Guardian Service Update**
- **Staff Governance Committee Terms of Reference and Standing Agenda Format**
- **Culture Fit for the Future**
- **Proposals for Culture Programme Changes**
- **Workforce Report incl. Statutory and Mandatory Training**
- **Update on Partnership Working**
- **NHS Highland Media Policy and Social Media Policy**
- **AOCB**

DATE OF NEXT MEETING

The next meeting will be held on Tuesday 1 September 2020.

1 WELCOME AND DECLARATIONS OF INTEREST

There were no Declarations of Interest.

2 ASSURANCE REPORT FROM MEETING HELD ON 11 FEBRUARY 2020

There had been circulated draft Assurance Report from the meeting on 11 February 2020

The Committee Approved the circulated draft Assurance Report.

3 MATTERS ARISING NOT ON THE AGENDA

A Palmer highlighted no assurance could be taken at the last meeting in relation to the EU Exit. It was confirmed that this was now an element of the remobilisation plan. Previous issues relating to workforce such as visas and status of EU workers had been resolved.

Once for Scotland policy training had been delayed by the coronavirus pandemic. A Palmer requested an update be brought to the next meeting on how this will be re-instated and carried out in future.

The Chair noted the risk register should be added to the agenda as a standing item going forward starting from the next meeting. There had also been discussions regarding the dignity at work project and an update on this would also be required. F Hogg advised an update could be brought as part of the culture programme update as there was a workstream which focussed on dignity at work.

A Palmer went on to advise members that the Employee Directors had discussed a pulse survey to be carried out in iMatter which would cover staff wellbeing and experience at work.

4 THE GUARDIAN SERVICE UPDATE

S MacRory, Director of The Guardian Service, attended the meeting to provide members with an update on the current position ahead of the service launch on 3 August 2020. Members were advised that the collateral had been completed and received by the Communications Team for distribution to various locations across Highland. Work was ongoing to develop a dedicated page on the intranet which would be an access point for information relating to the service. Both Guardians had been appointed, Derek would be based in Argyll & Bute and Julie would be based in Inverness to cover North Highland. S MacRory was meeting with key members of staff within NHS Highland to build a knowledge base of the organisation, including the challenges faced. It was noted the Guardians were available to attend team meetings to increase awareness of the availability of the service.

An email had been sent to all members of staff announcing the service. There had been 18 contacts made in response to the email, ranging from staff looking for more information to some looking to begin using the service. These contacts had been logged and would be contacted again once the service was launched.

During discussion, the following clarifications were made:

- Electronic versions of the collateral would be available to download from the intranet page once set up.

- Reports would be produced on a monthly basis and sent to NHS Highland. A more detailed report would also be produced for the Board bi-annually.
- The Guardian Service would compare their reports with outcomes from NHS staff surveys to identify similarities or differences and areas where communication of the service could be driven to improve outcomes.
- The Guardians would meet with A Donald as whistleblowing champion on a quarterly basis, as well as meeting the CEO and Deputy CEO on a quarterly basis.
- There was a challenge in clarifying the difference between whistleblowing and raising a concern. Education was required to ensure staff knew the correct routes to take for each.

With regard to communication, A Donald questioned whether there would be a public communication strategy to run in alignment with the internal communication strategy. F Hogg recognised the importance of demonstrating the actions being taken by NHS Highland, including The Guardian Service. This had been discussed in a public Board meeting but more public communications were required.

The Chair queried the analysis of the thematic data produced by The Guardian Service. Discussion had taken place at a meeting of the Partnership Forum and an action was taken to plan how the data would be handled and analysed once received. There was a need to ensure the data was controlled as there was fear amongst some members of staff that they could be identified from data. Discussion would be brought to the Executive Directors Group (EDG) to identify the information which should be shared and in which forums.

ACTION: Arrange a communication to all staff which clearly identifies the routes which could be taken when raising concerns, and what these routes were for. – **F Hogg**

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| The Committee Noted the update provided by The Guardian Service. | |
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At this juncture, S MacRory and D McIlroy left the meeting.

5 STAFF GOVERNANCE COMMITTEE TERMS OF REFERENCE AND STANDING AGENDA FORMAT

A report outlining the proposals relating to the Staff Governance Committee terms of reference had been circulated. As a result of the review of the Governance structure of the Board, the following key changes were being proposed for the Staff Governance Committee:

- The Health and Safety Committee and the Culture Programme Oversight Group would report directly to the Staff Governance Committee.
- Remuneration Committee would now report directly into the Board, rather than as a sub-committee of Staff Governance Committee.
- Meetings of the Committee would take place 6 times per year and were proposed to occur between 2 and 4 weeks ahead of the Board meeting for effective reporting and assurance.
- Membership had been revised to ensure the appropriate number of Non-Executive Directors (4) were in attendance, and to recommend the appointment of a Vice Chair. The Chief Executive would also become a member.
- A revised standing agenda had been created to ensure meetings were as effective as possible and aligned to the Staff Governance Standard. The agenda would include a spotlight session for each operational unit.

The Chair noted at a recent meeting of the Audit Committee, the auditors had advised better scrutiny was required from the Committee, especially relating to redeployment and statutory /

mandatory training. Proper scrutiny could not take place previously as too much information was being brought to fewer meetings per year. There was hope that the changes to the Committee and the standing agenda would improve members' ability to examine the information presented and provide support and scrutiny.

J MacDonald recognised the importance of managers' ability to provide assurance to the Board. The changes made to the agenda would allow an improved understanding of activity across the whole of NHS Highland, particularly the spotlight session. F Hogg noted she had hoped Argyll & Bute would provide the first spotlight session at the Committee meeting on 1 September.

In relation to the Health & Safety Sub Committee, E Caithness raised concerns around the name of the Committee in the Terms of Reference and the reporting routes. There was an existing Health & Safety Sub Committee which was chaired by David Park. R Daly advised clarification was required on what the role of the Committees were to ensure the correct reporting and naming for the Committees. F Hogg and E Caithness agreed to discuss the matter out with the meeting and provide an update to members at the next meeting.

ACTION: Add J MacDonald to the agenda for the next meeting for the spotlight session – **L Girdwood**

ACTION: Discuss the Health & Safety Sub Committee's role and bring an update to the next meeting – **F Hogg and E Caithness**

Following discussion, the Committee Approved the Terms of Reference and the Standing Agenda.

6 CULTURE FIT FOR THE FUTURE

There had been a report circulated providing an update on the progress with Culture Fit for the Future. F Hogg highlighted the following key areas:

- Courageous conversations training had been held virtually due to the coronavirus pandemic. In Argyll & Bute it had been delivered using Microsoft Teams and this had been successful. There were plans to replicate this in North Highland and potentially expand to additional skills based training.
- A 100 day plan had been created in response to the Argyll & Bute review. Some areas of concern were organisation wide so the plan was to be revisited to review which actions were sitting centrally and which were specific to Argyll & Bute.
- A diagnostic review of the people processes was to be carried out by an external organisation. This would remove biases and ensure a full review of the areas for improvement. The required changes identified following the review would then be made through partnership working.
- Concerns had been raised regarding the transparency of the recruitment process. In response to this, E Pickard would review the process to identify areas of improvement.
- Under the new governance structure, the System Leadership Team (SLT) would be the central point for activity within the organisation. The Culture Programme Board would remain the centre for culture activity and would report to the Staff Governance Committee.

With regard to the 100 day plan, members queried the timescales and the alignment with the Highland wide plan. F Hogg advised the timings on the original plan had not been confirmed. The culture plan was being refreshed and it was hoped elements of the 100 day plan could be incorporated into this. Argyll & Bute had been actioning the plan since May 2020 and had further developed a 200 day plan.

A Donald questioned as to whether there was any indication from Scottish Government on the roll out of whistleblowing standards. Conversations had indicated the roll out would be in February or March 2021, however, as the current NHS Highland processes needed significant improvements it was suggested the roll out may need to be sooner. F Hogg had proposed NHS Highland could be involved in piloting the standards. A Donald added that if there were delays in rolling out the standards it should not preclude any preparatory work which could begin.

K Sutton went on to advise members an acute culture plan was being developed with staff side, HR and management. As no acute staff survey had taken place, there was a need to engage with members of staff to develop the actions for improvement and allow a sense of ownership for those working in acute services.

The Committee Noted update.

6.1 Proposals for Culture Programme Changes

A report detailing the proposals for revised governance structure and reporting arrangements for the Culture Programme had been circulated. The following changes were proposed:

- The name of the group was proposed to be changed to the 'Culture Change Oversight Group'.
- The Group would now report formally into the Staff Governance Committee and the External Culture Advisor, who chairs the meetings, would become a regular attendee at Staff Governance Committee meetings.
- There would be 6 workstreams and the lead from each would attend meetings of the Group.
- 4 local Culture Groups would be set up with their own delivery plans and a representative of each would attend the Oversight Group.
- Members of staff across the organisation would be able to register their interest in becoming involved in some way with culture change.

The Committee Noted proposed changes.

7 WORKFORCE

7.1 Workforce Report incl. Statutory and Mandatory Training

It had been agreed that the workforce report which was presented to the Committee would be focussed on a particular area at each meeting. The report circulated the members for this meeting focussed on redeployment, vacancies, absence and statutory and mandatory training compliance.

Some recruitment had been paused due to the coronavirus pandemic in March and April, but there were still high vacancy numbers reported; 780.96 and 757.23 wte respectively. Turnover was decreasing which provided an opportunity to consider workforce planning in conjunction with the remobilisation plan to ensure posts were only advertised which were essential to service delivery. There was also an opportunity with an increase in individuals looking for employment to recruit to some hard to fill posts.

In relation to redeployment, there were 45 employees from North Highland and 32 employees from Argyll & Bute reported as displaced. On the secondary register there were 26 employees in Argyll & Bute and 12 in North Highland. Redeployment could provide an

opportunity to fill vacancies with potential for training staff to fill posts. F Hogg added an Organisational Change Oversight Group was being created which would have oversight of all changes which would lead to the redeployment of staff.

There had been a decrease in sickness absence. This was likely due to Covid-19 as those who were absent from work with symptoms were recorded as special leave.

It was noted that the current level of training performance was unsatisfactory and left NHS Highland exposed to additional risk in terms of staff engagement, harm, enforcement and substantial indirect / uninsured costs. Executive Directors had been tasked with urgently addressing performance in key areas by working with SME's in prioritising the highest risk attendees and ensuring they were released to attend training. This would be monitored at the Executive Directors Group. The key priorities had been identified as Moving and Handling, and Violence and Aggression practical training as they presented the highest risk to colleague and patient safety.

In relation to the data provided in the report, the Chair noted average numbers were helpful but for proper scrutiny it would also be beneficial to have a view of the maximum numbers.

A Donald sought clarification on 'non-compliance' with regard to statutory / mandatory training, and the role of managers in ensuring compliance. G Boyd advised there were a number of reasons why training was not completed but it was the responsibility of the individual and their manager to ensure training was completed. There was a cultural issue relating to training compliance which had allowed numbers to get so low, but improvements were beginning to be made.

A Palmer highlighted the changes being made to the RNI in Inverness and questioned whether there was a solution to the temporary redeployment of all members of staff based there. G Boyd noted the RNI was an example of the importance of considering all elements when implementing service change to ensure there was a plan for staff who may not have another post to be redeployed to.

Due to time constraints, the Chair requested that members send any further questions relating to the workforce report to G Boyd with the Chair copied in.

Following discussion, the Committee Noted the contents of the report and the areas for improvement.

8 UPDATE ON PARTNERSHIP WORKING

Within the Sturrock report and the outputs of the Argyll & Bute review, it was noted that Partnership working in NHS Highland needed to be refreshed and revisited to ensure the optimum levels of engagement and effectiveness from Management, Staffside and HR. A workshop had taken place on 30 June 2020 focussed on identifying and capturing what good partnership working looked like, the roles and responsibilities of partnership and what the priorities should be. A second workshop was to be scheduled to take place in August 2020 which would focus on partnership meetings and the governance process, and the partnership resource requirements. Following both workshops the outputs would be consolidated and a set of proposals would be presented to the Committee on 1 September 2020.

Members who had attended the workshop advised they had found it beneficial and were looking forward to the future of partnership working. It was noted that more resource was required for staffside to ensure they were able to perform their roles.

The Chair recognised the positive work being carried out and requested a further update be brought to the Committee meeting in September with more time allocated to the discussion.

The Committee Noted the update.

9 FOR INFORMATION

9.1 NHS Highland Media Policy and Social Media Policy

A new Media Policy and Social Media Policy had been circulated to members. The policies had been developed for NHS Highland staff to help ensure the appropriate steps were taken when engaging with the media to avoid inappropriate use of social media.

The Committee Noted the NHS Highland Media Policy and Social Media Policy.

10 AOCB

There were no matters discussed in relation to this Item.

11 DATE OF NEXT MEETING

The next meeting of the Committee will take place on **Tuesday 1 September at 10.00am** in the **Board Room, Assynt House, Inverness.**

The meeting closed at 4.00pm